|  |  |  |  |
| --- | --- | --- | --- |
| **OBJECTIVE** | **HOW OBJECTIVE WILL BE MET:** | **HOW OBJECTIVES MEET STRATEGIC PRIORITIES :** |  |
| **OBJECTIVE # 1**  Initiate the use of the  Group Living Compatibility Assessment Tool (GCAT) for all admissions, moves and transitions throughout Ongwanada community settings. Partner with Planning and Social Services to increase collaboration on person centered thinking initiatives. | 1. Engage Person Centered Planners in the education/administration of the GCAT. 2. Identify supported individuals who are being considered for internal transfers and who would be interested in piloting the GCAT. 3. Identified transfer locations and supported individuals who would also be interested in piloting the GCAT. 4. Develop an implementation plan to pilot the GCAT for internal transfers with identified evaluation timelines. 5. Develop an internal/external communication strategy for stakeholders to understand the purpose of the pilot. 6. Implement the pilot. 7. Evaluate outcomes/success based on pre-determined timelines over the next 9 months. | **Strategic Priority #1 Tune up the Team (working as one)**   * 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   **Strategic Priority # 2 Revamp Internal Capacity/Processes (Adjusting to Complex Challenges)**   * Improving the fit/mix of individuals in the homes and reduce potential negative impacts of internal transfers from home to home   **Strategic Priority # 4 Lead the Way and Tell Our Story (Pursing Innovation, Advocacy & Promotion)**   * Using a standardized tool /research-based approach for input from supported individuals to help ensure roommate compatibility | **Lead Person:**  Leah Murray/Tanya Sinclair  **Target Date for Completion:**  Phase 1-June 2024  **Measures of Success:**   * Successful compatibility of transferred supported individuals with existing room- mates as determined by direct feedback from the supported individuals/family/ staff. * Positive feedback from room-mates/family/staff regarding the transfer |
| **OBJECTIVE # 2**  Re-assess fee for service structure & accompanying staffing model for all Community Participation Supports & implement a multi-tier, needs based system for people accessing CPS in unfunded spots. | * 1. Engage stakeholders in determination of current funded spots and staffing ratios.   2. Engage stakeholders in the development of a fee for service model. (process for determining staffing levels/budget template for costing/caseloads benchmarks impacting staffing/invoicing process etc.)   3. Develop an implementation plan including application/intake process/ number of targeted spots /staff recruitment /communication to stakeholders etc.)   4. Implement and evaluate revised process.   5. Ensure revision/development of policy to capture new structure. | **Strategic Priority #2 Revamp Internal Capacity/Processes (Adjusting to Complex Challenges)**   * Adjust operational processes, person-centered approaches, training &resource deployment to support staff more effectively to meet complex needs.   **Strategic Priority #3 Pursue System-Focused Initiatives ( Addressing External Pain Points)**   * + Improve community integration/community based activities with partners | **Lead Person**  Leah Murray  **Target Date:**  June 2024  **Measures of Success:**   * Supported Individuals accessing Community Participation Supports on a fee for service basis * Staffing ratios aligned to individual support needs |
| **OBJECTIVE # 3**  Commence Service Delivery of Napanee Community Participation Supports with a focus on community integrated activities. | 1. Engage stakeholders in the development of an implementation plan for Napanee CPS commencement (supported individual identification/choice to participant, target date/staffing/stakeholder identified community activities etc.) 2. Develop a communication strategy to provide stakeholders an understanding of services. 3. Implement the plan 4. Evaluate the process through surveys and feedback, making adjustments as necessary. | **Strategic priority #3 Pursue System – Focused Initiatives (Addressing External Pain Points)**   * Improve Community Integration/Community based activities with partners   **Strategic #4 Lead the Way and Tell Our Story (Pursuing Innovation, Advocacy & Protection)**   * Use engagement to help all stakeholders ( internal and external ) to better understand Ongwanada’s role /services | **Lead Person**  Leah Murray  **Target date:**  May 2024  **Measures of success:**   * Commencement of Service and participation of the first 8 Supported Individuals * Increase in community participation data * New partnerships and or improved relationships with stakeholders, and better understanding of roles both internal and external to the organization. |
| **OBJECTIVE # 4**  Conduct a caseload review and program cost analysis of the Third Party Oversight Program | 1. Engage stakeholders in the review/identification of current: OPR caseloads, associated funding, administration fees, and time /resource requirements per individual. 2. Complete a costing analysis of the above including resource allocation requirements to maintain existing Third Party Oversight 3. Engage stakeholders in the determination of organizational expenditures of Third Party Oversight Admin. fees to support future dialogue with MCCSS | **Strategic Priority # 2 Revamp Internal Capacity/Processes ( Adjusting to Complex Challenges)**   * Adjust operational processes, person-centered approaches, training and resource deployment to support staff more effectively to meet complex needs.   **Strategic #4 Lead the Way and Tell Our Story (Pursuing Innovation, Advocacy & Protection**   * Take action first (performance before publicity) then use communications to promote awareness of services and reinforce Ongwanada’s reputation. | **Lead Person**  Tanya Sinclair  **Target date:**  May 2024  **Measures of success**   * Accurate understanding of costs/resources associated with Third Party Oversight * Ability to inform future decisions of resource capacity/planning including staffing |
| **OBJECTIVE # 5**  Develop standards of care /policies/procedures related to Cassidy Street as required under MCCSS classification of Supportive Living Site | 1. Review QAM checklist for Supportive Living and engage all stakeholders in the discussion for policy development. 2. Draft policy/procedures for review by stakeholders. 3. Obtain approval through Operations Committee 4. Develop communication plan and implement involving all stakeholders. 5. Implement policies | **Strategic Priority #1 Tune up the Teamwork ( working as one)**   * Establish mechanisms to improve operational communications between front-line staff, supervisors/mangers / leadership   **Strategic Priority #2 Revamp Internal Capacity/Processes ( Adjusting to Complex Challenges)**   * Adjust operational processes, person-centered approaches, training and resource deployment to support staff more effectively to meet complex needs.   **Strategic Priority #4 Lead the Way and Tell Our Story ( Pursuing Innovation, Advocacy and Promotion)**   * Use engagement to help all stakeholders (internal and external) to better understand Ongwanada’s role/services. | **Lead Person**  Tanya Sinclair  **Target date:**  June 2024  **Measures of success**   * Policies & Procedures in place for Cassidy street |
| **OBJECTIVE # 6**  Develop an Equity Diversity and Inclusion (EDI) Strategy for Ongwanada. | 1. Hire an EDI consultant to work with Ongwanada stakeholders in the development of a strategy. 2. Complete an environment scan to identify gaps with both internal/external stakeholders 3. Complete an analysis of environmental scan outcomes and develop recommendations. 4. Develop EDI strategy based on above recommendations. | **Strategic Priority #1 Tune up the Teamwork ( working as one)**   * Review ways to meaningfully show respect for the opinions of front-line staff and family members and demonstrate how they are valued and appreciated.   **Strategic priority #3 Pursue System – Focused Initiatives (Addressing External Pain Points)**   * Develop closer working relationships/partnerships/interactions with other sectors   **Strategic #4 Lead the Way and Tell Our Story (Pursuing Innovation, Advocacy & Protection**   * Be stronger advocates (as a leading agency) on behalf of the developmental services sector | **Lead Person**  Jennifer Marvin  **Target date:**  June 2024  **Measures of success**   * Completion of an environmental scan with outcomes * Development of an EDI strategy for Ongwanada * EDI training/seminars for Board of Governors/Leadership/Managers/Supervisors |
| **OBJECTIVE # 7**  Identify /Purchase/Implement new Scheduling Software for Ongwanada | 1. In consultation with stakeholders determine organizational needs (i.e. Functionality as well as requirements for interface with HR and Payroll.) 2. Undertake a RFP process to determine vendor and software. 3. Develop an implementation plan including education/training for primary users in scheduling/HR/Payroll, IT requirements, launch date and education/training /communication to the larger organization. 4. Implement, evaluate and make necessary adjustments based on feedback. | **Strategic Priority #1 Tune up the Teamwork ( working as one)**   * Establish mechanisms to improve operational communications between front-line staff, with other homes/units and supervisors/managers/Leadership | **Lead Person**  Jennifer Marvin  **Target date:**  June 2024  **Measures of success**   * Successful launch of new scheduling software * Increased engagement by stakeholders (i.e. Front-line staff) |
| **OBJECTIVE # 8**  Formalize existing clinicians meeting | 1. In consultation with stakeholders determine purpose, role and function of this meeting. 2. Develop terms of reference 3. Obtain approval through Leadership and Operations committee 4. Implement change in meeting format based on terms of reference. | **Strategic Priority #1 Tune up the Teamwork ( working as one)**   * Establish mechanisms to improve operational communications between front-line staff, with other homes/units and supervisors/managers/Leadership   **Strategic Priority #2 Revamp Internal Capacity/Processes ( Adjusting to Complex Challenges)**   * Adjust operational processes, person-centered approaches, training and resource deployment to support staff more effectively to meet complex needs. | **Lead Person**  Jocelyn Fleet/Tanya Sinclair/Sean Kerry  **Target date:**  December 2024  **Measures of success**   * New meeting format * Terms of Reference |
| **OBJECTIVE # 9**  Establish an Inter-professional committee responsible for Best Practice in Medical Care for Persons with ID supported by Ongwanada | 1. In consultation with stakeholders determine the purpose, role and function of this committee as it relates to establishing systems within Ongwanada as well as with community partners in ensuring excellence in health care for persons served. 2. Develop terms of reference 3. Obtain approval through Leadership Committee , Operations Committee 4. Develop Goals/Implementation Plan 5. Communicate goals/outcomes to stakeholders | **Strategic Priority #2 Revamp Internal Capacity/Processes ( Adjusting to Complex Challenges)**   * Adjust operational processes, person-centered approaches, training and resource deployment to support staff more effectively to meet complex needs. * Respond to perceived needs for palliative care support   **Strategic priority #3 Pursue System – Focused Initiatives (Addressing External Pain Points)**   * Develop closer working relationships/partnerships/interactions with other sectors, especially the health sector   **Strategic #4 Lead the Way and Tell Our Story (Pursuing Innovation, Advocacy & Protection**   * Take action first (performance before publicity) then use communications to promote awareness of services and reinforce Ongwanada’s reputation * Use engagement to help all stakeholders (internal and external) to better understand Ongwanada’s role/services * Be stronger advocates ( as a leading agency) on behalf of the developmental services sector | **Lead Person**  Jocelyn Fleet/  **Target date:**  June 2024  **Measures of success**   * New meeting format * Terms of Reference * Improved outcomes for Supported Individuals |
| **OBJECTIVE #10**  Reduce the number of cheques issued and move toward utilizing more efficient methods of payment. | 1. Conduct an environmental assessment of all current cheque payments. 2. Consult with stakeholders and determine alternative payment methods based on vendor (i.e. EFT, wires, pre-approved payments, VISA etc.) 3. Develop an implementation plan including a communication strategy for both internal/external stakeholders 4. Implement , evaluate and make necessary adjustments | **Strategic Priority #2 Revamp Internal Capacity/Processes ( Adjusting to Complex Challenges)**   * Adjust operational processes, person-centered approaches, training and resource deployment to support staff more effectively to meet complex needs. | **Lead Person**  Ginette Denford  **Target date:**  December 2023  **Measures of success**   * Use of alternate payment methods * Decrease in cheque volume |
| **OBJECTIVE # 11**  Re-develop the Finance and Property Reporting Tool. | 1. Engage stakeholders in discussion of the purpose and type of data relevant to the overall context of the reporting tool. 2. Engage stakeholders in the determination of what costs should be captured as part of the data reporting. 3. Develop an implementation plan including communication, orientation to data collection etc. 4. Gather data and re-configure reporting tool based on the above. 5. Present information to the Board/Stakeholders modify based on feedback. | **Strategic #4 Lead the Way and Tell Our Story (Pursuing Innovation, Advocacy & Protection**   * Use engagement to help all stakeholders (internal and external) to better understand Ongwanada’s role/services   **Strategic Priority #1 Tune up the Teamwork ( working as one)**   * Establish mechanisms to improve operational communications between front-line staff, with other homes/units and supervisors/managers/Leadership | **Lead Person**  Ginette Denford  **Target date:**  June 2024  **Measures of success**   * Revised Finance & Property reporting Tool |
| **OBJECTIVE #12**  **Develop a mechanism to ensure regular budgetary reporting to Supervisors/Managers/**  **Directors** | 1. Engage stakeholders to determine best way to re-engage in the 2023 budget process. 2. Determine frequency and mechanisms for reporting with key stakeholders. 3. Communicate process 4. Implement and adjust based on stakeholder feedback | **Strategic Priority #1 Tune up the Teamwork ( working as one)**   * Establish mechanisms to improve operational communications between front-line staff, with other homes/units and supervisors/managers/leadership   **Strategic Priority #2 Revamp Internal Capacity/Processes ( Adjusting to Complex Challenges)**   * Adjust operational processes, person-centered approaches, training and resource deployment to support staff more effectively to meet complex needs. | **Lead Person**  Ginette Denford  **Target date:**  September 2023  **Measures of success**   * Regular budgetary reporting * Active engagement of Supervisors/Managers/Directors in the budgetary process. |