

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

STRATEGIC PLAN

2014 to 2018

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 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:

A mission statement should be a clear description of the purpose, mandate and overall operational plan of a company.

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:

Values are the principles and beliefs that guide a company's relationship with its customers.

- Excellence = outcome measures; success; inclusivity; learn through goal-oriented, outcome-driven programs; opportunities for staff for professional growth and advancement.
- Innovation = development and implementation of best practice; support for new ideas and partnerships; empowerment of clients to make choices.
- Safety = the right to a safe living and working environment.
- Respect = dignity; privacy of clients, families, staff, volunteers and students; right to choose; maximize client abilities; accessible environments; the contribution of staff.
- Community Partners = support for new ideas, innovation and partnerships; giving back to the community.

STRATEGIC PLAN:

NRIO is committed to providing exceptional quality care and rehabilitation to the clients served in the field of brain injury, staff support and a financially viable company. NRIO Managers discussed its strategic plan to identify future directions and priorities to assist the company moving forward. The goals are based on the Environmental Context, SWOT analysis. In March, 2014 NRIO sent a survey to all the NRIO staff asking for their input and feedback for strategic planning purposes. NRIO received 20 responses. The rating varied from 1 (the least important) to 5 (the most important) with written encouragement to support the goals. The strategic initiatives undertaken by NRIO will build on strengths, rectify weaknesses where applicable, capitalize on opportunities and address threats. Overall, NRIO employees supported NRIO's Strategic planning process. Interesting to note is the lack of business acumen for front line staff and the inability to see the link between client census and the fiscal implications. More staff training is required in this domain.

NRIO will continue to: focus on client and staff 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.

Ten high level goals emerged from the process, relating to services, leadership and organizational excellence:

<u>Strategy</u>	<u>Actions</u>	<u>Lead</u>	<u>Timeline</u>	<u>Deliverable</u>	<u>Indicator/Target</u>
Growth programs / Sustainability – seniors, stroke, hospital bed blockers	Package and promote senior, stroke and bed blockers services	Executive Director (ED)	May 2015	Promotional materials	Report re feasibility and appropriateness of offering additional rehab services
Review NRIO's business model	Promote NRIO to MBA schools	ED	December, 2015	Providing access to NRIO	Report from MBA students to Board and staff
Integration and collaboration with other sectors – mental health, substance abuse, behaviours	Map service providers Staff education Initiate partnerships	Clinical Director OT Mississauga Manager	February, 2015 December, 2014 June, 2015	Services summary Education sessions List of connections and partnerships	Hire qualified professional December 2015; Consideration for purchase/merger 2018
Industry and Legislation Changes	Keeping ear close to the ground Communicating updates to staff Licensing	ED ED Financial Director	Ongoing Ongoing October, 2014	Insurance Act	Ensuring NRIO is in compliance
Expense and Fiscal controls, Revenue capturing, Cash	Projections Reports	Financial Director Clinical Dir.	Monthly Weekly	Reports (beginning of each month) Weekly Supervision	Monthly budget reviews Expenses reduced by 10% by June,

flow	Clinical management Cost controls	Financial Director	Weekly	Budget	2015
Accreditation Status – to receive exemplary status	Portal reviews Updates Practice Lead	AC Coordinator OT, Etobicoke Manager	Weekly Monthly September 2014	Education sessions Newsletter updates	Accreditation outcome; leading practice and exemplary status, 2014 and 2018
Work Life Balance	Staff projects and incentives	Outreach Manager	January 2015	Recommendations Education Sessions	Annual event related to work life balance, 75% staff satisfaction on work life survey, December, 2016
Outstanding Customer Service	Review of Outcome Study Report Staff and client input Analysis and conclusions	All Clinical Managers	June, 2015 and annually there after	Recommendations	85% Client, family, referral source, Staff Satisfaction, June, 2015
Ethical marketing, Anti Fraud and Compliance Policies	Gather data Monthly Reports	Senior Management Team	Monthly reports	Recommendations	Share outcomes with Managers at quarterly meetings.
Cultural Diversity and Competence	Conduct staff language survey Conduct client	Admin Director Hamilton	December 2014 March,	Staff profiles	Increase of cultural diverse staff and clients December, 2015

	and staff cultural diversity survey	Manager	2015		
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CONCLUSION:

NRIO will continue to be proactive within the private sector, and building on the momentum of change within the healthcare industry. Effective September 2010 there have been major changes to the private industry 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.
- A review of the NRIO business model for sustainability.

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.

April, 2014