

OPERATING PLAN 2021-2022

OBJECTIVE	HOW OBJECTIVE WILL BE MET:	HOW OBJECTIVE MEETS ALL 4 STRATEGIC PRIORITIES THROUGH:	
<p>OBJECTIVE # 1 Re-imagine the manner in which day programs are provided to support increasingly inclusive community participation, natural friendships and personal choice.</p>	<p>a. Engage “People-minded Business” to facilitate and lead input sessions with stakeholders* (supported individuals, families, and staff/clinicians) to develop and map the future state of day programs.</p> <p>b. Partner with Queens Rehabilitation Department in a research project identifying preferred means of communication from the perspective of adults with developmental disabilities and explore the interests, ambitions and life goals for Day Program participants.</p> <p>c. Finalize the re-imagined day program model.</p> <p>d. Develop an implementation plan to pilot the “re-imagined model”</p> <p>e. Develop an internal/external communication strategy for stakeholders to understand the program and roles/responsibility changes.</p>	<p>Strategic Priority #1 Tune up the Team (working as one)</p> <ul style="list-style-type: none"> Engaging, collaborative decision-making and communication with supported individuals, families, staff and partners working together to support decisions Improving opportunities for supported persons, families and front-line staff to provide input into decisions affecting supports and services <p>Strategic Priority # 2 Revamp Internal Capacity/Processes (Adjusting to Complex Challenges)</p> <ul style="list-style-type: none"> Adapting the organizations processes and services to better support the increasing needs, challenges and growing complexity in providing supports. <p>Strategic Priority #3 Pursue System-Focused Initiatives (Addressing External Pain Points) Ongwanada</p> <ul style="list-style-type: none"> Improving community integration/community-based activities with partners <p>Strategic Priority # 4 Lead the Way and Tell Our Story (Pursing Innovation, Advocacy & Promotion)</p> <ul style="list-style-type: none"> Using a research-based approach for input from supported individuals with communication challenges Improving service provision and enhancing stakeholder 	<p>Lead Person: Christine Park/Karen Menzies</p> <p>Target Date for Completion: Phase 1-June 2022</p> <p>Measures of Success:</p> <ul style="list-style-type: none"> Revised day program model pilot completed Implementation plan for site beyond pilot developed pilot Communication strategy developed.
<p>OBJECTIVE # 2 Develop and Implement an admission, transfer, discharge/placement process for supported individuals that is inclusive of stakeholder input.</p>	<p>a. Engage front-line staff/clinicians and other stakeholders in mapping and defining current admission, transfer, discharge/placement process for supported individuals and roles therein.</p> <p>b. Streamline process, using LEAN methodology and improve engagement and communication</p> <p>c. Revise and adjust policy(s) to reflect process revisions</p> <p>d. Develop plan to communicate changes and ensure knowledge exchange and understanding</p>	<p>Strategic Priority #1 Tune up the Team (working as one)</p> <ul style="list-style-type: none"> Enhancing engagement, collaborative decision-making and communication to help individuals, families, staff and partners work together on support decisions Improving operational communication between front-line staff and supervisors/ managers/SLT and between homes/units Providing greater opportunity for supported persons, their families and front-line staff to influence decisions affecting supports and services Meaningfully show respect for the opinions of front-line staff and family members and demonstrate their value <p>Strategic Priority #2 Revamp Internal Capacity/Processes (Adjusting to Complex Challenges)</p>	<p>Lead Person Karen Menzies/Christine Park</p> <p>Target Date: June 2022</p> <p>Measures of Success:</p> <ul style="list-style-type: none"> Clear process for admissions / transfers / placements with defined role/responsibilities, Measure of satisfaction of admitted/transferred/placed individuals

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	<p>e. Develop implementation plan f. Evaluate revised process</p>	<ul style="list-style-type: none"> On an ongoing basis review the fit/mix of individuals in homes and reduce potential negative impacts of internal transfers from home to home. <p>Strategic Priority #3 Pursue System-Focused Initiatives (Addressing External Pain Points)</p> <ul style="list-style-type: none"> Develop closer working relationships/partnerships/interactions with other sectors, especially health care <p>Strategic Priority #4 Lead the Way and Tell our Story(Pursuing Innovation, Advocacy & Promotion)</p> <ul style="list-style-type: none"> Use engagement to help all stakeholders (internal and external) to better understand Ongwanada’s role /services 	<ul style="list-style-type: none"> Improved communication between team members including family/supported individuals.
<p>OBJECTIVE # 3 To take an active role in improving communication between stakeholders.</p>	<p>a. Engage front-line staff, supervisors/managers/SLT in identifying mechanisms to improve communication and developing an implementation strategy. b. Implement the strategy c. Evaluate the process through surveys and feedback, making adjustment as necessary. d. Seek stakeholder dialogue opportunities for common goals e.g. housing, health care alliances, pandemic etc. e. Develop a communication strategy to provide stakeholders in better understanding Ongwanada’s role/services.</p>	<p>Strategic priority #1: Tune up the Team (working as one)</p> <ul style="list-style-type: none"> Establishing mechanisms to improve operational communication between front-line staff, with homes/units and supervisors/managers/SLT Meaningfully showing respect for the opinions of front-line staff and family members, demonstrating their value. <p>Strategic priority #2 Revamp Internal Capacity /Processes (Adjusting to Complex Challenges)</p> <ul style="list-style-type: none"> Adjusting operational processes to support staff more effectively to meet complex needs. <p>Strategic priority #3 Pursue System – Focused Initiatives (Addressing External Pain Points)</p> <ul style="list-style-type: none"> Providing leadership through engaging families and the community in discussing innovative and affordable alternative housing solutions Improving working relationships/partnerships/interactions with other sectors , especially the health sector Provide leadership in adjusting to the enduring impacts of the pandemic <p>Strategic #4 Lead the Way and Tell Our Story (Pursuing Innovation, Advocacy & Protection)</p> <ul style="list-style-type: none"> Use engagement to help all stakeholders (internal and external) to better understand Ongwanada’s role /services 	<p>Lead Person Alastair Lamb</p> <p>Target date: June 2022</p> <p>Measures of success:</p> <ul style="list-style-type: none"> Established clear communication processes, Improved communication between stakeholders, New partnerships and or improved relationships with stakeholders better understanding of roles both internal and external to the organization.