



## MEMO

To: All Ongwanada Staff

From: Dr. Lak Chinta

Date: January 14, 2025.

Re: Update on Staffing Initiatives

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Good Afternoon All,

As many of you are aware, we have been navigating an ongoing staffing crisis, which includes the temporary reassignment of day programs, the permanent transfer of Cassidy, and the use of temporary third-party staffing at Richard Street to fill staffing gaps. I want to emphasize that we are working on a holistic and systemic vision for staffing. This will involve close collaboration with the union and other stakeholders.

I am pleased to report that we have made significant progress in recruitment to stabilize permanent full-time positions, with new hires starting in February 2025. We will continue to explore creative ways to further enhance and stabilize our full-time staffing. We are also focusing on specialized training, onboarding, and orientation as an organization. This includes engaging with other organizations and conducting site visits to adopt best practices in the sector while prioritizing the wellness of our staff.

I understand that in the absence of a clear plan, feelings of anxiety and nervousness are natural and can affect the morale of our workforce. Please rest assured that we are actively working on this, including human resources planning to better support the needs of the organization. I truly appreciate the feedback I receive from our staff and families, and I value the openness with which staff have reached out to me. I read each piece of feedback and promptly assign it to senior leadership for prioritization.

It is important for our organization and staff to recognize that the staffing crisis is a sector-wide challenge. However, it uniquely affects Ongwanada due to historical agreements and our processes, which require collective effort and willingness to engage to redefine our shared future. The strategic planning exercise, set to begin at the end of January 2025, is crucial for our organization. I am optimistic that we will have a shared vision and roadmap by the end of the strategic planning exercise.

Warm regards,  
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Dr. Lak Chinta  
CEO, Ongwanada