



Onowanada

Support–Respect–Choices

## **Vision 2020**

Operating Plan 2015-2016

Building Capacity & Moving Forward with a Person-Centred Approach

September 2015

[www.ongwanada.com](http://www.ongwanada.com)

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.

## 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, Home Share 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:

### Vision 2020: Strategic Priorities

#### 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 service, processes and infrastructure.

**2. Leading the Way...Together (Building Capacity in the Sector)**

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.

- a) Providing leadership, innovation, and advocacy for the sector and beyond developmental services (e.g. health, justice, education, research).
- 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.

**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.

**4. Improving Accountability and Outcome 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.

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

**OBJECTIVE 1.1**

To research person-centred training models and make recommendations for model adoption

**Implementation Ideas:**

- Establish a Task Force to research person-centred training models available.
- Develop criteria for reviewing each model/vendor. Factors to consider in establishing criteria should include: model utilization and success with other developmental service providers, cost, and timelines for training and training model.
- Meet with potential training vendors and evaluate.
- Final report with recommendations for person-centred training model and vendor.

**Lead Person: Linda Murray -- Target Date: October 30, 2015**  
**Delegated Staff Person: Beth Bentley**

**OBJECTIVE 1.2**

To train Client Facilitators and other appropriate staff as master trainers in person-centred planning.

**Implementation Ideas:**

- Identify Client Facilitators and other staff to be trained.
- Coordinate training with vendor as identified from the work completed from Objective 1.1.
- Set training dates/schedules and location.
- Implement training plan.

**Lead Person: Karen Menzies -- Target Date: April 30, 2016**  
**Delegated Staff Person: Beth Bentley**

**Strategy 2: Leading the Way...Together (Building Capacity in the Sector)**

**OBJECTIVE 2.1**

To develop and implement a home that supports individuals with complex behavioural challenges by re-purposing existing residential spaces.

**Implementation Ideas:**

- Establish a Task Force that will research, develop and implement the model.
- Develop a Business Plan for submission to MCSS for concept approval.
- Develop a Work Plan, which will outline requirements for the home including staffing, physical plant/environmental supports, safety protocols including staff training and liaison with community stakeholders etc.
- Work with community partners to identify individuals to be supported.
- Open home and commence the admission process for individuals identified including pre-admission work-up and staff training.

**Lead Person: Senior Management Group -- Target Date: June 30, 2016**

**Implementation Ideas:**

- Review existing organizational structure.
- Develop options for re-alignment with recommendations.
- Review recommendations with Board of Governors and obtain approval.
- Development of an implementation plan to transition reporting relationship re-alignment.

**Lead Person: Wade Durling -- Target Date: November 30, 2015**

**Implementation Ideas:**

- Determine what information is to be gathered for the review.
- Develop mechanisms to be utilized to gather review information.
- Communicate with clinical services staff on how the review will be conducted and what information is to be gathered.
- Research clinical models of service delivery.
- Implement information gathering.
- Review and analyze information collected and develop a report with recommendations.

**Lead Person: Karen Menzies -- Target Date: March 31, 2016**  
**Delegated Staff Person: Ronna Dillon**

**OBJECTIVE 2.2**

To re-align Senior Manager Reporting Relationships with one of the four positions to be fully focused on Clinical Services

**OBJECTIVE 2.3**

To conduct a review of all internal clinical services to ensure understanding and move forward toward a clear model of service delivery.

**OBJECTIVE 2.4**

To take an active role in community capacity building.

**Implementation Ideas:**

- Actively participate in the Developmental Services Committee East Region responding as a community to individuals with complex needs requesting services.

**Lead Person: Wade Durling -- Target Date: June 30, 2016**

<p><b>OBJECTIVE 2.5</b> To implement in concert with the co-lead the CNSC work plan as defined provincially.</p> <p><b>OBJECTIVE 2.6</b> To review and revise the Regional Treatment Home Admission Committee with a special focus on clinical membership to support the admissions process</p>	<p><b>Implementation Ideas:</b></p> <ul style="list-style-type: none"> <li>➤ To work with the CNSC Ontario to assist with plan implementation and reporting.</li> <li>➤ Provincial CNSC Implementation Plan August 20, 2016.</li> </ul> <p><b>Lead Person: Wade Durling -- Target Date: February 28, 2016 Delegated Staff Person: Lisa Holmes</b></p> <p><b>Implementation Ideas:</b></p> <ul style="list-style-type: none"> <li>➤ Review existing Committee Terms of Reference with a view of revising membership to include clinicians/allied health professionals.</li> <li>➤ Identify clinical designation requirements for membership and possible members.</li> <li>➤ Discuss change with community partners.</li> <li>➤ Re-purpose role of current membership of Regional Treatment Home Admissions Committee and develop new terms of reference accordingly.</li> <li>➤ Communicate revisions to community partners.</li> </ul> <p><b>Lead Person: Wade Durling -- Target Date: May 15, 2016 Delegated Staff Person: Karen Menzies</b></p>
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**Strategy 3: Working Better...Together (Building Capacity in the Organization)**

**OBJECTIVE 3.1**

To implement an electronic Client Information System (e-CIMS) including deployment of technology infrastructure across the organization.

**Implementation Ideas:**

- Engage the services of e-CIMS vendor, NucleusLabs, to assist the organization with the transfer of information from the existing KIDS database into a new e-CIMS system, as well as, the establishment and implementation of an electronic client filing/information system.
- Develop an implementation plan including: communications, migration of data, training for staff and transition timelines of the electronic client filing/information system across the organization.
- Continue to leverage the organization’s utilization of a user group to assist with trouble shooting and to champion the project.

**Lead Person: Alastair Lamb -- Target Date: June 30, 2016**  
**Delegated Staff Person: Shelley Gelineau**

**Implementation Ideas:**

- Review existing client processes (intake and admissions/discharges) and undertake a mapping process as part of the e-CIMS implementation.
- Eliminate duplication where possible.
- Re-align/streamline policies.

**Lead Person: Alastair Lamb /Karen Menzies -- Target Date: June 30, 2016**  
**Delegated Staff Person: Shelley Gelineau/Beth Bentley**

**Implementation Ideas:**

- Research corporate filing systems and recommend a proposed model.
- Develop a taxonomy that can be consistently used across the organization.
- Develop an implementation work-plan, which would include communication, education and evaluation.

**Lead Person: Alastair Lamb -- Target Date: March 31, 2016**  
**Delegated Staff Person: Shelley Gelineau**

**Implementation Ideas:**

- Establish budget and staffing/space requirements.
- Develop position description and recruitment strategy.
- Develop an implementation plan which will detail; communication strategy, IT contract processes, prioritization processes etc.
- Develop policy and procedures.

**Lead Person: Tom Collard -- Target Date: December 15, 2016**

**OBJECTIVE 3.2**

To identify, review and re-align business flow as it relates to client intake and admission/discharge processes.

**OBJECTIVE 3.3**

To develop a Corporate Filing System.

**OBJECTIVE 3.4**

To create an internal/new Information Technology Department

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

### OBJECTIVE 4.1

To Identify Key performance indicators that will be useful for Board Members, staff and managers to monitor performance and effect progress.

#### Implementation Ideas:

- Review existing indicators/metrics currently being collected with a view to re-align with Vision 2020.
- Identify key performance indicators for discussion with Senior Management Group and Ongwanada's Board of Governors.
- Implement.

**Lead Person: Alastair Lamb -- Target Date: May 30, 2016**

**Delegated Staff Person: Martha Martin**

#### Implementation Ideas:

- Review the existing CQI plan and make recommendations regarding re-alignment and meaningful outcomes.

**Lead Person: Karen Menzies -- Target Date: April 30, 2016**

**Delegated Staff Person: Mark Slade**

### OBJECTIVE 4.2

To re-align the CQI process with Vision 2020