



Roadmap For Full Network Implementation

Future Directions
2012-2016



**Children's
Treatment Network**

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www.ctn-simcoeyork.ca

INTRODUCTION	2
Future Directions Initiative	
Strategic Plan Development	
OUR VISION	3
OUR MISSION	4
OUR PRINCIPLES	5
OUR STRATEGIC DIRECTIONS	6
IMPLEMENTATION	12
NETWORK PARTNERS	13
STRATEGIC PLANNING REFERENCE GROUP	14

Future Directions Initiative

During the past year, Children's Treatment Network (CTN) launched an initiative entitled: Roadmap for Full Network Implementation: Future Directions 2012-2016, which focused on the development of a strategic plan to identify specific and measurable strategic goals for full implementation of the Network over the next five years, 2012 to 2016. This planning process engaged over 700 Network partners, Ministry representatives, youth and families in providing what is needed for the full implementation, optimal performance and long term sustainability of the Network.



Strategic Plan Development

A Reference Group of partner and family representatives was formed to guide the process, a facilitator was retained and a Stakeholder Consultation Work Program formulated. Several meetings of the Reference Group were held to develop a comprehensive Stakeholder Consultation Program. The consultation included focus groups, an on-line survey, workshops and individual interviews. The summary results of the Stakeholder Consultation Program and other inputs are available on the website at www.ctn-simcoeyork.ca. The summary results were presented to CTN senior staff, and utilized as resource material for the Reference Group, which then held four workshop sessions to develop CTN's draft strategic plan: Future Directions 2012 - 2016.



The draft plan was reviewed by CTN's Board of Directors and was formally approved at the September, 2011 meeting of the Board.

This document provides the results of the Reference Group's work in developing a refreshed Vision, Mission and Principles; and five Strategic Directions that will guide the Network's efforts until 2016.

Next steps include the development of a communications strategy to share the Strategic Plan package (Vision, Mission, Principles and Strategic Directions) with Network partners, families and Ministry representatives, and the development of an Implementation Plan, linked to annual operational plans, that will drive the realization of the five Strategic Directions.

A Vision establishes a horizon for an organization - a future point that the organization is actively striving to reach. A Vision is inspirational, and galvanizes the commitment and energies of all the organization's stakeholders to move in a common direction with common cause. The following Vision has been developed for Children's Treatment Network of Simcoe York.

Building Brighter Futures Together

Building

The CTN model continuously develops, shapes and builds partner relationship and engagement strategies as the primary means to achieve the integrated services model that meets the evolving needs of children and youth with multiple special needs, and their families in the Simcoe-York area.

Brighter Futures

Describes the outcome that all the partners within the CTN family are committed to and focused on each day, relative to bringing together the integrated services and supports to children and youth with multiple special needs, and their families, that improve their quality of life and assist them in realizing their potential and their aspirations.

Together

Represents the key working dimension of CTN's "Vision", which is an integrated partnership network that spans a range of service providers, funders, community organizations and others, who are committed to working together to realize brighter futures for the children, youth and families supported.



A Mission informs a reader as to the fundamentals and essence of an organization related to its purpose and what it focuses on. In application terms, every strategic and operational decision an organization undertakes needs to align with its Mission. If a decision is being discussed that does not align with the Mission, then one has to ask why such a decision would be made or whether it is timely to review the Mission. The following Mission has been developed for the Children's Treatment Network of Simcoe York.

Through the collective efforts of community partners, we respond to the evolving needs of children and youth with multiple special needs in Simcoe and York by:

- ***Providing and enhancing services***
- ***Championing system change***
- ***Building capacity***



Through the collective efforts of community partners

This phrase represents the collective network concept and operating framework for CTN. That is, CTN is the sum of its partners by bringing together their resources, capacities and services to meet the needs of the children, youth and families supported. Without this collective effort, CTN cannot exist. The vitality, strength and commitment of these partner relationships is the foundation upon which CTN fulfills its mandate, and achieves brighter futures for the children, youth and families served.

Respond to the evolving needs of children and youth with multiple special needs in Simcoe and York

Identifies the primary audience for everything that CTN and its partners undertake. Those are children and youth, from birth to age nineteen who have multiple special needs and their families, who reside in the County of Simcoe and the Region of York.

Providing and enhancing services

Represents the first of three focuses CTN is committed to, that is to provide and enhance the services available, focusing on both existing and new services and the range and frequency of services, as well as the continual improvement of the accessibility to and the quality of the services provided.

Championing system change

Represents a second focus for CTN. As a collective of many partners, including community organizations, service providers, funders and others, we are committed to achieving system change to improve service approaches and outcomes that respond to the changing needs of the people served.

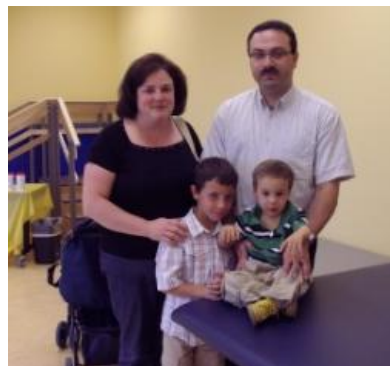
Building capacity

The third focus involves building capacity, that is the mix of services, communications, engagements and relationships that allow the right services to reach the children, youth and families served, at the right times, and within the most appropriate frameworks.

Principles have three applications within a Strategic Plan. First, they provide the opportunity to further define key themes within the Mission Statement. Second, and possibly most importantly, they describe how the organization views, treats and engages with the people it works with each day. Third, they can identify key accountabilities for the organization. The following Principles have been developed for the Children's Treatment Network of Simcoe York.

We work in the best interests of children, youth and families with multiple special needs through...

Potential and Strengths	Believing every person has a purpose, potential and worth, and by focusing on their strengths and abilities.
Dignity and Respect	Treating every person as an individual and with dignity, and deserving of our respect as a basis to develop positive relationships.
Being Inclusive	Accepting of each child and youth, ensuring equity no matter their life experiences, backgrounds or challenges.
Family-centered	Respecting parents, children and youth as integral partners in achieving flexible, holistic and responsive services.
Shared Responsibility and Commitment	A partnership model where members value each other, accept shared responsibility and commit to support the Network.
Leadership	Being leaders and advocates for the people and communities served.
Evidence-informed and Excellence	Developing a professional practice and network built upon best practices, being evidence-informed and achieving quality and excellence in all that we do.
Innovation and Learning	Fostering a Network culture that embraces innovation, continuous improvement and learning, and team approaches.
Accountability	Being accountable for the use of the resources provided, the decisions made and acting with integrity and transparency.



Strategic Directions represent the first level in operationalizing a Strategic Plan. They identify the future directions and priorities that the organization feels it needs to focus on and achieve in order to continue to advance towards the realization of its Vision, Mission and Principles. The following Strategic Directions have been developed for the Children's Treatment Network of Simcoe York for 2012 to 2016.

We will . . .

- **Work more effectively as a Network**
- **Build stronger partnerships and secure additional resources to realize the Network's full potential**
- **Lead ongoing innovation and continuous improvement in family-centred, integrated care**
- **Improve technologies, tools and processes that streamline Network operations and communications**
- **Improve access to information, services and supports for families**

Each of the five Strategic Directions has a series of proposed strategies to be considered and pursued through the 2012 to 2016 period. For the purposes of clarification in the Strategic Directions, the use of the term Network refers to the partnership in its totality. The use of the letters CTN refers to the corporate entity. It is recognized that these strategies need to be prioritized and that the ability to pursue these strategies will be dependent on staffing, resources and other factors that will influence the future operating environment of CTN. Some of the strategies may not be actively pursued due to these constraints, or to changes that may occur from time to time within the operating environment.



Work more effectively as a Network

Further develop the positioning and processes of the Network, focusing on system change initiatives involving:

- **Define the primary mandate and scope of the Network as to the range of children's and youth services engaged in directly or with aligned sectors**
- **Develop the Network's role and functions related to access, facilitation and service provision**
- **Clarify partner and their frontline staff roles and expectations on behalf of the Network**
- **Pursue opportunities to integrate the language, processes and forms of CTN and Network members based on best practice approaches**

The first Strategic Direction aligns with a significant amount of the commentary from the consultation program. That is, to undertake initiatives that enhance the performance of the Network, with a particular focus to improve clarity and supports to the frontline staff of the partnering organizations.

These initiatives involve defining the primary mandate and scope of the Network, how the Network and CTN align, the expectations of the partners, clarifying roles and functions and to maximize the integration of service provider and CTN's systems and procedures wherever possible, e.g.: forms, language and processes.



Build stronger partnerships and secure additional resources to realize the Network's full potential

Define and realize the shared responsibilities, engagement and sustainability of the Network, involving:

- ***Advocate with Ministry of Children and Youth Services (MCYS) to recognize and realize the full scope, funding and capacity of CTN as outlined in the initial planning and approval frameworks***
- ***Refine and further develop CTN's partnership framework related to roles, shared responsibilities, engagement, expectations and mutual benefits and collaboration***
- ***Assess alternative models, and undertake consultation to develop a finalized Network accountability framework***
- ***Explore potential partnering relationships and engagement with aligned children and youth service sectors, particularly as they can integrate children and youth with multiple special needs into the Single Plan of Care***
- ***Pursue additional funding with other Ministries, fund development and via other forms that invest in:***
 - ***Maintaining and increasing the range of and access to services***
 - ***CTN's capacity requirements, infrastructure and relationship management needs***
 - ***Other Network outcomes***

The second Strategic Direction focuses on the Network's key success factor related to its ongoing sustainability. This involves the development and practice of shared responsibility and commitment to targeted outcomes amongst the Network's partners.

The first dimension of this Strategic Direction involves advocating with MCYS to achieve the original scope, funding and capacity development envisioned and accepted for CTN's initial planning and approved framework. This outcome is seen as vital to CTN in realizing its vision and its needed capacities.

Defining the partnership model, expectations and prerequisite commitments is one important initiative, along with working extensively to build enhanced partner relationships and to garner the supports necessary to focus on achieving the mutual benefits envisioned by the Network. Also required is an accountability model, not necessarily directed by CTN, but focused on the concept of shared responsibility, where Network partners hold each other accountable.

Another dimension of this Strategic Direction involves the pursuit of various funding support initiatives to increase the range of and access to services, as well as CTN's "bench strength" to better support and to grow the Network. Also involved in this Strategic Direction, is the need to explore the connections and linkages of the Network with aligned service sectors, such as Mental Health, Child Welfare, etc., focusing on the principle of holistic child and youth wellness. This objective could involve integration with the Single Plan of Care via higher levels of support, as well as other engagement / partnership strategies.

This Strategic Direction also recognizes the importance of the changing demographic profile of York and Simcoe. This results in a need to work effectively at understanding the differences in perspectives, needs and engagement requirements across diverse communities.

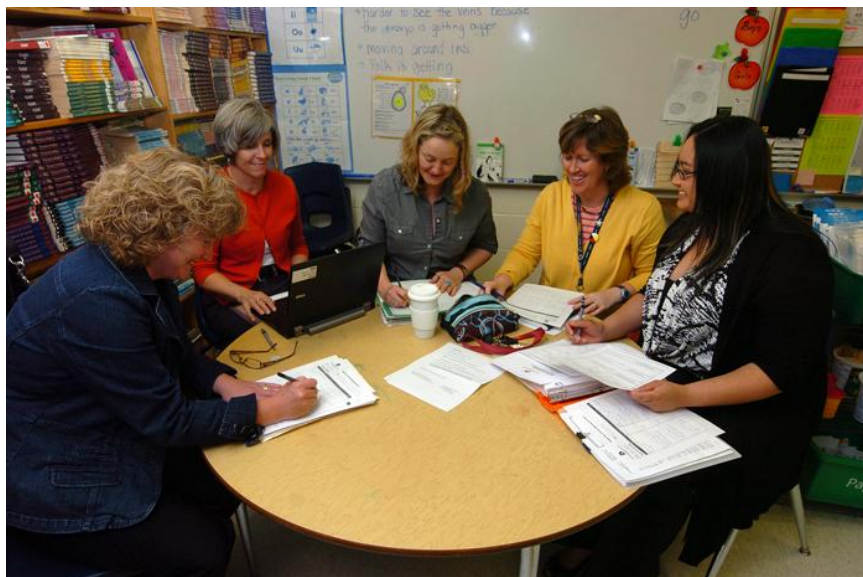
Lead ongoing innovation and continuous improvement in family-centred, integrated care

Undertake, as a Network, leadership initiatives on family-centred, integrated service delivery practices, involving the following:

- ***Continue development and implementation of the Single Plan of Care***
- ***Undertake education, research and best practice initiatives that:***
 - ***Build stakeholder capacity***
 - ***Achieve multi-disciplinary and inter-professional services integration, and more streamlined Network operations***
- ***Implement a Network evidence-informed performance management program that is developed around measuring and communicating Network outcomes / results***
- ***Undertake actions that align the Network with emerging strategic directions and trends***

The third Strategic Direction focuses on developing the Network as the leading entity within the service sector, with a particular focus on leadership around family-centered, integrated services development and delivery. A series of initiatives are identified that involve the development of Network outcomes and results, and how they will be developed and promoted. Also involved, is continuing development and implementation of the Single Plan of Care, as well as ensuring Network alignment with new strategic initiatives in the operating environment.

Other components of this Strategic Direction involve developing education, research and best practices initiatives; building parent, staff, Network and community capacity; as well as achieving increased integration outcomes in terms of multi-disciplinary and inter-professional services development and delivery.



Improve technologies, tools and processes that streamline Network operations and communications

Undertake organizational development initiatives that enhance Network operations and performance, involving:

- ***Identify a technology platform, and provide clarity as to the applications and directions of the technology, and the investment and integration outcomes required***
- ***Develop a comprehensive communications and marketing strategy based on audience segmentation approaches (core messaging, communication tools / technology, feedback system); and review CTN's branding program***
- ***Explore the benefits and feasibility of accreditation***
- ***Ensure CTN's Board's alignment with and capacity to enhance the Strategic Plan, through its on-going governance policies, practices, structures and processes***

The fourth Strategic Direction focuses on CTN and important Network organizational development requirements. The first objective involves responding to technology opportunities and challenges that have been identified through the consultation program. Key to this objective is to enhance the utility of the technology, particularly for frontline staff and for parents, and to build the technology around the Single Plan of Care / Shared Electronic Record initiatives to maximize its effectiveness and efficiency.

The second dimension of this Strategic Direction is the importance of developing a comprehensive communications and marketing program for the Network and CTN, involving communications that are audience-segment based in regards to core messaging, communication tools, etc., with a particular consideration in the future given to the use of social media and other emerging communication technologies and techniques. Other objectives involve a review of CTN's branding program, and the ongoing development and implementation of CTN's annual communication strategy.

A third dimension has been identified as exploring the viability, benefits and costs associated with accreditation of CTN and the Network.

The final dimension focuses on a two track governance development initiative. The first track involves aligning CTN's governance with the Strategic Plan, and the second focuses on the ongoing review of the governance processes of the Board.



Improve access to information, services and supports for families

Increase parent and community understanding of and engagement in their child and youth needs, the services available, their roles and responsibilities and related capacity building initiatives, involving:

- *Improve family access / navigation supports and tools, and educational / informational materials and forums*
- *Support frontline staff to be better able to inform parents on service and system access, operations and processes*
- *Develop strategies designed to improve the awareness by, participation of and supports to diverse cultural communities*
- *Provide parent support forums and other tools, led by parents where possible*

The fifth Strategic Direction focuses on parent and community engagement. The engagement of parents and the community is a central principle and key success factor for the Network and CTN. The ability to support parents through education on the system and its services, to improve access/navigation supports, to build their capacity to realize the Vision they have for their child or youth, to reduce their stress and frustration and related outcomes, has been identified as an important strategic goal.

Parent support groups, parent and community information forums, increased accessibility to information and other initiatives will need to be explored and implemented as feasible to enhance parental and community outcomes. Parent leadership in these areas is important and should be fostered wherever possible.



CTN management has the responsibility for the ongoing implementation activities, and the reporting back to the Board of Directors, to the partners and to families on the progress being made, barriers being experienced and new directions that need to evolve as events unfold. It is recognized that the Implementation Plan will need to be flexible and responsive to a changing operating environment over the course of the five year period.

In terms of setting priorities, the following three level priority setting framework will be used:

- A** – Objectives within the various Strategic Directions that are the highest priority and need immediate initiation, though they may take a shorter or longer time to be completed. Also represents objectives that may need to be completed before other objectives can be initiated, as the follow-up objective may be dependent on the outcomes of an A priority objective.
- B** – Objectives that are dependent on another objective to be completed first or can be initiated in the second or third year of the Strategic Plan's implementation as they may not have imminent requirements.
- C** – Objectives that are important to both CTN and the partners, but could be undertaken in years three to four, depending on the resources and capacities of the organization to implement the multiple objectives within its Strategic Plan.

A three-part Strategic Plan review process is identified for Children's Treatment Network of Simcoe York:

- Semi-annually, the CTN Board will complete a review of the Strategic Plan's progress based on management staff reporting on all dimensions, as well as the Board reporting on its responsibilities as follows:
 - Actions taken
 - Barriers occurring
 - Recommendations on revisions and new inputs
 - Other key information
- Every year, the Board and senior staff will allocate a block of time to review the Strategic Plan, the key inputs, changes in the operating environment etc., and make appropriate adjustments to the timing, tasking and related dimensions of the Strategic Plan's implementation.
- Every three to five years, the Board and senior staff will engage in a full Strategic Plan review process in order to ensure the relevancy, timeliness and scope of the Strategic Plan in moving Children's Treatment Network of Simcoe York towards the realization of its Vision and Mission.



- 1 to 1 Rehab
- Able Sail
- Achimota Centre for Children with Autism
- Barrie Area Native Advisory Circle (BANAC)
- * Blue Hills Child and Family Services
- Brain Injury Services, Muskoka Simcoe
- * Catulpa Community Support Services
- * Central Community Care Access Centre
- C.H.I.L.D. – Children’s Intervention Learning and Development Treatment Centre
- Childsplay
- * Closing the Gap Healthcare Group
- Comcare Health Services
- Community Living Association for South Simcoe
- Community Living Huronia
- Creative Sounds Music Therapy
- Deaf Access Simcoe Muskoka
- E3 Community Services Inc.
- Family Services York Region
- Georgian Bay General Hospital
- Health in Motion Rehabilitation
- Helping Hands for FASD
- Kerry’s Place Autism Services
- Kinark Child and Family Services
- * La Clé d’la Baie en Huronie
- Learning Disabilities Association of Simcoe County
- March of Dimes Canada
- * Markham Stouffville Hospital
- Motion Specialties
- * New Path Youth and Family Services
- * North Simcoe Muskoka Community Care Access Centre
- Ontario Early Years Centre - Simcoe North
- * Orillia Soldiers’ Memorial Hospital
- Outdoor Education Centre & King Day Camp (Seneca College)
- * Regional Municipality of York
- * Royal Victoria Hospital
- Safehaven Project for Community Living
- Seasons Centre for Grieving Children
- * Simcoe Community Services
- Simcoe County District School Board
- * Simcoe Muskoka Catholic District School Board
- Social Services Network (York Region)
- * Southlake Regional Health Centre
- Spark Learning Centre
- * The Speech Clinic
- VHA Rehab Solutions
- Waypoint Centre for Mental Health Care
- * York Catholic District School Board
- * York Central Hospital
- York Paediatric Therapy Services Inc.
- York Region Branch of Jewish Family & Child Services
- * York Region District School Board
- * York Support Services Network (YSSN)
- YMCA of Simcoe Muskoka
- Zareinu Education Centre
- Children’s Case Coordination of Simcoe York (Catulpa)
- Children’s Case Coordination of York Region (YSSN)
- * Partners receiving funding from Children’s Treatment Network to provide additional services

Provincial Partners

- Canadian National Institute of the Blind
- Canadian Hearing Society
- CanChild Centre for Childhood Disability Research (McMaster University)
- Child Health Network
- eHealth Ontario
- Expressive Communication Help Organization (ECHO)
- Geneva Centre for Autism
- * Holland Bloorview Kids Rehabilitation Hospital (Bloorview Kids)
- Ministry of Children and Youth Services
- Ministry of Community and Social Services
- Ministry of Education
- Ministry of Health and Long Term Care
- Ontario Association of Children’s Rehabilitation Services (OACRS)
- Ontario Association for Families of Children with Communication Disorders (OAFCCD)
- Ontario Telemedicine Network (OTN)
- Parents as Partners
- SickKids (Hospital for Sick Children)

On behalf of everyone across the Network, we'd like to thank our Strategic Planning Reference Group for the great work they have done to help develop our Future Directions Plan.

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Building Brighter Futures Together for Kids with Multiple Special Needs



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