

2026 - 2029

Strategic Plan

**S.M.A.R.T- Stabilization,
Modernization, and
Re-imagining Tomorrow**



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Letter from our Board Chair

On behalf of the Board of Directors, I am pleased to express our full support for the new strategic plan.

This plan reflects thoughtful analysis, extensive consultation, and a clear-eyed understanding of both the opportunities and challenges ahead. It sets a strong direction for the organization, aligns with our mission and values, and provides a practical framework to guide decision-making and investment over the coming years.

The Board commends all those who contributed their time, expertise, and insight to its development. We are confident that, with continued collaboration and commitment, this strategy will strengthen our impact and position the organization for long-term success.

The Board looks forward to working closely with management as the plan is implemented and to monitoring progress against its objectives. We thank everyone across the organization for their ongoing dedication and professionalism as we move into this next phase.

Sincerely,

Allan Twohey
Chair, Board of Directors
Ongwanada

Letter from our CEO

Today, we are pleased to share a Strategic Plan built from the lived experiences of those who know Ongwanada best - supported individuals, families, staff, clinical staff, volunteers, and community partners. Their voices shaped a roadmap that reflects our commitment to providing services with support, respect and the ability for choices.

The past few years have challenged developmental services across the province, and Ongwanada has been no exception. What keeps us going is our dedicated staff and clinicians, committed leaders, families who partner with us, and individuals who show remarkable resilience every day. Their strength, professionalism, and kindness continue to define who we are and who we aspire to be.

Looking ahead, our focus is clear:

- Support paths to possibility, ensuring each individual has opportunities to lead lives of dignity, choice, and connection.
- Strengthen stability across our programs, services, and teams so people feel supported and confident in the care they receive.
- Modernize our systems, processes, and environments to deliver seamless, person-centered supports.
- Build and sustain strong partnerships that enhance community inclusion and shared impact.
- Protect our long-term sustainability so we can continue to meet evolving needs with excellence.

Our values of support, respect, and choices will guide how we move forward. They are more than words, they are expectations for how we show up for supported individuals, for one another, and for our community. Leaders across Ongwanada will model these behaviours and support teams in living them every day.

We strive for Ongwanada to be a place where people are valued, supported, and able to build meaningful careers. With the collective strength of our staff, clinical staff, volunteers, partners, and the families who trust us, we will bring this plan to life and report openly on our progress.

To our Steering Committee and our Board, who contributed to the development of this Strategic Plan—thank you. Your insights, honesty, and commitment have shaped a future grounded in possibility, collaboration, and hope.

Warm regards,

Dr. Lak Chinta
Chief Executive Officer
Ongwanada

Who We Are

Ongwanada is a nonprofit organization dedicated to supporting people with developmental disabilities, with a specific focus on those with complex needs and their families.

Founded in 1948 and working in developmental services since 1967, Ongwanada has long been a trusted organization in Kingston and across Eastern Ontario.

We provide person-directed, community-based care, bringing together a wide range of supportive living, clinical, and therapeutic supports. Our network includes:

- Multiple supportive living options: community homes, supported independent living, host-family homes, and group homes, including homes designed for individuals with complex behavioural or mental-health needs.
- Specialized clinical and therapy services, including psychological services, nursing, occupational therapy, physiotherapy, nutritional services, and behavioural supports.
- Community participation supports (day programs), respite services, and social-engagement opportunities, supporting individuals to live, grow, and connect meaningfully in the community.
- Coordinated supports via the regionally mandated Community Network of Specialized Care (CNSC), for adults with dual diagnoses or complex needs who require specialized support coordination, justice-case management, and health-care facilitation.

At the heart of everything we do is a simple yet powerful commitment: **Support. Respect. Choices.** These values guide how we serve every individual and family, every day.

We work in close collaboration with supported individuals, their families, service agencies, governments, and community partners to build community capacity and create specialized resources in Eastern Ontario. Our mission includes taking a leadership role in providing person-directed, clinically focused supports and services.

At Ongwanada, we believe everyone deserves the opportunity to live with dignity, to make meaningful choices, and to be included and supported in a community that cares.

What We Heard

How We Listened:

We conducted extensive consultations with supported individuals, families, staff, clinicians, partners, and community members, involving over 200 individuals. Our goal was to understand Ongwanada's strengths, identify opportunities for improvement, and determine priorities for the future.

Emerging Themes:

Service Excellence: Compassionate staff proudly deliver care, but there are opportunities to strengthen consistency and person-directed practice

Ongwanada's frontline staff are recognized for their compassion and dedication, and many individuals and families shared positive experiences with direct support. Stakeholders also highlighted opportunities to make service quality more consistent across programs, enhance communication, and strengthen proactive clinical and behavioural supports.

Team & Culture: We have a caring and dedicated team, but there are cultural opportunities to strengthen communication, collaboration, and support

Ongwanada's staff are deeply dedicated to the individuals they support, and this commitment came through clearly in the research. At the same time, staff shared that clearer communication, more consistent training, and stronger collaboration across all levels of the organization would help them feel even more supported in their roles. These insights highlight an opportunity to build an even more connected and well-equipped team, one that continues to deliver high-quality, person-centred care while fostering a positive workplace culture.

Operational Effectiveness & Organizational Sustainability: We have a strong foundation to build on, with opportunities to enhance stability and modernize our systems

Stakeholders noted opportunities to improve stability by updating some of the systems, tools, and processes that staff rely on each day. Enhancing processes, modernizing technology, and better aligning resources with frontline needs will help create a more seamless and supportive environment for supported individuals, families, and staff. Strengthening these foundations positions Ongwanada for long-term sustainability and high-quality care.

Our Mission

We are privileged to support people with developmental disabilities, with a special focus on those with complex needs and their families; driven to support lives of dignity, choice, and connection.

Our Vision

A world where every person with developmental disabilities is treated with dignity and respect, enjoys meaningful relationships, and has the freedom to make choices that guide their own life.

Our Values

Our values define how we strive to carry out our work, and shape how we act and interact. Our new values are:

Support:

We enact practices that will encourage personal growth, self-expression, and positive self-image within a supportive environment. We promote and nurture individual well-being, positive relationships, and active participation in community life.

Respect:

We strive to facilitate empowerment by promoting continual growth, self-determination, and risk management. Within this context, we recognize that individual rights will be balanced by personal and organizational responsibilities.

Choices:

In our interactions, we will demonstrate respect for the individual, their ideas, choices, opinions, and differences. We will support individuals with developmental disabilities and their families by providing opportunities for people to make informed decisions, with the goal of increasing quality of life.

Our Strategic Priorities and Directions

Our Strategic Directions and Priorities represent our strategic goals and areas of focus for the next three years: stabilizing our organization, enhancing person-directed support, and developing a sustainable path through modernization. They include:

Strategic Direction	Priorities
1. Deliver Impactful, Person-Directed Services	<p>1.1 - Enhance and evolve our service offerings, continuity, and interdisciplinary delivery to meet the needs of our supported individuals and families</p> <p>1.2 - Enhance two-way dialogue and opportunities for stakeholders to contribute to decision-making</p> <p>1.3 - Advance the Journey to Belonging in our service delivery</p> <p>1.4 - Ensure a system of Enterprise Quality Assurance and Risk Management</p>

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2. Cultivate a Culture of Growth and Belonging	2.1 - Bolster recruitment and retention strategies 2.2 - Increase supports and invest in training and technical skill development for our team 2.3 - Breakdown silos, improve collaboration, and continue to build relationships within our team 2.4 - Stabilize our structure and reporting accountabilities

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3. Modernize Our Systems and Processes	<p>3.1 - Improve our scheduling systems</p> <p>3.2 - Update and modernize our administrative systems, IT, and policies to increase efficiency</p> <p>3.3 - Clarify roles and responsibilities and evaluate the role of our committees and working groups</p>

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4. Bolster Community Ties and Partnerships	<p>4.1 - Implement a comprehensive partnership and engagement strategy to maximize partnerships, enhance quality of our services, and build a community of practice</p> <p>4.2 - Ensure we are at the right tables and are actively contributing to community and regional discussions</p>

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5. Build a Sustainable Future	<p>5.1 - Enhance our corporate processes and financial reporting to the Board and MCCSS</p> <p>5.2 - Improve governance frameworks and leadership capabilities</p> <p>5.3 - Develop and implement strategies for succession planning and continuity</p> <p>5.4 - Pursue innovative revenue generation opportunities</p> <p>5.5 - Bolster our ability to use data to guide decision-making</p>

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6. Communicate to Connect, Align, and Inspire	<p>6.1 - Develop our philosophy to communication, ensuring our organizational language is consistent and clear.</p> <p>6.2 - Develop, implement, and monitor a multi-dimensional strategic communication plan and platform to maximize communication with supported individuals, families, staff, volunteers, and external stakeholders</p> <p>6.3 - Implement strategies to bolster government relations</p>

Thank you!

We sincerely thank everyone who contributed to this plan and who supports our organization! We look forward to the opportunities the future holds for us and appreciate your ongoing dedication and support. We will share updates on our progress each year.