

**THE NEUROLOGIC
REHABILITATION
INSTITUTE OF
ONTARIO (NRIO)**

STRATEGIC PLAN

2010 to 2014

INTRODUCTION:

NRIO is a private brain injury rehabilitation facility, specializing in the assessment, treatment and care of individuals who have sustained a traumatic brain injury, stroke or other neurological illness. NRIO works with individuals in the following settings:

- 24 Hour residential programs
- Supported Living Apartment programs
- In clinic
- Outreach
- School and academic support
- Home and/or Community
- In hospital (coma stimulation or “slow to recover” program)

NRIO began operations in Ontario in 1993. NRIO is privately owned and operated by a Board of Directors who are healthcare providers. The founder of NRIO and CEO plays an active consistent operational and strategic role within the company. NRIO also has a Community Advisory Board whose mandate is to provide advice to Senior Management and to the overall operations of the organization.

NRIO provides rehabilitation services to Toronto and the Greater Toronto Area, servicing a population of over 2.5 million people. As a private organization the access to services is limited to motor vehicle insurance funds, extended health care funds, WSIB and private pay.

MISSION STATEMENT:

The rehabilitation programs of NRIO are developed to assist persons with moderate to severe brain injuries and other neurologic impairments in achieving success in increasing their level of independence.

CORE VALUES:

- Excellence
- Innovation
- Safety
- Respect
- Community Partners

STRATEGIC PLAN:

NRIO is committed to providing exceptional quality care and rehabilitation to the clients served in the field of brain injury. In May, 2010 NRIO sent a survey to all the NRIO staff asking for their input and feedback for strategic planning purposes. NRIO received 12 responses. The rating varied from 1 (the least important) to 5 (the most important). Overall, NRIO employees supported NRIO's Strategic Planning process and the following are additional goals based on feedback:

1. A focus on client programming with diversity. (*Currently we mention that we "recognize cultural diversity and cultural competence".*)

2. Work Place Violence to be expanded and new policies implemented.

Additional feedback received included:

- Training at times of the day to suit all employees.
- Payment for employees for full training as an incentive.
- More full time staff to reduce staff turnover.
- Flexibility with expense control for client leisure activities in particular.
- No employee freezes regardless of economic situation.

NRIO will continue to: focus on client safety as a major priority; reinforce and improve on existing rehabilitation programs, including diversity; maintain industry knowledge; contribute to the industry; learn, grow and develop through internal and external experiences; maintain Accreditation Canada (ex CCHSA) accreditation through adherence to standards; remain fiscally viable and develop new directions in brain injury to meet the needs of consumers, their families, professionals and others related to brain injury rehabilitation and work place violence and harassment.

NRIO'S goal is to demonstrate excellence in the provision of brain injury care and treatment in the province of Southern Ontario, with a focus on client care, treatment, rehabilitation and safety, quality staff and excellent facilities.

Ongoing management and staffing goals include the following:

1. Increased clinical quality assurance and customer service.
2. Maintain Health and Safety priorities and client safety strategies

3. Increased efficiency at all levels of operation as well as cross training where necessary.
4. Increased staff training and development to enhance response to urgent situations, timely follow up, moving programs forward and accountability.
5. Health Human Resource shortages management.
6. Continued expense control management and strategies to maximize revenue from billable charges.
7. Continued cost control in conjunction with the annual budget, including overall expenses and revenue capture.
8. Increased speed of processing invoices to improve cash flow and decrease days in account receivables.
9. Increase, maintain and improve referral base.
10. Maintain accreditation status.
11. Encourage a work life balance.
12. Provide outstanding customer service.
13. Utilize ethical marketing initiatives.
14. Maintain positive relationships with advocacy groups and our community partners by volunteering within the industry and supporting the work of hospitals and professional referral sources,
15. Recognizing cultural diversity and cultural competence *with a focus on client programming with diversity.*

16. Educating the public, clients, their families and referral sources through a variety of different marketing media, Breakfast Seminars, newsletters, workshops and conference participation
17. Connections to and participation with the research institutions.
18. Maintaining, developing, and participating in current legislative changes and updates.
19. *Work Place Violence to be expanded and new policies implemented.*

CONCLUSION:

NRIO will continue to be proactive within the private sector, and building on the momentum of change within the healthcare industry. There are major changes to the private industry effective September, 2010 and NRIO is confident we will be able to continue providing excellent clinical services, customer service, ensuring employee and client health and safety and keeping the organization fiscally viable.

NRIO will provide the following to our clients, staff and community partners as we move forward from year to year:

- Strong leadership to continue evaluating the strategic plan and planning for the future and imminent changes within the industry.
- A dedicated and strong commitment to client safety and health and safety practices.

- Ongoing communication with the clients, their families, referral sources, staff and the community to ensure transparency and accountability.
- Human Resource initiatives to be proactive with staffing shortages, as well as a major focus on staff training and connections to the government funded programs.
- Excellent clinical practices to ensure programs are moving forward, the clients are getting the best possible rehabilitation and care, research, best practice, quality roadmaps, individualized treatment, performance and accountability.
- Upgraded information systems clinically and administratively to support clinical, business, productivity and overall performance.
- Fiscal management of the organization to maintain a viable and healthy operation.

NRIO's mission statement and core values will ensure our commitment to client care, treatment and rehabilitation towards independence.

Submitted by:

Colleen Boyce, Executive Director. Reviewed and endorsed by Dr. Rolf Gainer, Chief Executive Officer.

June, 2010