



ROCK Reach Out Centre for Kids  
**STRATEGIC PLAN 2015-2018**



## MISSION STATEMENT

Working together to promote and achieve optimal mental health in kids and families.

## VISION STATEMENT

Building rock solid people.

## CORE VALUES

Respect - Excellence - Accountability - Collaboration - Hope

## COMPETITIVE ADVANTAGES

We attract a broad range of quality students and clinicians who are drawn to our multidisciplinary/cross-disciplinary approach to providing mental health services to children and families. We provide a full continuum of services using expertise in a broad range of disciplines that range from pre-birth to adolescence within the family context. We have high accreditation scores and hear often from stakeholders that our services are unmatched. We provide a template for learning, implementing and evaluating the walk-in model for mental health care across Ontario, Canada and the world.

## ORGANIZATION-WIDE STRATEGIES

Create a culture that supports healthy people, healthy communities, healthy workplaces, and the pursuit of optimum mental health for all



# STRATEGIC PLAN 2015-2018-AT-A-GLANCE

## FINANCIAL STRATEGIC OBJECTIVES & ORGANIZATION GOALS

- 1 We are committed to creating a sustainable and innovative environment that supports healthy people, communities and workplaces.**
  - 1.1 Optimizing resources to meet the needs of the clients we serve.
  - 1.2 Strengthening accountability.
  - 1.3 Foster innovation and creativity through aligned resources.
  - 1.4 1.4 Achieve financial viability.

## CLIENT STRATEGIC OBJECTIVES & ORGANIZATION GOALS

- 2 We are committed to providing quality, client-centred programs and services that enable all individuals to pursue optimal health.**
  - 2.1 Applying an evidence-informed approach to client-centred services, including measurement of and accountability for outcomes.
  - 2.2 Coordinating services through the development of a strategic service model that provides the right service, to the right person, at the right time.
  - 2.3 Develop a creative and innovative response to client need via a dynamic, evolving service model.

## INTERNAL/OPERATIONAL STRATEGIC OBJECTIVES & ORGANIZATION GOALS

- 3 We are committed to sharing responsibility for building the capacity of the mental health system and continuum of services.**
  - 3.1 Engaging people to support healthy living, self-management and advocacy.
  - 3.2 Create healthy communities through collaborative partnerships.
  - 3.3 Work to promote the use of evidence-informed practices and bring relevant, up-to-date information to our community.

## PEOPLE AND LEARNING STRATEGIC OBJECTIVES & ORGANIZATION GOALS

- 4 We are committed to creating and sustaining an organizational culture that is responsive to our mission, vision and values.**
  - 4.1 Recruit and retain the best people that reflect the diversity of our communities.
  - 4.2 Build a healthy, safe, respectful, supportive environment.
  - 4.3 Provide opportunities to develop and strengthen our workforce.
  - 4.4 Increase the effectiveness of communication with all staff.



# STRATEGIC PLAN 2015-2018 - DETAIL

## FINANCIAL STRATEGIC OBJECTIVES & ORGANIZATION GOALS

**1 We are committed to creating a sustainable and innovative environment that supports healthy people, communities and workplaces.**

***1.1 Optimizing resources to meet the needs of the clients we serve.***

### ***Program and Staff Goals***

- 1.1.1 Increase number of students/interns.
- 1.1.2 Develop and implement a model for the provision of e-therapy services.
- 1.1.3 Transition service delivery model.
- 1.1.4 Bring psychiatric services in-house.
- 1.1.5 Implement a utilization review.
- 1.1.6 Infrastructure strategic plan for all of ROCK.

***1.2 Strengthening accountability.***

- 1.2.1 Develop and implement an evaluation framework.
- 1.2.2 Quality improvement (including CQI to clients, community and staff).
- 1.2.3 Contracts and reporting to funders (HR strat plan).

***1.3 Foster innovation and creativity through aligned resources.***

- 1.3.1 Mergers and acquisitions.
- 1.3.2 Collaborative walk-in services.
- 1.3.3 Centre of learning (possible re-brand).
- 1.3.4 Community mental health plan.
- 1.3.5 Encouraging staff creativity and innovation (directors visit all sites).

***1.4 Achieve financial viability.***

- 1.4.1 Fee-for-services options.
- 1.4.2 Building an endowment fund.
- 1.4.3 Business model and joint ventures.
- 1.4.4 Create, package and sell e-learning/e-therapy models.



# STRATEGIC PLAN 2015-2018 - DETAIL

## CLIENT STRATEGIC OBJECTIVES & ORGANIZATION GOALS

**2 We are committed to providing quality, client-centred programs and services that enable all individuals to pursue optimal health.**

***2.1 Applying an evidence-informed approach to client-centred services, including measurement of and accountability for outcomes.***

### ***Program and Staff Goals***

- 2.1.1 Develop strategic framework for the Centre of Learning.
- 2.1.2 Program evaluation (outcome-focused > output-focused).
- 2.1.3 FASD/OEYC system navigation (Best Start C&F Centres).
- 2.1.4 Intentional expansion of evidence-informed modalities as part of core services.
- 2.1.5 Build evaluation and research capacity (internal and external consulting).
- 2.1.6 Develop service framework for Centre of Learning.

***2.2 Coordinating services through the development of a strategic service model that provides the right service, to the right person, at the right time.***

- 2.2.1 Matching service to level of need (service alignment); right-sizing services.
- 2.2.2 New 0-6 years mandate.
- 2.2.3 Reduce wait times.

***2.3 Develop a creative and innovative response to client need via a dynamic, evolving service model.***

- 2.3.1 Transition service delivery model.
- 2.3.2 Level of service description (level of intervention).
- 2.3.3 E-therapy.
- 2.3.4 Continue expansion of Community and Youth Development programs that compliment and support the continuum of care.

# STRATEGIC PLAN 2015-2018 - DETAIL

## FINANCIAL STRATEGIC OBJECTIVES & ORGANIZATION GOALS

**3 We are committed to sharing responsibility for building the capacity of the mental health system and continuum of services.**

**3.1 Engaging people to support healthy living, self-management and advocacy.**

### **Program and Staff Goals**

- 3.1.1 Remove the stigma from mental health.
- 3.1.2 Family and youth engagement.
- 3.1.3 Political advocacy: build relationships with policy influencers.
- 3.1.4 Robust online resources.
- 3.1.5 Optimal utilization of OEYC.

**3.2 Create healthy communities through collaborative partnerships.**

- 3.2.1 Social innovation endeavours.
- 3.2.2 Pathways.
- 3.2.3 Participatory approach to mental health services.
- 3.2.4 Partner with community to address social determinants of health.
- 3.2.5 Foster relationships with post-secondary institutions through the Centre of Learning.
- 3.2.6 Develop therapy internships.

**3.3 Work to promote the use of evidence-informed practices and bring relevant, up-to-date information to our community.**

- 3.3.1 Implementation of the scientist-practitioner model.
- 3.3.2 Knowledge transfer and exchange.
- 3.3.3 Health informatics.
- 3.3.4 Expand learning in to community through publications.
- 3.3.5 Establish ongoing speakers series.
- 3.3.6 Develop a research division.
- 3.3.7 Conduct and publicize literature reviews.
- 3.3.8 Create the capacity for in house program design and re-design.



# STRATEGIC PLAN 2015-2018 - DETAIL

## CLIENT STRATEGIC OBJECTIVES & ORGANIZATION GOALS

**4 We are committed to creating and sustaining an organizational culture that is responsive to our mission, vision and values.**

**4.1 Recruit and retain the best people that reflect the diversity of our communities.**

### ***Program and Staff Goals***

- 4.1.1 HR strategic plan.
- 4.1.2 Cultural fit for new hires (on-boarding plan).
- 4.1.3 Hire HR lead.
- 4.1.4 Implement HRIS.

**4.2 Build a healthy, safe, respectful, supportive environment.**

- 4.2.1 Compliance with existing and future workplace standards.
- 4.2.2 Workplace health and safety.
- 4.2.3 Appropriate workplace wellness strategy.

**4.3 Provide opportunities to develop and strengthen our workforce.**

- 4.3.1 Create a culture of learning.
- 4.3.2 Alignment of organizational competency requirements for all staff.
- 4.3.3 All-managers communique/meeting (address culture and OCAI).
- 4.3.4 Strengthen staff skills around self-management.
- 4.3.5 Identify multi-year training plan and workforce development needs.

**4.4 Increase the effectiveness of communication with all staff.**

- 4.4.1 Communications strategy (including CQI to clients, community and staff).
- 4.4.2 Communications strategic plan.
- 4.4.3 Consistent reporting and communication of statistics (wait list, clients served, etc.)



471 PEARL STREET • BURLINGTON, ONTARIO  
PHONE: 905-634-2347 • FAX: 905-681-7477

504 IROQUOIS SHORE ROAD, SUITE 12A • OAKVILLE, ONTARIO  
PHONE: 905-339-3525 • FAX: 905-339-3513

400 BRONTE STREET SOUTH, SUITE 101 • MILTON, ONTARIO  
PHONE: 905-875-2575 • FAX: 905-875-3007