

## Strategic Plan 2009-2014

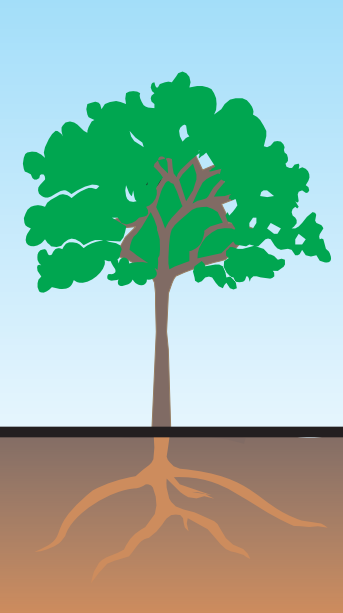


collaboration

consultation

respect

stewardship

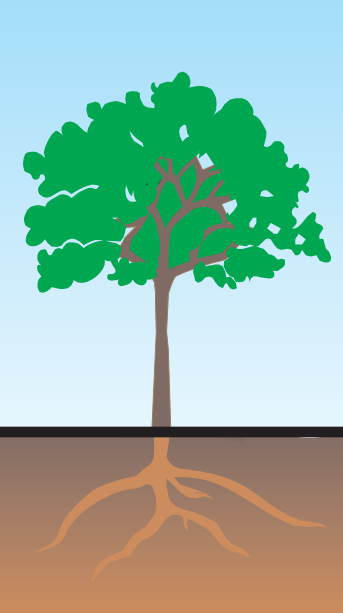


# STRATEGIC PLAN 2009-2014

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# STRATEGIC PLAN 2009-2014

## 1.0 INTRODUCTION

The Board of Directors of the Canadian Association of Paediatric Health Centres (CAPHC) developed the following Strategic Plan for the 2009–2014 plan period. This Strategic Plan will provide the leadership necessary to guide CAPHC toward attaining the long-term vision and mission of the organization.

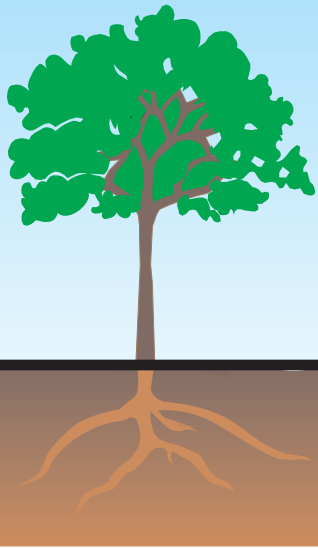
## 2.0 VISION STATEMENT

A vision statement should reflect what an organization wants to become and should help members and staff feel proud, excited and part of something much bigger than themselves. Traditionally, vision statements are created to stretch an organization's capabilities and image while providing shape and direction to the organization's future.

This vision underlines the importance of CAPHC's current and future commitment to improving healthcare and to advancing health equity for all of Canada's children and youth.

### **CAPHC Vision Statement**

The Canadian Association of Paediatric Health Centres is a recognized leader and advocate for advancing the improvement of healthcare for Canada's children and youth.



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## 3.0 MISSION STATEMENT

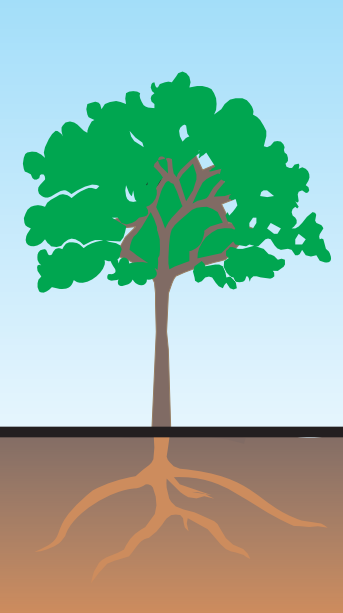
A mission statement is designed to explain why an organization exists and what it hopes to achieve in the future. The various elements of a mission statement should articulate the organization's essential nature, values and work.

### **CAPHC Mission Statement**

The mission of the Canadian Association of Paediatric Health Centres is to support member and partner organizations through education, research, and quality improvement initiatives to improve health service delivery for Canadian children and youth.

We do this by:

- Advocating for the unique character and importance of the health of children and youth;
- Identifying and responding to emerging issues and trends that impact our communities;
- Building a community of practice to share research, knowledge and expertise;
- Building strategic partnerships and facilitating collaboration;
- Leveraging opportunities to advance health service delivery priorities through education, research and improved healthcare; and
- Promoting best practices in quality improvement and patient safety.

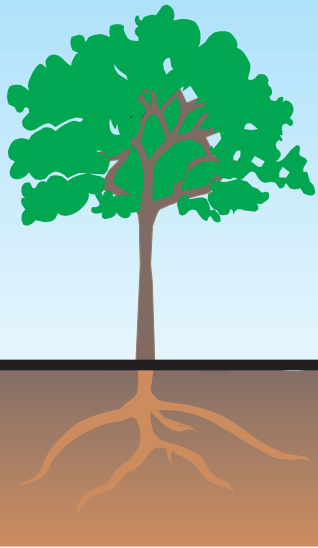


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## 4.0 CAPHC's VALUES

The values of an organization articulate the qualities that are considered essential. Values define how the members and the staff want to behave with each other in and outside of their organization. The individual values of members and staff mixed with experience and background, meld together to form the organization's culture.

- **Collaboration** – We work and respond to the needs of the full spectrum of the community that is committed to advancing child and youth health service delivery. This involves health practitioners, educators, researchers, administrators, children, youth and families, and policy decision-makers alike.
- **Consultation** – We recognize the expertise (formal and informal) that exists within our community and engage a broad inter-professional child and youth health community in all our undertakings and encourage fostering relationships.
- **Respect** – We are respectful of the cultures, diversities, strengths, knowledge and needs of all member organizations, stakeholders and partners. We listen to what is important to our constituency and work with organizational stakeholders to effect change at a system-wide level.
- **Stewardship** – We are responsible and accountable for the resources provided to us by our member organizations and partners to carry out the goals and mission of our Association.



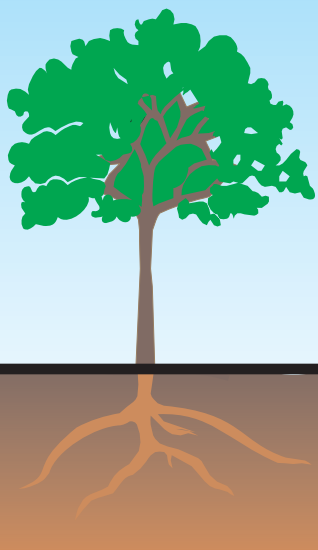
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## 5.0 CAPHC STRATEGIC PRIORITIES 2009-2014

These strategic priorities will provide additional direction to the Strategic Plan.

### CAPHC Strategic Priorities 2009-2014

1. Establish programs and activities that address current and emerging child and youth healthcare priorities;
2. Advocate for transforming health service delivery for children and youth in Canada;
3. Connect service providers and key stakeholders to realize shared child and youth healthcare goals;
4. Foster research, broker knowledge, facilitate educational opportunities and enhance information exchange for members and stakeholders, within the child and youth healthcare community, as well as with external partners; and
5. Build capacity and enhance organizational health to ensure that CAPHC can realize organizational objectives and meet the needs of member organizations.

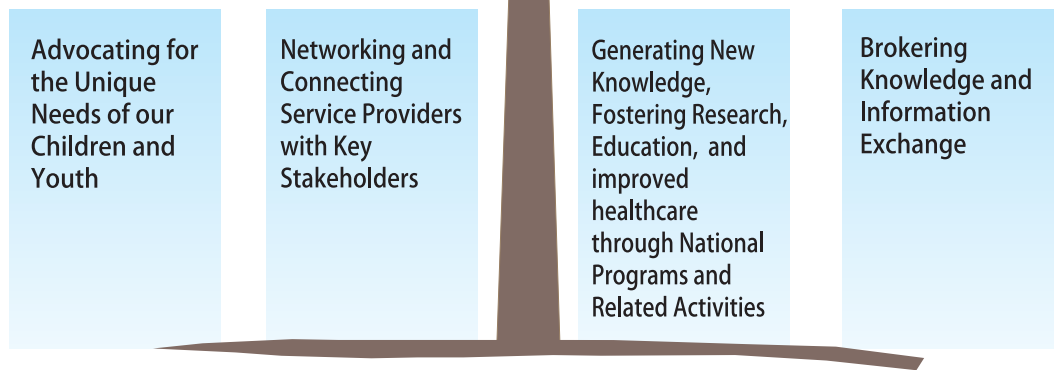


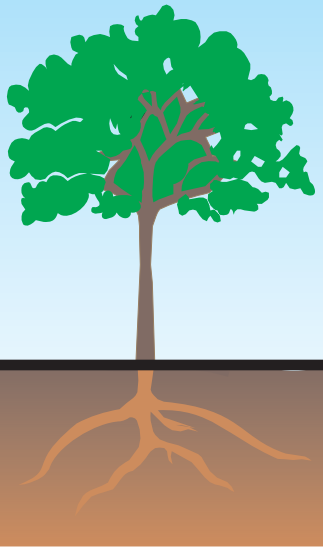
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## CAPHC Strategic Priorities



**CAPHC's Commitment to its' Member Organizations  
in Advancing the Improvement of  
Health Service Delivery for Children and Youth**



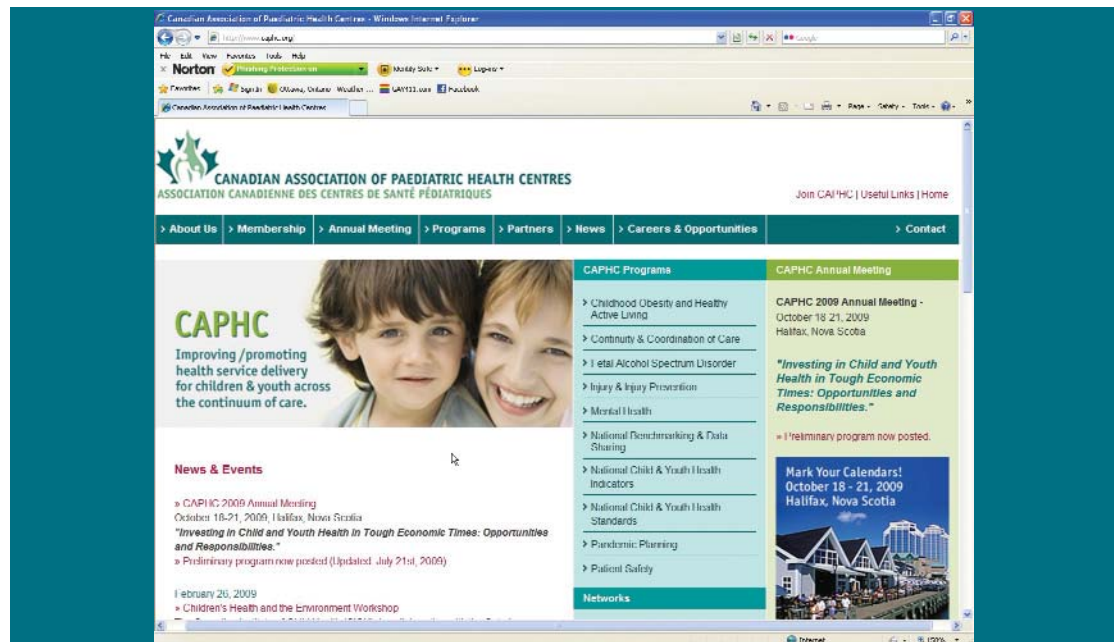


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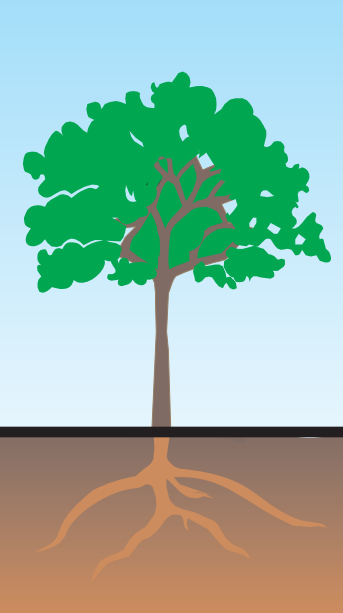
## 6.0 STRATEGIC PRIORITIES AND RELATED ACTIVITIES

The following section ties CAPHC's strategic priorities to related activities for the 2009–2014 period. CAPHC's current and future directions are described in detail in the 2009 Annual Report:

[www.caphc.org/about\\_annual\\_report.html](http://www.caphc.org/about_annual_report.html)



The activities highlighted in the following pages reflect a snapshot of CAPHC's work. Future directions and programs will be developed based on priorities and needs determined by member organizations.



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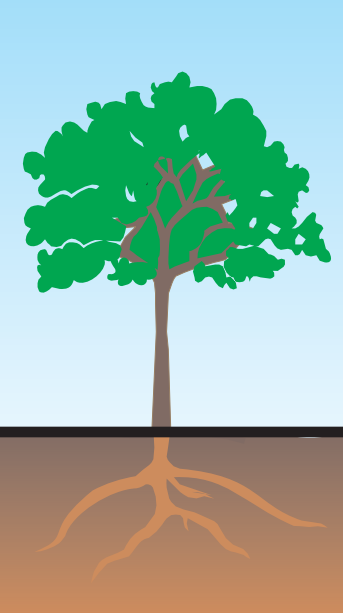
## Strategic Priority 1:

Establish programs and activities that address current and emerging child and youth healthcare priorities.

## Related Activities:

Continue to lead the establishment of programs and activities such as, but not limited to:

- Development of national child and youth healthcare standards;
- Advancement of paediatric empirical decision support and national benchmarking;
- Identification and promotion of promising and best practices in multiple areas of child and youth healthcare;
- Facilitation of the following, but not limited to, programs and activities – patient safety and quality improvement; continuity and coordination of care for families of children with complex care needs; pandemic planning and emergency preparedness; childhood obesity and healthy active living; mental health; and Fetal Alcohol Spectrum Disorder;
- Publication and dissemination of *Paediatric MedRec Guidelines* and *Best Practices Resource* documents; and
- Launch of web-based tools; examples include, but are not limited to, the CAPHC Paediatric Trigger Tool (CPTT) and national screening tool kit for children and youth identified and potentially affected by FASD.



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## Strategic Priority 2:

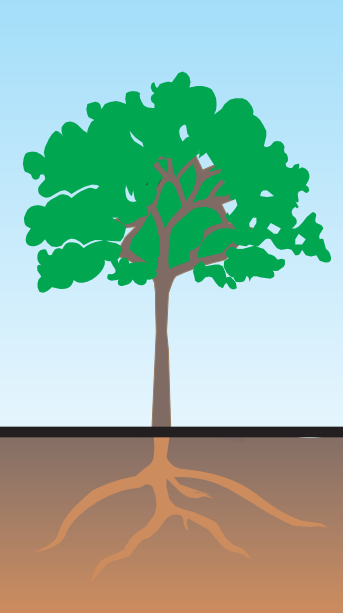
Advocate for transforming health service delivery for children and youth in Canada

## Related Activities:

Maintain current key strategic organizational alliances with:

- Accreditation Canada on the development of national healthcare standards for all children and youth;
- The Canadian Institute for Health Information (CIHI) and the CAPHC-Canadian Paediatric Decision Support Network to promote and facilitate improved national paediatric data sharing and benchmarking;
- The Canadian Institute for Health Research and the Canadian Child and Youth Health Coalition in the creation and validation of child and youth health indicators; and
- The Canadian Patient Safety Institute, Canada's Research-Based Pharmaceutical Companies, Medbuy Corporation and Baxter Corporation in the promotion of patient safety and quality improvement for all children and youth.

Going forward, CAPHC will pursue new partnership opportunities to support the needs and work of our member organizations and the respective communities served.



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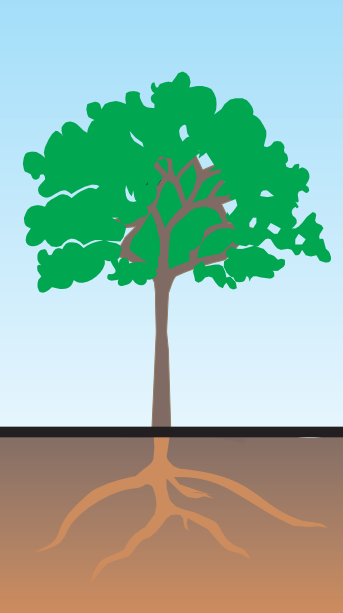
## Strategic Priority 3:

Connect service providers and key stakeholders to realize shared child and youth healthcare delivery goals.

## Related Activities:

Continue to connect service providers and key stakeholders by:

- Providing integral links to research, education, quality Improvement and clinical care;
- Providing a forum for child and youth rehabilitation organizations through the Canadian Network for Child and Youth Rehabilitation(CN-CYR);
- Providing a forum for families and youth in our ongoing partnership with the Canadian Family Advisory Network (CFAN) and various youth councils across the country; and
- Providing and facilitating multiple venues throughout the year for all members' organizations and key stakeholders. Examples are, but not limited to, annual conferences, workshops, symposia and webinars.



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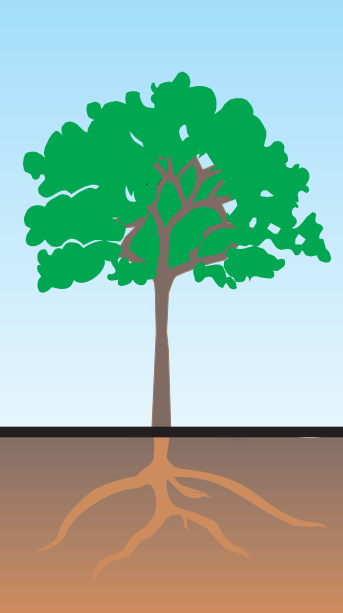
## Strategic Priority 4:

Foster research, broker knowledge, facilitate educational opportunities and enhance information exchange for members and stakeholders, within the child and youth healthcare community, as well as with external partners.

## Related Activities:

Promoting research, best practices, and knowledge transfer by:

- Facilitating multiple on-line learning sessions through the CAPHC Knowledge Exchange Network (KEN).
- Advancing the Knowledge Exchange Network to include continuity and coordination of care, mental health, patient safety, pandemic planning, emergency preparation and other key priority areas of child and youth health; and
- Facilitating national data sharing and benchmarking across all children's hospitals in Canada, community hospitals and rehabilitation organizations that provide services to children and youth (in collaboration with the Canadian Institute for Health Information and the CAPHC – Canadian Paediatric Decision Support Network).



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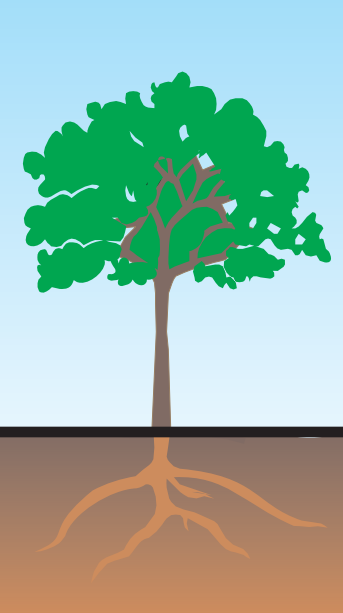
## Strategic Priority 5:

Build capacity and enhance organizational health to ensure that CAPHC can realize its objectives and meet the needs of its member organizations.

## Related Activities:

Enhance leadership and participation in all CAPHC related activities by ensuring:

- Membership growth and outreach to reflect CAPHC's focus on health service delivery across the continuum of care;
- Increased numbers of like-minded member organizations who share CAPHC's vision and mission;
- Mechanisms to more easily integrate new member organizations and their their respective teams;
- Increased awareness of CAPHC's organizational goals and objectives by a greater number of healthcare disciplines and levels of leadership from our current, as well as new member organizations;
- Increased engagement and participation in CAPHC's national programs and activities by a greater number of health disciplines and levels of leadership from our member organizations;
- Ongoing development and implementation of networking opportunities among members organizations; and
- Outreach to a greater numbers of front-line staff and senior leadership in member organizations to share information and engagement in CAPHC's national programs and activities.



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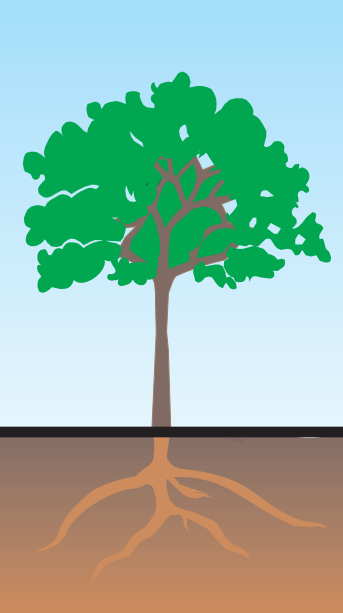
## 7.0 THE NEXT FIVE YEARS

Over the past several years, CAPHC has created a significant national portfolio focused on key child and youth healthcare priorities. On behalf of the membership, CAPHC has established key national partnerships with organizations and agencies that have the ability to implement practice change and ensure accountability in maintaining the highest standards of healthcare for all children and youth.

Going forward CAPHC will continue to work with organizations such as, but not limited to Accreditation Canada, The Canadian Institute of Health Information, The Canadian Patient Safety Institute, The Public Health Agency of Canada, Health Canada First Nations Inuit Health Branch, The Canadian Mental Health Commission and other policy and decision making bodies to ensure that the unique needs of our children and youth are recognized and considered, as new health reform opportunities, resources and programs are considered and acted upon.

As a large part of CAPHC's membership is situated at the interface with patients and families, CAPHC will remain committed to effecting change at the point of service delivery through knowledge brokering, mobilization and facilitation.

CAPHC's work and national programs are at various stages of development and implementation and will require significant coordination and resources in the years ahead. In some cases, new national priorities have been identified and the next steps call for the convening of multi-stakeholder working groups to develop national strategies. Other initiatives are in the implementation phase and require ongoing facilitation and knowledge dissemination strategies.



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CAPHC will continue to scan the environment for emerging issues; consult with the constituency regarding needs; and seek new partnerships to enhance current initiatives and develop new ones to advance and improve child and youth health service delivery.

Going forward, CAPHC will remain committed to the primary goal of facilitating change to improve child and youth healthcare and the vision for universal health care accessible to all children and youth in Canada through knowledge brokering, mobilization and facilitation.

## 8.0 ACKNOWLEDGEMENTS

The CAPHC Board of Directors would like to acknowledge and thank our members, partners and colleagues from across Canada who generously contributed their time, ideas and suggestions to the development of this strategic plan. We look forward to your continued support and collaboration as the work associated with advancing the new strategic plan progresses.