



2023 – 2027 Strategic Plan

Cochrane Temiskaming Children's Treatment Centre

October 2023 – September 2027

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1. Strategic Context

1.1. Executive Summary

Over the last several years, Cochrane Temiskaming Children’s Treatment Centre (CT CTC) has pushed tirelessly to meet the growing needs of children and families and support its communities. Covering a wide geography, CT CTC provides specialized programs and services, outpatient clinical treatment, and support to children, youth and their families and caregivers. Understanding the ever-evolving landscape in their sector, the organization sought to develop a plan to lead them through the next few years.

From January to September 2023, Cochrane Temiskaming Children’s Treatment Centre engaged Laridae, a leading management consulting firm, to guide the Board of Directors through a strategic planning process, leading to the adoption of a new strategic plan. Together, our approach to planning supported the Board of Directors and senior leadership throughout the process, enabled reflection on the current state and the environment in which CT CTC works, ensured that the voices of important stakeholders were engaged and heard, and provided oversight in developing the final strategy.

Strategic Directions

Our goal is to be a recognized agency that empowers families and makes sure that everyone has timely access to excellent, trusted care consistently across our whole geography. The strategic priorities are focused on helping achieve our goal and support our mission. The following directions outline our focus over the next few years to ensure we are moving forward:

- [Accessing Excellent, Trusted Care](#)
- [Growing a Valued, Cohesive Team](#)
- [Strengthening Resource Capacity](#)
- [Building a Positive, Recognizable Identity](#)

CT CTC is committing to a three-year strategic plan. As such, these directions are broad and oriented to the future—providing a clear focus while allowing us to respond and adapt as circumstances evolve.

2. Strategic Foundations

2.1. Mission

To improve the lives of children and youth with special needs and their families/caregivers by delivering quality, timely, and responsive rehabilitation programs and services.

2.2. Vision

All children and youth realize their abilities, meet their potential and engage in their community.

2.3. Values

Family-centred care: We recognize that each family is unique and that they are the experts on the child's abilities and needs. Each solution implemented considers the strengths and needs of all family members.

Knowledgeable: We support children and youth by delivering evidence-based services and implementing standards of best practice, driving the best possible outcome.

Collaboration: We partner with families, community service providers, and educators to better the lives of children with special needs.

Respect: We understand that all circumstances are unique, and the differences exist in each community across northern Ontario. We consider all perspectives, actively listen, and proceed with decisions together.

3. Strategic Directions

An effective **strategic plan** sets the foundation for a clear, focused future, uniting the organization under a common purpose and strategy.

Our strategic plan is shaped by our strategic directions, which provide clear focus and direction while allowing us to respond and adapt as circumstances evolve over the coming years.

Each of our strategic directions includes a corresponding set of tangible **commitments**.

Our strategic directions and commitments will provide a strong framework for developing **annual operational plans** with **measurable goals** and **achievable objectives**.

3.1. **Accessing Excellent, Trusted Care**

At the end of the day, it's about the children and youth in our care. We strive to provide children and their families with the programs and support they need to improve and succeed in our community. We aim to enhance our relationships with the people we serve by supporting in trust and serving in excellence.

Impact Statement

By the end of 2027, we will have implemented strategies to empower clients and families across our whole geography to access quality and consistent care along their journey.

Key Commitments

*Over the next three years, we will empower those **accessing excellent, trusted care** by ...*

- **Proactively connecting families waiting for service to available supports and offerings:** Providing innovative programs through various formats, making sure families can engage and access proactive support while waiting for more individualized service.
- **Seeking opportunities to expand access to care across our geography:** Exploring service models rooted in collaboration and innovative solutions to serve more people and to ensure access to services is widespread across our communities. Remaining open to opportunities with the Ministry to increase the breadth of services that align with our mission.
- **Supporting service provision up the James Bay coast:** Acting as a resource and partner to support the development of programs and services in the remote communities up the coast, ensuring equity in care.
- **Unlocking additional services to remain responsive to community needs:** Facilitating access to services in mental health, diagnostic, and assessments to offer more fluid and accessible support. Prioritizing culturally responsive

care ensures that clients and families feel appropriately cared for and included.

3.2. Growing a Valued, Cohesive Team

We know that our purpose lies within the great team we have at CT CTC. We aim to further support and encourage our people to learn and grow, creating a standard across the community in partnership to better meet the needs of staff and our clients. We believe in the value our people bring to their work and will continue to appreciate and recognize their efforts.

Impact Statement

By the end of 2027, we will have continued enhancing our workplace culture where everyone feels appreciated and valued, implemented our own attraction and retention strategies, and reinforced that every role is integral to our collective success and impact.

Key Commitments

*Over the next three years, we will commit to **growing a valued, cohesive team** by...*

- **Prioritizing internal capacity and support to enhance cohesion:** Actively leaning into team approaches that offer flexibility and enhanced autonomy, prioritizing manageable workloads across the organization, and encouraging a culture of internal collaboration.
- **Enhancing staff retention and attraction:** Coordinating human resource processes to remain adaptive to our needs while embedding succession planning for all key roles at the staff and Board level. Ensuring effective knowledge transfer, ongoing training, and opportunities to specialize and grow from within.

- **Supporting a growing, diverse team:** Prioritizing equity, diversity, inclusion, and accessibility to provide a safe and welcoming environment to make CT CTC a desirable employer.
- **Partnering to strengthen internal capacity and processes:** Collaborating with partners to offer employees training opportunities that promote shared learning and collaboration across the sector. Exploring opportunities to share resources with other organizations to support internal processes as the organization grows.

3.3. **Strengthening our Resource Capacity**

Our community has seen so much change over the last few years, and addressing our clients' increasing demand and complexity remains our top priority. We are prepared to explore collaborative opportunities and innovative solutions to expand access to services and to meet this growing need.

Impact Statement

By the end of 2027, we will have improved resource capacity to support organizational growth and attract new opportunities to further our mission and meet our community needs.

Commitments

*Over the next three years, we will work on **strengthening our resource capacity** by...*

- **Expanding physical spaces to meet demand:** Reflecting on the growing demand in each community we serve, address our physical location needs to better serve the children and families. Investing in state-of-the-art tools and supplies to improve accessibility and continue offering great service.
- **Exploring ways to diversify our revenue:** Exploring creative ways to enhance our financial sustainability by expanding our relationship with

Ministry partners while leveraging unrestricted funding through corporate philanthropy and strategic sponsorships, furthering our ability to care for children and youth.

- **Collaborating with partners to better support families with limited resources:** Working with community partners in a way that supports families with the additional costs that impact their ability to access the services they need.

3.4. **Building a Positive, Recognizable Identity**

We understand that many great organizations in our community are working towards the development of our future. As we continue to collaborate, we aim to become a distinctive part of the system to promote our services to the appropriate audience and support the navigation to partner services, ensuring everyone is getting proper care.

Impact Statement

By the end of 2027, we will be a recognized agency known as a reputable source of information and resources for partners and families to engage meaningfully in programs and service coordination.

Commitments

*Over the next three years, we will be **building a positive, recognizable identity** by...*

- **Enhancing our individual identity as a strong partner in the sector:** Creating a distinct brand that differentiates us from other partners, resonates with the community, and enhances recognition for our specific work, increasing access to care and communication.
- **Communicating intentionally to build awareness about our work:** Increasing awareness about our services and our role along the family

journey to care through proactive communications strategies and intentional messaging towards key stakeholders.

- **Reinforcing open and reciprocal information sharing:** Strengthening current communications between partners to ensure information is shared accurately and effectively across the community about programs, services, and client needs to streamline access to care.

4. Appendix: Stakeholder Engagement

4.1. Why Engage?

Leadership Through Genuine Engagement

Strategic plans that provide meaningful direction over their stated duration rely on an authentic engagement process that genuinely seeks input and allows those invested in an organization's success to provide ideas and feedback.

Properly conducted, stakeholder engagement is in no way an abdication or devolution of leadership.

It's the opposite.

Leaders who reach out to and seek the input of the people delivering or accessing services are far more likely to craft future strategic directions that will resonate with those they affect and those who must implement them.

The Multiple Purposes of Engagement



Listen

To listen to stakeholders by gathering input, ideas, and suggestions.



Include

To include stakeholders in the planning process, helping to generate buy-in.



Educate

To educate stakeholders about the great work you do.

4.2. Engagement Process

Engagement served as the foundation for the process, informing subsequent discussion, deliberation, and decision-making.

Laridae developed and facilitated the engagement process from April until May 2023. The process was designed to engage with and listen to Cochrane Temiskaming Children’s Treatment Centre’s key stakeholders.

As a result of this engagement, our strategic plan is informed by experience, evidence, and the most broadly held perceptions of all those we serve.

Audiences

We engaged Cochrane Temiskaming Children’s Treatment Centre’s primary stakeholders during the engagement process.

Clients	Caregivers and family members	Staff	Board members
Volunteers	Community partners	Interested community members	Funders & donors

Stakeholder Participation

Participation during the engagement process was enthusiastic and honest.



4.3. Common Themes

The following themes capture some of the common sentiments we heard during the stakeholder engagement process.

Dedicated staff

There was a consistent appreciation for the organization’s **caring and dedicated staff**. Stakeholders recognized the value of CT CTC **staff’s knowledge and expertise**. The organization **excels in its family-centred approach**, meeting families where they are physically and using accessible language. Stakeholders expressed that CT CTC consistently **prioritizes the client’s goals and ensures alignment with those goals**.

Stakeholders described staff as **dedicated, caring, helpful, and kind**.

86% of survey respondents said they “Agree” or “Strongly Agree” that CT CTC’s programs and services are facilitated by skilled, dedicated staff.

An open and willing partner

Several stakeholders mentioned CT CTC's **reputation as a willing partner** and being open to honest discussions about meeting community needs. Some participants identified the organization's leadership team as a strength, lending to its ability to foster effective partnerships.

71% of survey respondents said they "Agree" or "Strongly Agree" that CT CTC's programs and services are collaborative.

The Centre's collaborative approach to problem-solving has reportedly fostered an atmosphere of openness and flexibility in the community while maintaining accountability. CT CTC's **ability to pivot and adapt well**, especially during the pandemic, was noteworthy.

Community partners expressed the importance of **maintaining constructive relationships to improve services** for the children and families they serve. It was noted that appreciation for each organization's unique circumstances could **foster a cooperative and supportive environment**.

Problem-solving and innovative

There was an appreciation for the organization's ability to remain **flexible** and **adaptable** during the pandemic. The organization was seen as an **ally and advocate for the community**, going above and beyond to creatively meet the region's needs.

Stakeholders also appreciated CT CTC's **solutions-oriented approach**, connecting with partners to provide services and **remain responsive to individual and family needs**.

59% of survey respondents said they “Agree” or “Strongly Agree” that CT CTC’s programs and services are innovative.

Community perceptions and awareness

Several stakeholders commented on **low awareness and clarity** of all services and programs provided by CT CTC to the general public.

There was reported confusion between the CT CTC and other organizations (for example, Cochrane Temiskaming Resource Centre). Participants mentioned the importance of **establishing clear pathways and improving coordination between organizations to streamline the client experience**, avoid gaps in care, and ensure seamless transitions between services.

While the CT CTC is specialized, CT CTC is encouraged to **be present at relevant tables** and engage with various stakeholders **to enhance visibility and collaboration**.

Limited resources

Several key stakeholders acknowledged that many organizations in the North are facing certain resource challenges. Some participants spoke about the difficulty in **finding and retaining staff, especially those who can provide culturally appropriate services** to the Indigenous and French populations across the community.

The limited candidate pool has made it difficult to fill specialized positions, **resulting in long waitlists for services**. The staff shortage has implications for travel requirements and meeting clients, leading to concerns about accessibility.

Additionally, the CT CTC operates with a **constrained budget**, necessitating staff to take on multiple roles to cover the demands.

Retention and recruitment

The organization was recognized for its **accommodating nature**, prioritizing quality and family-centred care. However, several stakeholders noted that CT CTC faces **staffing challenges** as candidate pools are limited and positions remain vacant.

Burnout was also considered a caution for the organization as staff cover multiple roles and navigate increasing workloads, necessitating incentives for professionals working in the North to address capacity issues.

Despite these challenges, the **staff remains dedicated** and does their best to provide exceptional care to the clients and their families.

Responsive communications

Efforts are encouraged to **enhance community engagement, promote the center's offerings, and clarify its distinct identity**.

Clear and timely communication regarding changes and service pathway discussions would benefit clients and partners.

CT CTC can establish itself as a well-known and trusted resource by actively participating in community events and utilizing various communication channels.

Supporting internal capacity

To achieve a high satisfaction rating, staff members identified several areas for improvement, including:

- **Enhance internal collaboration** by leveraging transparent and open conversation across staff and management to ensure efficient processes and information-sharing.
- **Adequate staffing levels and levels of work** to mitigate burnout by exploring opportunities to streamline administrative processes, ensuring staff time can be used more effectively for comprehensive treatment planning.

- **A continued focus on employee well-being and flexibility** to support staff and recognize their hard work.

Building on partnerships

A desire to see CT CTC continue to **strengthen partnerships and collaboration through resource sharing and open communications** was mentioned by several stakeholders in the engagement process.

These partnerships are essential for **addressing staffing shortages and expanding training** programs in childcare, protection, and mental health areas. Addressing extensive **waitlists was identified as another shared challenge**, and collaboration with other service providers could help mitigate this issue.

Expanding participation in community activities can help raise awareness about the CTC's services, and **leaning into a leadership** role can help strengthen collaborations for future community development.

Branding refresh

Understanding the confusion several stakeholders experienced about who CT CTC is and what they offer, some suggested that a brand refresh could prove useful in **differentiating the organization** from the rest.

It was noted that many other Children's Treatment Centres have done the same, resulting in **clear identification and greater community presence**.