

Vision 2020

Ongwanada Strategic Plan 2015-2020

Building Capacity & Moving Forward with a Person-Centred Approach



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Ongwanada

Support • Respect • Choices

Acknowledgements:

Thanks to Many Participants & Contributors

Ongwanada's Board of Governors commissioned the 2015 strategy development process that produced this plan, providing essential direction and supporting it through their continuing participation and commitment.

Appreciation is extended to the 220+ participants who gave their time, ideas and input to assist in the development of these strategic priorities.

Ongwanada's Strategic Planning Task Force:

The development of this strategic plan was the product of extensive consultations with stakeholders and many planning meetings of the staff group responsible for leading the project — Ongwanada's Strategic Planning Task Force. Members of that group included:

- Karen Menzies (Task Force Chair)
- Lisa Kemp
- Kim McCormick
- Rhoda MacFarlane / Nicole White
- Wade Durling (Ex Officio)
- Beth Bentley
- Nicole Cooper
- Laurie Elgie (Secretary)

The consultant supporting the project was Rob Wood, President of 8020Info Inc.

Consultation Documentation:

Full documentation from the various consultations, online surveys and other forms of participant input is available as part of the Strategic Planning Task Force's project file.

Overview: Ongwanada’s Strategy Development Process

With Ongwanada’s last strategic plan coming to an end and a new Executive Director arriving in December 2014, the Ongwanada Board of Governors commissioned a project to review the organization’s mission, vision and values as well as renew its strategic plan to guide Ongwanada through 2020.

This work incorporated a review of the many policy and funding changes occurring in the developmental services sector together with extensive consultation with:

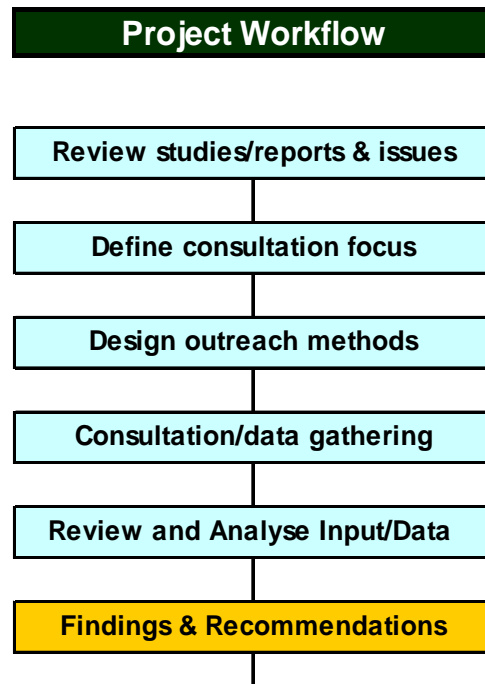
- Supported individuals and their families,
- community partners,
- Ministry officials,
- front-line and clinical/professional staff, supervisors, and department heads,
- senior management, and
- members of the Board of Governors.

Everyone seemed to be on the same page: there was a remarkable degree of consistency in the feedback received.

Under the direction of the Strategic Planning Task Force, seven focus group consultations, several one-on-one interviews and planning meetings, and online input from more than 130 staff, partners, supported individuals, and families informed the development of the strategic priorities outlined below.

In addition to the input that helped determine these top priorities and strategies, many other ideas and suggestions for tactical approaches were received and will be incorporated in the planning for implementation of these approved strategies.

After a close review of the recommendations by Ongwanada’s Senior Management Team, the recommended plan was presented to and approved by the Board of Governors on May 26, 2015. In the final step, Ongwanada’s *Vision 2020* will be brought to life through detailed operational and budget planning as well as capacity-building initiatives both inside the organization and in the broader community.



A Fast-Changing Strategic Landscape:

All organizations in the developmental services field must negotiate a fast-changing landscape. In addition to new types of individuals and families seeking support, various provincial initiatives are also taking effect — for example, the *Transformation of Developmental Services* initiative, the *Services and Supports to Promote the Social Inclusion of Persons with Disabilities Act*, recommendations from the *Select Committee on Developmental Services*, and the *Ontario Ombudsman's Report*.

On the horizon are the new *Dual Diagnosis Framework* (with health), and the *Dual Diagnosis Guidelines* developed for the care, support and treatment of people with developmental disabilities showing challenging behaviours.

Key impacts to the development of this plan include:

- New individuals being supported by Ongwanada are increasingly younger, with different needs and expectations based on their family and community experiences.
- At the same time, many of Ongwanada's services must support those presenting with complex or challenging needs for support.
- Families are better informed and have different expectations for support, seeking a range of options, choices and opportunities to make decisions.
- Ongwanada's long-standing supported individuals are aging, with emerging concerns related to health, dementia, palliative and spiritual care.
- The *Transformation* initiative has changed the policy and funding dynamics of the sector to provide direct funding to families (rather than funding supports exclusively through programs/agencies), putting emphasis on increasing access/reducing wait lists, and placing priority on social inclusion and community engagement.
- Community partners (as well as the Ministry) increasingly look to Ongwanada to share in supporting individuals — as collegial, collaborative partners with an outward community focus and active involvement in the network of services.
- Ongwanada is not immune from pivotal internal forces for change that are affecting many service organizations: e.g. impending retirements over the timeline of this plan by a large proportion of staff; the torrid, ongoing pace of technological change; and pressures for capabilities to manage change with communications, engagement, training, process redesign, and similar tools.

Ongwanada's Framework for Strategy Development:

A strategic plan sets out an organization's most important choices or priorities, which in turn serve as organizing principles for the efforts of the Board, Senior Management, clinical/professional and front-line staff, Home Share providers, and volunteers. They must be developed, however, within the higher-level context of the organization's mandate or mission, its vision for the future, and the values that will guide its quest.

A Mission Statement is a broad statement in which the organization states what it does and why it exists.

Our Mission or Core Purpose:

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.

A Vision Statement describes what the organization would like to be and the difference it aims to make in the world. An organization's vision is a product of the motivating forces that drive all activity.

Our 2020 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 leadership** philosophy, it 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, to thrive within their communities.

Servant leadership is not a leadership style or technique as such. Rather it's a way of behaving that you adopt over the longer term. Robert K. Greenleaf first coined the phrase "servant leadership" in his 1970 essay, "The Servant as a Leader." However, it's an approach that people have used for centuries.

As a servant leader, you're a "servant first" – you focus on the needs of others, especially team members, before you consider your own. You acknowledge other people's perspectives, give them the 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. This leads to higher engagement, more trust, and stronger relationships with team members and other stakeholders.

— From <http://www.mindtools.com>

If a Mission is viewed as a journey, the Vision is the destination postcard. Both are guided by the core values that determine an organization's fundamental culture and day-to-day way of working.

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, within the context of safety and responsibility, are applicable to all of the strategic priorities that follow.

↗ In an online survey open to all staff, a full **83 per cent** (96 out of 116 respondents) agreed that "Ongwanada 'lives' its vision (values) of Support, Respect, Choices."

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 pivotal influences on the design of support & 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 services, 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 & Outcomes 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.

Implementation Approach: What's Next?

Strategy is activated through operational plans that provide direction for the work and identify responsibilities and timelines — detailing who will do what by when.


Ongwanada's Senior Management Team will be developing specific workplans to respond to the future challenges and opportunities outlined in this document and translating these strategic priorities into the ongoing activities and initiatives of the organization.

It is expected that the high-level operational plan describing implementation phases will be presented to the Board of Governors for approval in the fall of 2015, and specific initiatives will be considered in detail as appropriate to their individual timelines.

A successful roll-out of the strategic plan will depend on effective two-way communications and related efforts to develop understanding of its implications, both by internal audiences as well as community partners and the Ministry.

This strategic plan also anticipates a future involving active outreach to community partners as well as appreciable transition and change for internal audiences. Beyond communications, implementation efforts will necessarily involve further engagement, training, and consultation.

As with any well-managed implementation, progress on these strategic priorities will be reviewed regularly. Operational plans will be updated when necessary (as will the strategic plan itself, as appropriate from time to time) to ensure the organization continues to anchor its activities in Ongwanada's mission and vision, adapt to the latest evidence and best practices, and respond effectively to circumstances as they may change through 2020.

 In an online survey open to all staff, **95 per cent** (104 out of 109 respondents) agreed the organization should actively explore the idea that Ongwanada “should build on its expertise, experience and multi-disciplinary strengths to become a stronger system partner and resource for serving individuals with more complex and challenging developmental disabilities.”

Reference Materials:

Developmental Services by the Numbers — Some Key Statistics

- **Scope of Services:** In the 2013/14 fiscal year, the Ministry paid a total of \$1.16 billion to 240 not-for-profit community agencies operating nearly 2,100 residences that provided residential and support services to people with developmental disabilities. Of this total, 97 per cent was for adult services.
- **Wait Lists:** The Ministry estimated in 2012 that about half of 62,000 adults in Ontario with developmental disabilities needed residential services. About 17,900 people received residential services during the 2013/14 fiscal year, 98 per cent of them adults. Another 14,300 adults were on a wait list for services.
- **Increasing Financial Pressures:** In the last four years, the number of Ontarians with developmental disabilities receiving residential services and supports grew only 1 per cent (to 17,900), while spending on those services and supports rose 14 per cent, to \$1.16 billion. Although a portion of this funding increase was intended to accommodate 1,000 more people over four years, only 240 more were being served by the end of the third year.
- **Cost Variance:** The Auditor's Report found that funding was not needs-based, and cost variances were unexplained: the cost per bed for adult group homes ranged from \$21,400 to \$310,000 province-wide, and large unexplained variances within regions were also observed.
- **Filling Vacancies:** Contrary to Ministry expectation, it takes longer than 60 days to fill vacancies. Auditors found the average time to fill a vacancy in 2013/14 in the three regions visited ranged from 92 to 128 days.
- **Inspections:** Adult residences may go uninspected for years — some 45 per cent of residences have not been inspected since 2010 or earlier.

These statistics suggest just some of the factors driving change in the developmental services sector.

Accreditation

Accreditation Canada has granted Ongwanada *Accreditation with Exemplary Standing*. In particular, it commended Ongwanada on its ethics framework, healthy and engaged workforce, and the Board's oversight in ensuring services are well aligned with strategic directions.

The full Accreditation Report can be accessed through the Ongwanada website at www.ongwanada.com.

Feedback:

"The social work component is very valuable; it provides a sounding board for all issues and provides a resource to help families navigate the difficult world of accessing services for special needs children and adults. The respite that is provided is a life line; we would not have been able to keep our daughter in our home without it."

— *Anonymous comment from a family consultation survey on benefits families find to be particularly valuable or important.*

Summary of Opportunities and Action

In May of 2006, MCSS wrote *Opportunities and Action*, which is the roadmap for change for the developmental services sector. The transformation principles identified in this paper were intended to:

- make the system fair and more consistent across the province,
- ensure that service providers and the Ministry are held accountable for the quality of services and supports delivered,
- ensure that long-term, sustainable planning guides the responsible and effective use of resources,
- promote independence and inclusion for adults with developmental disabilities in their communities, and
- provide more choice and flexibility to individuals and their families in choosing services that best meet their needs.

Additional goals of transformation identified in this paper included independence, inclusion, and choices for all people with developmental services in Ontario.

The opportunities and action paper can be accessed at:

<http://www.mcass.gov.on.ca/documents/en/mcass/publications/developmental/DSreport.pdf>

Summary of the Select Committee Report

In October of 2013, the Legislative Assembly of Ontario appointed the Select Committee on Developmental Services to consider and report to the House of Commons on its observations and recommendations with respect to the need for a comprehensive developmental services strategy to address the needs of children and youth and adults in Ontario with a developmental disability or with a dual diagnosis.

Over the months that followed, the Committee heard from more than 140 presenters at 14 public hearings and received over 300 submissions. Results identified that:

- developmental services and supports are in crisis;
- serious barriers to support exist across the province, which included:
 - long wait lists for many services,
 - repeated and onerous and invasive assessments,
 - abrupt termination of children's services at the age of 18 and school-based services at age 21,
 - unmet health needs due to inadequate primary and dental care, and
 - serious lack of services and supports in northern remote and First Nations communities.

The Select Committee made a total of 46 recommendations to address the issues raised. The full report can be accessed at:

http://www.ontla.on.ca/committee-proceedings/committee-reports/files_pdf/SCDSFinalReportEnglish.pdf

Summary of Ombudsmen Report on Developmental Services

In 2014, Ontario's Ombudsmen completed an audit of Developmental Services. Some of the observations from this audit identified the following issues:

- program costs increasing faster than number of people served
- programs lacking meaningful performance indicators
- improvement required for eligibility confirmation and needs assessment
- MCSS database lacking reliable information
- no consistency in prioritizing applicants
- applicants whose needs match existing resources being placed first versus those most in need
- crisis placements not being short-term or meeting needs
- wait information not being tracked consistently

- deficiencies noted in managing vacancies
- compliance inspection process requiring improvement
- care standards requiring improvement
- lack of required training and security screening for DSO staff and residential staff
- issues with governance and accountability processes
- deficiencies in monitoring reporting requirements
- deficiencies in Serious Occurrence Reporting

The full report can be accessed: at:

<http://www.ombudsman.on.ca/Files/sitemedia/Images/Reports/AR2014-Final-EN.pdf>

Other Key Background and Notes:

- **Regional Ministry Reorganization:** In 2011, the Ministry established Developmental Services Ontario (DSO) as the single access point in each of its nine regional offices that existed at that time for all adult developmental services it funds. During 2013/14, the Ministry reduced its nine regions to five, but kept a DSO office in each of the original nine regions. The Ministry has contracted with nine not-for-profit community agencies to each operate a DSO office.
- **New Funding Approach:** Ministry funding to service providers has been based on what the providers received in previous years rather than on the level of care required by the people they serve. In future, a new funding method will be based on a reasonable unit cost for services by level of care.
- **Matching Spaces & Needs:** The Audit report found that people with the highest-priority needs were not usually placed first: placements appeared to go to people who were the best fit for the spaces that became available, instead of to those assessed as having the highest priority needs.

- **Housing Options:** As part of the \$810-million investment in developmental services, the Ministry will be moving to multi-year residential planning. This is expected to allow communities to develop innovative housing options that better meet the needs of individuals requiring residential services. Multi-year planning will also allow the sector to build appropriate residential services for complex cases because agencies will have the time to plan over a longer period of time. The Developmental Services Housing Task Force held its first meeting in September 2014 and is developing a process to recommend innovative housing demonstration projects for funding and evaluation.
- **Children & Youth:** The government has embarked on a Special Needs Strategy that is aimed at improving outcomes for children and youth, simplifying access and improving service experiences for families. One element is coordinated service planning for families of children and youth with multiple and/or complex needs who require a variety of services so that they have a single coordinated service plan that takes into account all of their services. Simultaneously, the Ministry of Children and Youth Services is in the early stages of planning to reform the oversight of all government funded residential services for children.
- **Accountability & Oversight:** The Ministry is revising its risk assessment process for all its service agencies in 2015/16 to further enhance accountability and oversight, and improve service agencies' compliance with directives and policies for the broader public sector. This new model will include an independent risk assessment rating by ministry staff.

Ongwanada — Part of a Network of 38 Community Partners

In the East Region served by Ongwanada, 38 community partner and service delivery organizations contribute to supports for individuals with developmental disabilities. In addition to Ongwanada, partners identified by the Ministry include:

- Christian Horizons..... Ottawa
- Community Living Kingston & District..... Kingston
- Community Living North Frontenac Sharbot Lake
- Extend-A-Family Kingston
- Developmental Services Ontario Napanee
- Frontenac Community Mental Health & Addiction Services Kingston
- K3C Community Counselling Centres Kingston
- Land O'Lakes Community Services..... Northbrook
- Community Living Lennox & Addington..... Napanee
- Limestone Family Support Group Kingston
- Northern Frontenac Community Services Corporation..... Sharbot Lake
- Ontario March of Dimes Kingston
- Family and Children's Services of Frontenac, Lennox & Addington..... Napanee
- Community Living Association (Lanark)..... Carleton Place
- County of Lanark – APSW Perth
- Lanark Renfrew Health & Community Services..... Carleton Place
- Mills Community Support Corporation Almonte
- Perth & Smiths Falls District Hospital (Lanark County Support Services) ... Smiths Falls
- Tayside Community Options..... Perth
- Community Living Prince Edward..... Picton
- Community Living Quinte West Trenton
- Community Visions and Networking Belleville
- Counselling Services of Belleville & District..... Belleville
- Kerry's Place Autism Services Aurora
- Madoc COPE Madoc
- North Hastings Community Integration Association Bancroft
- Pathways to Independence..... Belleville, ON
- Community Living Belleville and Area..... Belleville
- Plainfield Community Homes - DSH Only..... Belleville
- Quinte Vocational Support Services Belleville
- Brockville & Area Centre for Developmentally Handicapped Persons
(Developmental Services of Leeds Grenville - DSLG)..... Brockville
- Brockville & Area Community Living Association Brockville
- Brockville & District Association for Community Involvement..... Brockville
- Brockville General Hospital..... Brockville
- Career Services Brockville
- Community Living North Grenville Kemptville
- Impact Residential Services of Grenville County..... Oxford Mills
- Rideau Community Health Services Merrickville