

WEST MONTREAL READAPTATION CENTRE YEAR ONE AND YEAR FIVE OUTCOMES

STRATEGIC PLAN 2010 - 2015	YEAR 5 (April 2010 – March 2015)	YEAR 1 (April 2010 – March 2011)
1. Promotion of WMRC as a specialized service agency for individuals with an intellectual disability or autism spectrum disorder		
<p>Rekindle our reputation as an innovative service provider, craft new partnerships that will advance the science of rehabilitation and commit anew to serving WMRC’s diverse population, while meeting the needs of English-speaking people in other communities across Quebec</p>	<p>Ensure that English-speaking people have access to our services from every region of the province, either through purchase-of-service arrangements with other MSSS establishments, or through a governmental mandate with full cost-recovery compensation</p>	<p>Have an upgraded internal “<i>Services vendus</i>” system in place applying to a large number of establishments and a variety of services, with proper monitoring and follow-up components</p>
	<p>Launch a 3-5 year clinical research project, with or without an accredited research group, on how to make specialized services more efficient and effective, funded by an interested third party</p>	<p>Have determined the context, subject and theme of a practical research project with demonstrated relevance to internal service quality improvements</p>
	<p>Using the 2010-2011 administrative cost structure as a baseline, have implemented a thorough review of practices that reduces administrative costs by 17 percent</p>	<p>Have reduced administrative costs, through a review of management and administrative practices, by 3.5%</p>
<p>Undertake a new <i>Entente de complémentarité</i> with Centre de réadaptation Lisette-Dupras and the <i>Agence de la santé et des services sociaux de Montréal</i>, which supports the anglophone community but prefers budgetary balance</p>	<p>Have in place an understanding with all Montreal Island CRDITEDs that WMRC is prepared to serve their English-speaking population with full cost-recovery compensation, on a priority basis</p>	<p>Have in place a planning document that describes a process and system for receiving users from other Montreal Island CRDITEDs, with full compensation, on a priority basis</p>
<p>Ensure that concrete results for users and user satisfaction are prioritized over bureaucratic / administrative considerations</p>	<p>Have in place an annual, comprehensive user satisfaction survey with annual reports to the Board of Directors</p>	<p>Have defined, through consultation and literature review, the confines of satisfaction as it relates to WMRC users</p>
<p>Ensure that internal consultation and teamwork are prioritized over “top-down” management directives</p>	<p>Have introduced stakeholder forums targeting service and communication issues to pinpoint problem areas and propose solutions</p>	<p>Have defined the stakeholders involved and the service and communication issues targeted in the community forum program and have put into place an active Child and Family Group</p>
<p>Forge new resource-sharing agreements with like-minded public partners</p>	<p>Have property and other resource-sharing arrangements with at least five other like-minded establishments to reduce administrative and technical support costs</p>	<p>Have in place a resource-sharing arrangement, in principle, with one other public establishment in our field</p>

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2. Continued enhancement of the highest quality of timely and appropriate services for users and their families		
Develop practical and effective strategies for limiting the time it takes for families and individuals to receive the services they need	Have taken 50 children off the waiting list through the conversion of administrative, clinical and user-related services, thus liberating financial and human resources	Have taken 10 children (0-18) off the waiting list through service conversion and the resulting liberation of resources
Promote clients' quality of life, safety, rights and obligations in our continuing development of specialized services	Have implemented a building and safety inspection system for all public and private facilities offering services to our users, with inspections three times / year (minimum)	Have in place a pilot project with initial findings from preliminary testing
	Have established a human rights advisory panel to review issues related to clients' rights and responsibilities	Have in place a written plan for the implementation of such a panel through internal and external consultation
Enhance service effectiveness through practical research and knowledge transfer	Have produced at least six studies on service effectiveness for internal consumption and possible publication	Have pinpointed three projects for improving service effectiveness
3. Acceptance of the challenges of recruiting, training and sustaining a dedicated and specialized workforce		
Promote experienced staff's professional development to safeguard the transition to a new generation of employees	Have in place standard clinical refresher (mise à jour) programs for all categories of clinical staff	Have a refresher course, on paper, for one category of staff in clinical services
Implement strategies to recruit a new generation of employees to carry on the work and heritage of WMRC in providing timely and high-quality services	Through a timely marketing and hiring strategy, ensure that no professional, clinical or management position remains vacant for more than four months	Have a draft plan for consultation related to the implementation of this policy
4. Assurance of long-term sustainable funding through government solicitation and collaboration with historic non-profit partners		
Maintain pressure on the Government to provide the financial resources required to respect our mandate	Ensure regular, semi-annual meetings of Board-designated representatives with all MNAs from WMRC territory	Have a Board member designated to lobby each MNA within our territory or population basin
Strengthen links with public, academic, community and historic partners to promote positive outcomes for users and families	Have negotiated at least 10 new or revised agreements or contract-based service arrangements with like-minded public, community, academic and network partners to offer or support specific services promoting superior outcomes	Have completed (signed and implemented) two such agreements
Encourage our foundation partner to strengthen its community profile and diversify its solicitation strategies to meet the diverse needs of the agency	Have successfully initiated three solicitation campaigns of varying proportions for projects determined in partnership with WMRC, based upon active donor lists of over 500 individuals, corporations and foundations	Have a project and an initial plan for the next Taylor-Birks campaign and an active donor list of 200+ names, at least 25 of which must be companies, corporations or foundations