



Ongwanada

Support–Respect–Choices

Vision 2020

Operating Plan 2016-2017

Document detailing progress toward

Building Capacity & Moving Forward with a Person-Centred Approach

September, 2016

www.ongwanada.com

Ongwanada Mission Vision & Service Principles

A Strategic Plan sets out an organization's most important choices or priorities. These priorities serve as organizing principles for efforts of the Board, management, staff, host family providers and volunteers. They must be developed within the higher context of the organizations mandate or mission, its vision for the future, and service principles.

Ongwanada's Mission:

Ongwanada is dedicated to supporting people with developmental disabilities (with a special focus on those with complex needs) and their families so they can lead full lives, effectively supported in their communities.

Ongwanada's Vision

By 2020, Ongwanada will be a leading clinically-focused regional resource for Eastern Ontario, recognized for its person-centred approach to services. Consistent with a servant leader* philosophy, Ongwanada will be a pro-active partner in building community capacity and providing specialized regional resources to enable individuals with developmental disabilities, including those with complex needs, thrive in their community.

Our Guiding Service Principles

Within the context of safety and responsibility to those we serve, and serve with, and consistent with Ongwanada's Code of Ethics, the organization is guided by its commitment to three core values:

- Support
- Respect
- Choices

These core values are applicable to all strategic priorities that follow:

A Mission Statement identifies why an organization exists.

A Vision Statement describes what the organization would like to be and the difference it aims to make in the world.

*Servant Leaders put the needs of others before their own. As a Servant Leader you acknowledge other people's perspectives, give them support they need to meet their work and personal goals, involve them in decisions where appropriate, and build a sense of community within your team.

Vision 2020: Strategic Priorities

Strategy 1: Applying Person-Centred Principles to Renew Our Service Model.

Person-Centred Planning discovers and acts on what is important to a person and is a planning model that enables individuals to increase their personal self-determination and improve their own independence. This means the needs and goals of those we serve will be a pivotal influence on the design of support and service approaches.

- a) Renewing our processes and orientation to evolve beyond “clients” and “care” as we adopt a more person-centred approach, sharing supports and services.
- b) Positioning the organization within the developmental services sector as a leading regional resource to better support individuals of all ages who present with complex needs. This would include a re-examination and potential redesign of Ongwanada services, processes and infrastructure.

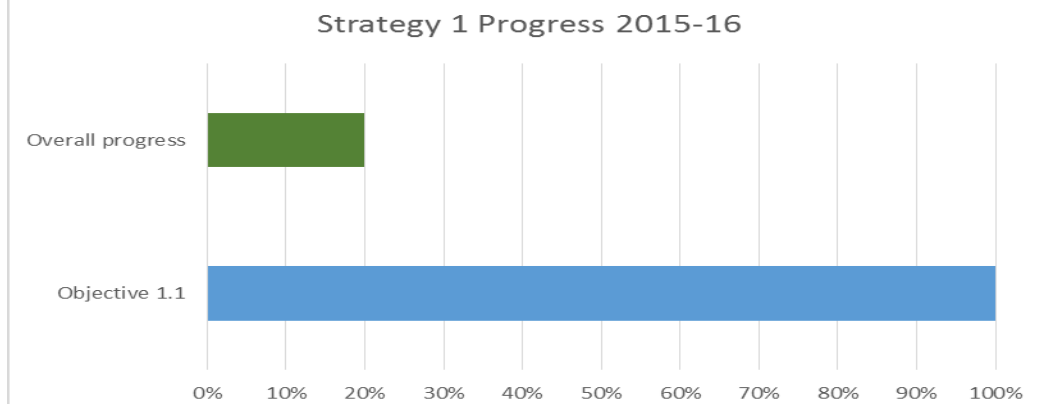
2015-16 Objectives 1.1

- Research person-centred training models and make recommendation.
- Train Client Facilitators (Person-centred-planners) and other staff as appropriate.

Did we meet Objective 1.1?

- ✓ Researched person-centred principles and retained Helen Sanderson and Associates to help deploy person-centred thinking model.
- ✓ 40 staff received two-day training (Person-Centred Thinking).
- ✓ 6 person-centred planners completed two week training (Person-Centred Planning).

Strategy 1 progress



Strategy 1: Applying Person-Centred Principles to Renew Our Service Model. Objectives 2016-17

2016-17 Objective 1.1

Integrate person-centred thinking/principles within organizational planning processes and training for organizational staff.

How to meet 2016-17 Objective 1.1:

- Build upon the existing work of the Person-Centred Thinking Task Force to develop a model and train staff in person-centred thinking principles.
- Identify and prioritize staff to be trained .
- Review and modify existing Support Plan Process to align with person-centred planning/thinking processes/philosophy.
- Initiate phased implementation of plan and revise current policy to ensure consistent communication of process changes and overall person-centred thinking philosophy.

Lead Person: Karen Menzies -- Target Date: May 31, 2017
Delegated Staff Person: Beth Bentley

Strategy 2: Leading the Way...Together (Building Capacity in the Sector)	
<p>As needs change, and as more and more individuals present with increasingly complex needs, we must build-up a continuum of supports across the region.</p> <p>a) Providing leadership, innovation, and advocacy for the sector and beyond developmental services (e.g. health, justice, education, research).</p> <p>b) Working with service partners, using a collaborative “servant leadership” approach to build the community’s capacity to provide supports and share professional expertise and services.</p>	
<p>2015-16 Objective 2.1</p> <p>Realign Senior Manager reporting with one focused on Clinical Services and conduct review of clinical services and develop clear model of service delivery</p>	<p>Did we meet Objectives 2.1</p> <ul style="list-style-type: none"> ✓ Senior Manager reporting relationships re-aligned with one of the four positions fully focused on Clinical Services-Chief Clinical and Planning Officer. ✓ Osbourne Group hired to complete a review of Internal Clinical Services. ✓ Clinical Review Report with observations received.
<p>2015-16 Objective 2.2</p> <p>Implement provincial CNSC work-plan in concert with regional co-lead agency</p>	<p>Did we meet Objective 2.2?</p> <ul style="list-style-type: none"> ✓ The Eastern CNSC took a more provincial focus this year, collaborating with other CNSC’s and MCSS on projects such as: <ul style="list-style-type: none"> ✓ Consensus Guidelines for the Care and Treatment and Support of Individuals with Challenging Behaviour and Dual Diagnosis Framework; ✓ Provincial Developmental Disabilities Awareness in the Justice System project; ✓ Further define mandate of the Community Network with emphasis on individuals with complex needs.
<p>2015-2016 Objective 2.3</p> <p>Develop and implement a home from existing residential spaces to support individuals with complex behavioural challenges</p>	<p>Did we meet Objective 2.3?</p> <ul style="list-style-type: none"> ✓ Ongwanada developed and implemented a new home by re-purposing existing space to serve the needs of individuals with complex behavioural needs. ✓ The repurposing of this space resulted in positively impacting a total of 9 individuals.
<p>2015-2016 Objective 2.4</p> <p>Take an active role in community capacity building</p>	<p>Did we meet Objective 2.4?</p> <ul style="list-style-type: none"> ✓ Ongwanada took an active role in 2015-2016 in community capacity building. The CEO participated on a number of Local, Regional and Provincial forums to address the needs of individuals including those with complex need in the Developmental Service Sector.

<p>2015-2016 Objective 2.5</p> <p>Renew and revise Regional Treatment Home Admission Committee with focus on clinical membership.</p>	<p>Did we meet Objective 2.5?</p> <ul style="list-style-type: none"> ✓ Terms of Reference for the Regional Treatment Home Committee revised with input from Regional Community Partners. ✓ A working of Regional Partners has also been established to support communications and information sharing between the Regional Treatment Home and Service Providers across the Region. ✓ The revised Terms of Reference involves the clinical support team assuming the admission and discharge role. 														
<p>Strategy 2 progress</p>	<p style="text-align: center;">Strategy 2 Progress 2015-16</p> <table border="1"> <caption>Strategy 2 Progress 2015-16 Data</caption> <thead> <tr> <th>Category</th> <th>Progress (%)</th> </tr> </thead> <tbody> <tr> <td>Overall progress</td> <td>20%</td> </tr> <tr> <td>Objective 2.5</td> <td>100%</td> </tr> <tr> <td>Objective 2.4</td> <td>100%</td> </tr> <tr> <td>Objective 2.3</td> <td>100%</td> </tr> <tr> <td>Objective 2.2</td> <td>100%</td> </tr> <tr> <td>Objective 2.1</td> <td>100%</td> </tr> </tbody> </table>	Category	Progress (%)	Overall progress	20%	Objective 2.5	100%	Objective 2.4	100%	Objective 2.3	100%	Objective 2.2	100%	Objective 2.1	100%
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Strategy 2: Leading the Way...Together (Building Capacity in the Sector) Objectives 2016-17	
<p>2016-17 Objective 2.1</p> <p>Review and validate information from the Clinical Review Report and move forward in implementing a clear model of service delivery.</p>	<p>How to meet 2016-17 Objective 2.1</p> <ul style="list-style-type: none"> ➤ Review and validate information from the Clinical Review Report. ➤ Update model of service delivery establishing a clear process for referral, admission and discharge in clinical service(s). ➤ Develop communication strategy to ensure processes/information sharing with community partners. ➤ Implement service model giving consideration to departmental processes and support plan process. ➤ Review and revise evaluation as necessary. <p>Lead Person: Karen Menzies -- Target Date: June 30, 2017</p>
<p>2016-17 Objective 2.2</p> <p>Implement in concert with the co-lead the CNSC work plan as defined Provincially.</p>	<p>How to meet 2016-17 Objective 2.2</p> <ul style="list-style-type: none"> ➤ Work with CNSC Ontario to assist with plan implementation and reporting. ➤ To implement the Justice Project. <p>Lead Person: Wade Durling – Target Date: April 30 , 2017 Delegated Staff Person: Lisa Holmes</p>
<p>2016-17 Objective 2.3</p> <p>Continue implementation of the Regional Complex Case Management Pilot Project working with Community Partners.</p>	<p>How to meet 2016-17 Objective 2.3:</p> <ul style="list-style-type: none"> ➤ Work jointly with Community of Practice to further develop and define complex case management processes in Lower East Region. ➤ Have Complex Case Manager carry an active caseload of individuals. ➤ Work with other service providers and cross-sector partners to develop community based solutions for individuals with complex needs. ➤ Continue to collect meaningful data/metrics for use in the ongoing evaluation of this project. <p>Lead Person: Wade Durling -- Target Date: March 31, 2017 Delegated Staff Person: Margaret Dain</p>
<p>2016-17 Objective 2.4</p> <p>Develop a capital funding proposal for a home to support individuals with complex behavioural challenges. The home would provide: clinical assessment treatment, stabilization, and safe bed resource for individuals/community partners.</p>	<p>How to meet 2016-17 Objective 2.4</p> <ul style="list-style-type: none"> ➤ Research and design a built environment conducive to supporting individuals with complex behavioural challenges. ➤ Develop a budget based on the above. ➤ Research funding sources. ➤ Develop a capital funding proposal for submission and approval. <p>Lead Person: Wade Durling – Target Date: June 30, 2017 Delegated Staff Person- Karen Menzies</p>

<p>2016-17 Objective 2.5</p> <p>Continue active community capacity building.</p>	<p>How to meet 2016-17 Objective 2.5</p> <ul style="list-style-type: none"> ➤ Actively participate in the Developmental Services Committee East Region, Focus Group etc. Responding as a community to individuals with complex needs requesting services. <p>Lead Person: Wade Durling – Target Date: March 31 , 2017</p>
<p>2016-17 Objective 2.6</p> <p>Implement in concert with the Treatment Home Working Group changes to the operation and use of the Treatment Home across the Lower East Region</p>	<p>How to meet 2016-17 Objective 2.6</p> <ul style="list-style-type: none"> ➤ Identify core functions of the Treatment Home. ➤ Align Treatment Home processes and protocols across the Region. ➤ Identify, collect and collate key Treatment Home data for reporting to community tables. ➤ Develop communication processes for Treatment Home Working Group outcomes and other pertinent Treatment Home related items to Focus/Service Providers and Pressures and Priorities tables. <p>Lead Person: Wade Durling – Target Date- April 15, 2017 Delegated Staff Person: Karen Menzies</p>
<p>2016-17 Objective 2.7</p> <p>Implement the Clinical Team Admissions Process for Regional Treatment Home referrals.</p>	<p>How to meet 2016-17 Objective 2.7</p> <ul style="list-style-type: none"> ➤ Implement Admissions and Discharge Process dated June, 2016 across the Lower East Region as approved by Focus/Service Provider and Pressures and Priorities Committees. ➤ Collect data as defined by the Treatment Home Working Group. ➤ Ensure communication processes for reporting as identified by the Treatment Home Working Group are adhered to. <p>Lead Person: Karen Menzies – Target Date- May 31, 2017 Delegated Staff Person: Ronna Dillon</p>
<p>2016-17 Objective 2.8</p> <p>Conduct a review of all Ongwanada’s Day Programs and develop a plan moving forward to a model of increasingly inclusive community participation supports.</p>	<p>How to meet 2016-17 Objective 2.8</p> <ul style="list-style-type: none"> ➤ Review MCSS literature RE: Community Participation Supports including definitions of “Workshops”. ➤ Determine information/data required to complete the review. ➤ Develop and implement mechanisms to gather information required for the review including input from individuals and families regarding wants/needs. ➤ Research models of community participation supports. ➤ Review, collate and analyze information collected and develop report with recommendations for review by Senior Management Group (SMG). <p>Lead Person: Linda Murray -- Target Date: April 15, 2017 Delegated Staff Person: Kim McCormick/Suzanne Augustyn</p>

Strategy 3: Working Better...Together (Building Capacity in the Organization)

To be our best in a dynamic and changing service environment, we will need to continue building and adapting organizational capacity, skills, tools and processes.

- a) Taking advantage of technology to improve efficiency and effectiveness.
- b) Reviewing/redesigning business practices to better serve individuals.
- c) Significantly enhancing our skills, tools and capacity to manage change.

2015-16 Objective 3.1

Implement an electronic Client Information System (eCIMS) and deploy technology infrastructure across organization.

Did we meet Objective 3.1?

- ✓ Work completed with vendor to transition from a client paper file to an electronic file:
 - ✓ System has been deployed in three phases:
 - ✓ Phase 1 (Residential and Day Program areas) onboard by January, 2016.
 - ✓ Phase 2 programs (community and clinical) onboard by May, 2016.
 - ✓ Phase 3 programs (clinical) onboard by June, 2016.
- ✓ New thin PCs and scanners installed at all Community Residences and Day Programs sites, replacing SunRays.
- ✓ Internet connection upgraded at all sites to support application.
- ✓ Data elements to be collected for analyses, outcome measurement and to guide decision-making still being identified.

2015-16 Objective 3.2

Develop electronic corporate filing system.

Did we meet Objective 3.2

- ✓ Preliminary work outlining development of corporate electronic filing system completed.
- ✓ File/folder taxonomy proposed and pilot corporate file/folder organization outline developed.

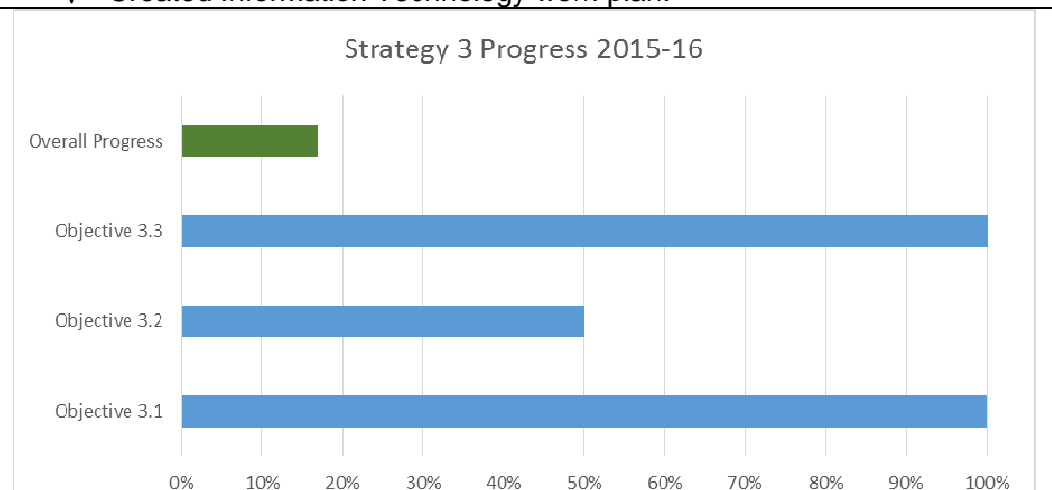
2015-16 Objective 3.3

Create an internal new Information Technology Department.

Did we meet Objective 3.3?

- ✓ Successfully recruited two staff;
- ✓ Developed new workspace;
- ✓ Created Information Technology work-plan.

Strategy 3 Progress



Strategy 3: Working Better...Together (Building Capacity in the Organization) Objectives 2016-17	
<p>2016-17 Objective 3.1</p> <p>Build and expand the operational functionality and utility of the electronic Client Information System (eCIMS).</p>	<p>How to meet 2016-17 Objective 3.1</p> <ul style="list-style-type: none"> ➤ Continue to work with NucleusLabs to expand the scope and functionality of the system as deployed to-date. ➤ Work with user groups to grow system functionality & utilization and to identify operational efficiencies offered by the system. ➤ Onboard Clinical Service with NucleusLabs to ensure data elements are collected and available for analyses to measure outcomes and guide decision making. <p style="text-align: center;">Lead Person: Alastair Lamb -- Target Date: June 30, 2017 Delegated Staff Person: Shelley Gelineau</p>
<p>2016-17 Objective 3.2</p> <p>Develop a Corporate Filing System</p>	<p>How to meet 2016-17 Objective 3.2</p> <ul style="list-style-type: none"> ➤ Develop an outline for electronic Corporate Filing System. ➤ Create work-plan detailing phases of implementation including communication, education and evaluation. ➤ Develop Policy accordingly. <p style="text-align: center;">Lead Person: Alastair Lamb -- Target Date: June 30, 2017 Delegated Staff Person: Shelley Gelineau</p>
<p>2016-17 Objective 3.3</p> <p>Conduct an operational review of the Radiology Department.</p>	<p>How to meet 2016-17 Objective 3.3</p> <ul style="list-style-type: none"> ➤ Identify and review operational components; function, staffing, service volumes, costs; ➤ Identify barriers to operational efficiencies: parking; ➤ Research alternative service model; ➤ Develop Business Case with recommendations <p style="text-align: center;">Lead Person: Tom Collard -- Target Date: February 28, 2017</p>
<p>2016-17 Objective 3.4</p> <p>Complete an analysis of Ongwanada's Transportation Fleet.</p>	<p>How to meet 2016-17 Objective 3.4</p> <ul style="list-style-type: none"> ➤ Review fleet transportation schedules, usage, repair costs etc; ➤ Research fleet management options and transportation needs ➤ Develop business case/report based on findings <p style="text-align: center;">Lead Person: Alastair Lamb/Tom Collard Target Date: January 30, 2017 Delegated Staff Person; Karen Sligh.</p>

Strategy 4: Improving Accountability and Outcomes with a Dynamic Culture of Learning.

More than ever, all developmental service providers must be accountable for effective use of funding, able to track performance outcomes and learn continually.

- a. Adopting improved tools for assessing outcomes and the impact/value of services, with increased accountability for services in a funding context.
- b. Making more effective use of research, best practices, metrics performance indicators and other evidence in a process of continuous quality improvement.

2015-16 Objective 4.1

Identify key performance indicators for Board, managers and staff to monitor organizational performance

Did we meet Objective 4.1?

- ✓ Draft indicators/metrics developed; awaiting review by the Board to ensure proposed indicators provide the Board with information required to satisfy their governance responsibilities.

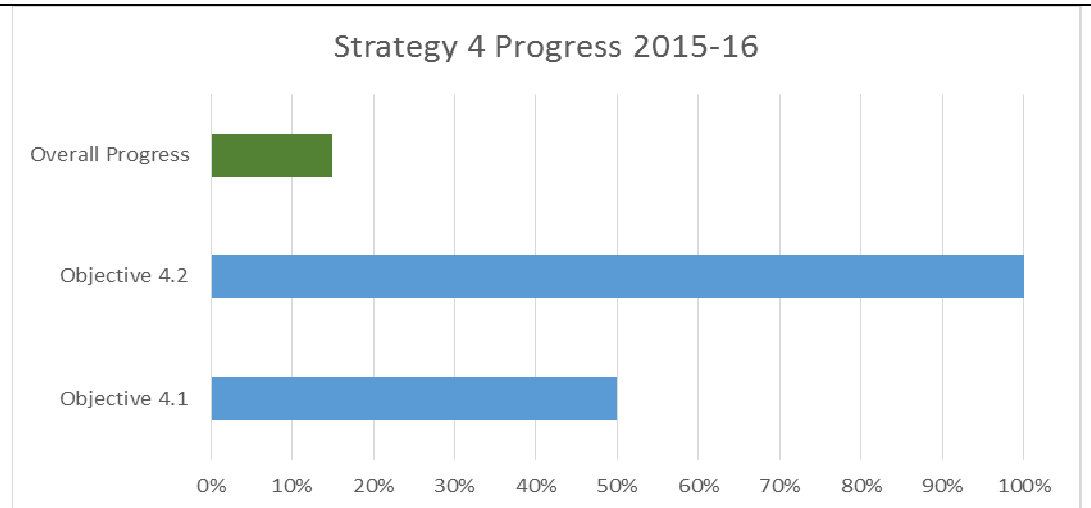
2016-17 Objective 4.2

Develop a visual representation of progress towards accomplishing Vision 2020.

Did we meet Objective 4.2?

- ✓ Operating plan progress detailed and graphically represented in document.
- ✓ Graphic outlining progress toward fulfilling strategic priorities can be update annually.

Strategy 4 progress



Strategy 4: Improving Accountability and Outcomes with a Dynamic Culture of Learning. Objectives 2016-17	
<p>2016-17 Objective 4.1</p> <p>Develop metrics to measure the achievement/successful implementation of goals/objectives identified in Individual Support Plans.</p>	<p>How to meet 2016-17 Objective 4.1</p> <ul style="list-style-type: none"> ➤ Review existing support plan objectives to identify outcomes that are meaningful, measurable and observable. ➤ Engage NucleusLabs and key organizational stakeholders to identify appropriate data metrics. ➤ Determine how objectives identified will be written to capture meaningful data and provide education to staff, as needed. ➤ Develop a process for appropriate, identified data collection in eCIMS. <p>Lead Person: Karen Menzies/Alastair Lamb -- Target Date :June 30, 2017 Delegated Staff Person: Beth Bentley/Mark Slade/Shelley Gelineau</p>
<p>2016-17 Objective 4.2</p> <p>Re-align CQI process with Vision 2020.</p>	<p>How to meet 2016-17 Objective 4.2</p> <ul style="list-style-type: none"> ➤ Review the existing CQI plan and make recommendations regarding re-alignment and meaningful outcomes. <p>Lead Person: Karen Menzies -- Target Date: June 30 , 2017 Delegated Staff Person: Mark Slade</p>
<p>2016-17 Objective 4.3</p> <p>Identify key performance indicators used by Board members, staff and managers to monitor organizational performance.</p>	<p>How to meet 2016-17 Objective 4.3</p> <ul style="list-style-type: none"> ➤ Review existing indicators/metrics to identify those that provide a snapshot of the organizational health, covering Financial, Human Resources, Client Service and risk-related criteria. ➤ Develop a dashboard/balanced scorecard of the above data for the Board that visually shows performance relative to identified targets. <p>Lead person : Alastair Lamb -- Target Date: April 30, 2017 Delegated Staff Person: Martha Martin</p>
<p>2016-17 Objective 4.4</p> <p>Develop a strategy that “supports a Dynamic Culture of Learning” by communicating organizational change resulting from annual operating plan and other organizational initiatives.</p>	<p>How to meet 2016-17 Objective 4.4</p> <ul style="list-style-type: none"> ➤ Develop key messages (2016-2017). ➤ Identify broad-based, staff-focused communication mechanisms; ➤ Create a work-plan with target dates. ➤ Work with the Communication Department to implement. <p>Lead Person: SMG -- Target Date: June 30 2017</p>