



GrandviewKids

Powering Potential

Strategic Plan 2024 - 2027





“

From the minute you walk in the building, people are approachable and welcoming. It's a special place. You can tell the Grandview team genuinely wants to be there and help.

”

Community Partner



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Powering Potential means inspiring ideas, embracing change, focusing on strengths, cultivating learning, advocating for action, and providing tools and supports to overcome barriers. Through our new Strategic Plan, we will *power* the potential of our growing team, our valued partners, and the clients and caregivers we proudly serve. Working together, we will support children and youth with physical, communication and developmental needs wherever they live, learn and play.

Thank you to Family Advisors, Youth Advisors, clients, caregivers, staff, physicians, volunteers, Board and committee members, partners and donors for their ongoing support and participation in the strategic planning process. With their help, we developed a Strategic Plan that will launch and sustain us into the future. We also refreshed our Vision, Mission and Values to more closely reflect who we are and where we are going.

Through our 2024-27 Strategic Plan, *Powering Potential*, we aim to:

- Deliver meaningful, efficient client and caregiver outcomes and experiences.
- Foster a thriving, connected Team Grandview.
- Collaborate with partners to maximize impact, focusing on Durham Region.

The Strategic Plan is Grandview Kids' roadmap, guiding our actions and decisions over the next three years. The Plan represents an opportunity to build on previous successes, while responding to increasing demand for services, changing community demographics and evolving client and family needs.

Our new headquarters will be a catalyst for *Powering Potential*, with state-of-the-art features and collaboration spaces to better connect clients, caregivers, partners and Team Grandview. Our reach and impact will continue to grow across the community, providing improved access to quality care close to home throughout the Durham Region.

Our new values will ensure accountability and alignment as we set out to deliver on our strategic priorities, challenging us to build **belonging**, exemplify **excellence**, create **connection**, encourage **discovery** and inspire **celebration** in all we do.

Our 2024-27 Strategic Plan: *Powering Potential* signifies our commitment to unlocking possibilities, delivering impactful outcomes and fostering collaboration. We embark on this journey with unwavering dedication, knowing that by *powering* the potential of clients, families, staff, partners and the community, we can create a brighter future for all.



Tom

Tom McHugh
CEO



Jeremy Harness

Jeremy Harness
Board Chair

Land acknowledgement



The lands, waters, nature and sky that Grandview Kids is privileged to exist within have long been home to the Michi Saagiig Anishinaabeg. We acknowledge the lands of the traditional and treaty territories covered under the Williams Treaties, including the Mississaugas of Scugog Island First Nation, Alderville First Nation, Hiawatha First Nation, Curve Lake First Nation and the Chippewa Nation of Georgina Island, Beausoleil and Rama. We are responsible for building stronger relationships with clients, caregivers, partners and colleagues from First Nations, Métis and Inuit communities. Through our shared values of belonging, excellence, connection, discovery and celebration, Grandview Kids commits to seeking truth and upholding reconciliation.



Vision

Every child and youth living at their full potential

Mission

Supporting children and youth with physical, communication and developmental needs to live, learn and play



Values



Belonging

Creating a caring environment by welcoming, respecting and including everyone.

Advocating to make the community more accessible and inclusive for all.

Removing barriers to ensure equitable access to services.

Embracing diversity by listening to and amplifying unique perspectives.



Excellence

Providing safe, family-centred, efficient, high-quality care.

Maintaining a positive work environment to help Team Grandview thrive.

Mobilizing knowledge within Grandview Kids and across the system.

Being accountable for our actions, committed to transparency and ethical decision-making.



Connection

Valuing clients and caregivers as our best partners in care.

Collaborating across Team Grandview to deliver exceptional care.

Anticipating community needs through continuous engagement.

Partnering with other providers to better connect the system.



Discovery

Enabling clients to discover their own potential.

Embracing growth and change.

Re-imagining what currently exists to innovate solutions.

Integrating cutting-edge science and research into our work.



Celebration

Recognizing Team Grandview's diverse skills and contributions.

Honouring inchstones and milestones, using a strengths-based approach.

Achieving the best possible outcomes for clients and their families.

Inspiring hope for the future.



“

The care I received at Grandview Kids was life-changing. Now, I am able to walk and play sports.

”

Member, Youth Advisory Council (YAC)



The path to our plan

This Strategic Plan is rooted in consultation and collaboration. It maps a responsive, actionable three-year plan to *Power Potential* - now, and into the future. The Plan will help us address the current and emerging needs of our diverse community. Our “community” consists of the clients and families we serve, the talented staff who make up Team Grandview, the dedicated Board that governs us, and the partners aligned to our business and vision. Their feedback was instrumental in shaping our 2024-27 strategic priorities.

Focus groups with 200+ staff

Staff and volunteer survey

18 community partner interviews

Two Family Advisory Council focus groups

Client and caregiver survey

Youth Advisory Council focus group

Four planning sessions with Board members



In addition, we reviewed emerging issues in paediatrics, developmental medicine and children’s rehabilitation. We also examined relevant population trends and system drivers affecting organizations serving children, youth and families locally, provincially, nationally and internationally. [This research](#) was referenced when establishing our strategic goals and directions.

Our Senior Leadership Team, Board of Trustees and Family Advisory Council (FAC) played pivotal roles in refining our strategic directions. At the launch of our strategic planning work, we made a firm commitment to ensure “the family voice” drove priority-setting, equally balancing these perspectives with those of our Board, leadership team and staff.

As a sector leader in Family Engagement, we are proud to have implemented this approach from the start.

As we developed our new Strategic Plan, there were also discussions about how well our Vision, Mission and Values reflect the current state and hopeful future state of Grandview Kids. Combining consultation feedback and ideas generated in brainstorming sessions with Team Grandview and the FAC, our Vision, Mission and Values statements were updated to better align with our new strategic directions.

These statements define who we are, what we do, and where we are going – these are the foundation of our new Strategic Plan and the standards to which we hold ourselves and each other accountable.

A photograph of a woman with brown hair, wearing a grey sweater, holding a young child with brown hair. The child is laughing joyfully, wearing a grey and blue long-sleeved shirt. They are in a brightly lit room with a red wall and colorful circular decorations in the background. The image is partially overlaid with large, colorful, abstract shapes in the top right corner.

“

Your staff are wonderful,
kind and gentle. They are
second to none and are
passionate about
what they do.

”

Respondent, Client
and Caregiver Survey

Sector landscape and trends

Looking at comparable organizations in Ontario, British Columbia and Australia, we reviewed and identified emerging priorities and challenges facing paediatric providers. From this analysis, the following nine key trends were incorporated into our strategic priority-setting to capture opportunities, mitigate threats and build on strengths – all aligned to our Vision, Mission and Values.

Demand and access:

Waitlists across the sector

Long waitlists and delayed access to care are experienced by children and families in Canada and Australia. Many Ontario Children’s Treatment Centres (CTCs) have identified

reducing waitlists as a key operational priority, seeking out innovative solutions.

Growing demand

All jurisdictions have experienced increased service demand. In Durham Region, demand is driven by high population growth, increasing 7.9% from 2016 to 2021 – above the Ontario average of 5.8%. Despite the increasing need, funding to children’s service providers has remained relatively stable over time, leading to limited capacity and long waitlists. Only recently has the Ontario government bolstered its investment into the province’s paediatric system, with a [historic funding announcement](#) in July 2023. These dollars are

anticipated to begin addressing the long-standing system pressures.

Service innovation

In efforts to reduce wait times for clients and families, service providers have leveraged research and implemented creative solutions to operate more efficiently. CTCs have found ways to enable earlier access to care using group play-based assessments and tiered services, as well as streamlining clinical services through workflow and technology improvements.

Quality of care:

Child-centric, personalized care

Comparable jurisdictions and organizations have recognized



the importance of individualized, family-centred care. Regular family consultations have been effective in developing personalized care plans.

Culturally safer care

Delivering culturally safer care that is sensitive to beliefs or conventions determined by cultural identity or heritage is critical for equitable care. As Durham Region demographics change, with the number of immigrants growing by 24% between 2016 and 2021 – and increasing from 24% to 27% of the total population – inclusive and culturally safer care is critical to effectively meeting the needs of the diverse community.

Research and innovation

Paediatric service providers have applied research to develop and implement new care practices that better support clients and families. New technologies, such as brain computer interfaces, have helped

clients develop new skills. Artificial Intelligence (AI) has been applied in innovative ways to support clinicians with administrative functions.

Retention and recruitment:

Sector-wide challenges

Most comparable organizations have emphasized challenges with recruitment and retention of all roles due to worker fatigue, lack of organizational support, fewer people entering the field and job complexity. Finding and keeping talented staff has been raised as a priority across the sector.

Professional development

Many organizations have succeeded in providing professional development opportunities to support and retain staff. Learning initiatives have contributed to increased staff skills and knowledge,


better outcomes for clients and more successful recruitment campaigns.

Talent pipeline

Some comparable organizations have attracted new talent by leveraging student positions and new graduates. Student placements and extern programs support practice at a low cost and can provide a clear pathway for students to a full-time position upon graduation.

These sector trends are critical to the future planning for Grandview Kids, but these issues are not unique to our organization. By incorporating these insights into our strategic planning, we are well-positioned to navigate challenges and seize opportunities for improvement within the current and evolving sector landscape.

[Review Works Cited in this analysis](#)



Deliver
meaningful,
efficient client
and caregiver
outcomes and
experiences

Foster a thriving,
connected
Team Grandview

Collaborate
with partners to
maximize impact,
focusing on
Durham Region

Powering Potential

Our strategic directions

1 Deliver meaningful, efficient client and caregiver outcomes and experiences

Our goals are to:

- Embed diverse client and family voices to drive decision-making across all stages of care.
- Support families to act as their own advocates.
- Improve access to services and deliver early interventions to address the waitlist.
- Develop and apply evidence-informed practices to enhance service quality, building on our strengths and clinical expertise.
- Optimize our new headquarters to elevate client and caregiver experiences.

We deeply value lived experiences and will continue to act on recommendations from clients and caregivers to improve Grandview Kids for all families. This priority emphasizes the importance of clients and families in our decision-making.

To deliver meaningful outcomes and experiences, we will partner with caregivers, seeking out and listening to “the family voice” and creating care plans tailored to the individual needs of clients. Our commitment to client- and family-centred care sets us apart and drives our continuous efforts to improve and innovate. We will remain relentless in our pursuit and delivery of safe, high-quality, evidence-informed supports and services for clients and their families.

We also recognize that we are just one part of each client and family’s journey. We aspire to support families to be their own advocates, facilitating inclusivity and belonging

wherever clients live, learn and play. This comes down to trust, transparency and communication. It means being clear on *what* we can provide to clients and *when*. And it means empowering families to make informed health care choices through coaching and ensuring they have the information and support they need to make decisions.

We will continue to uncover and embed innovative practices to address our waitlist and improve access to services because we know early intervention matters. Harnessing the expertise and passion of Team Grandview, and our new headquarters’ state-of-the-art features, we will deliver exceptional care in new, more efficient ways.





2 Foster a thriving, connected Team Grandview

Our goals are to:

- Continue to prioritize the health, safety and wellness of Team Grandview.
- Promote a culture of collaboration, where everyone feels valued and understands how they contribute to our mission.
- Develop a comprehensive, continuous professional learning plan to enhance Team Grandview's skills, knowledge and confidence.
- Leverage and strengthen Team Grandview's expertise in researching, adopting and evaluating leading practices.
- Build skills and capacity in our leadership team to support Team Grandview into the future.

We believe that a healthy, positive and collaborative workforce is the backbone of Grandview Kids. We will build opportunities for connection that foster belonging for our staff, physicians and volunteers. We will celebrate successes and recognize every team member's contribution to our collective impact. Team Grandview's "sparkle" – the combination of brilliance and compassion – will anchor us in all the work we do.

We aim to learn *with* and learn *from* one another, valuing diverse experiences and perspectives. Providing learning opportunities will enable Team Grandview to continuously improve their skills and confidence, further elevating service quality and efficiency. Professional development will also include honing and strengthening our abilities to identify, evaluate and embed leading practices and research across program areas.

We will empower and energize Team Grandview to apply their creativity and talents. Together, Team Grandview will pursue a culture of curiosity, collaboration and continuous improvement, not afraid to ask, "what if." We will embrace change and future opportunities, mobilizing new insights and exploring innovative solutions.

We recognize our leadership team plays a critical role in employee engagement. We will continue to build and evolve our internal capacity, where leaders have the autonomy, tools and support they need to lead high-performing teams. Together, we will improve our ability to think, learn, plan and execute, delivering our best work and being accountable to each other and the people we serve.



3 Collaborate with partners to maximize impact, focusing on Durham Region

Our goals are to:

- Better connect clients and families to partner agencies and other community providers.
- Expand ongoing partnerships to share knowledge and resources, identify opportunities and nurture growth.
- Advocate to government and policy-makers to drive positive change and secure sustainable funding for local paediatric health and developmental services.

Building strong partnerships is essential to delivering impact. This priority focuses on developing a robust system that connects Grandview Kids clients and families with other agencies and community providers. We aim to ensure clients transition seamlessly between trusted providers, with access to local services throughout their paediatric health care journey.

We will leverage the collective expertise, resources and capabilities of partners to enhance our reach and enable service innovations. Partnerships will focus on bringing specialized care closer to home for Durham Region families, helping to strengthen local system capacity. We will also work with our partners to advance local, ethically-sound research - something that all children, youth and families can benefit from. And, we will continue building relationships with

organizations to promote inclusivity and acceptance of all abilities.

We are determined to drive meaningful change, demonstrating leadership and advocacy within the Durham Region and across the CTC sector. We will proactively influence and shape policies and practices that impact clients and caregivers, ensuring their needs are addressed by government and decision-makers.





For the next three years, this Strategic Plan will serve as our compass, guiding our actions and decisions. It reflects our commitment to clients and families, to Team Grandview and to our partners. We will consistently measure our progress towards each goal, refining our approach as needed to remain effective. We will continue to engage our “community” to ensure we are aligned to our vision and delivering on our strategic directions, *Powering Potential* for years to come.

“

Grandview Kids is a leader in the community, highly willing to collaborate, share support resources and bring other partners to the table.

”

Community Partner





Grandview Kids

www.grandviewkids.ca