



Ongwanada

Support–Respect–Choices

**Vision 2020**

Operating Plan 2017-2018

Document detailing progress toward

Building Capacity & Moving Forward with a Person-Centred Approach

September, 2017

[www.ongwanada.com](http://www.ongwanada.com)

## Ongwanada Mission Vision & Service Principles

A Strategic Plan sets out an organization's most important choices or priorities. These priorities serve as organizing principles for efforts of the Board, management, staff, host family providers and volunteers. They must be developed within the higher context of the organizations mandate or mission, its vision for the future, and service principles.

### Ongwanada's Mission:

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.

### Ongwanada's 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 leader\* philosophy, Ongwanada 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, thrive in their community.

### 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 are applicable to all strategic priorities that follow:

A Mission Statement identifies why an organization exists.

A Vision Statement describes what the organization would like to be and the difference it aims to make in the world.

\*Servant Leaders put the needs of others before their own. As a Servant Leader you acknowledge other people's perspectives, give them 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.

## Vision 2020: Strategic Priorities

### Strategy 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 a pivotal influence on the design of support and 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.

#### 2017-18 Objective 1.1

Implement the Person-centred Thinking Model within organizational planning processes

#### How to meet 2017-18 Objective 1.1:

- Development of an implementation plan schedule, targeted for January 2018, that will map out when each individual supported will have a person-centred plan completed.
- Development of a communication plan to support the implementation process.

**Lead Person: Karen Menzies    Target Date: December 30, 2018**  
**Delegated Staff Person : Beth Bentley**

#### 2017-18 Objective 1.2

Implement policy and process changes to support the shift to a Person-centred Planning Model.

#### How to meet 2017-18 Objective 1.2:

- Revise existing policy and processes.
- Ensure data required for QAM compliance is captured within the eCIMS system.
- Development of a communication strategy to ensure changes are communicated to appropriate staff.

**Lead Person: Karen Menzies -- Target Date: May 31, 2018**  
**Delegated Staff Person: Beth Bentley**

## Strategy 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.

### 2017-18 Objective 2.1

Develop a capital funding proposal for a home to support individuals with complex behavioural challenges. The home will provide: clinical assessment treatment, stabilization, and safe bed resource for individuals/community partners.

### How to meet 2017-18 Objective 2.1:

- Research a design - built environment conducive to supporting individuals with complex behavioural challenges.
- Develop a budget based on the above.
- Research funding sources.
- Develop a capital funding proposal for submission and approval.
- Develop communication strategy to share with community partners.

**Lead Person: Wade Durling – Target Date: November 30, 2017**  
**Delegated Staff Person- Karen Menzies**

### 2017-2018 Objective 2.2

Implementation of a new Clinical Model to better support community needs.

### How to meet 2017-18 Objective 2.2:

- Development of communication strategy to support increased availability.
- Implementation of new referral, triage process.
- Establishment of metrics to collect data for service targets.
- Review of CTSC supervision model

**Lead Person: Wade Durling**  
**Delegated Staff Person: Karen Menzies**  
**Target Date : June 30, 2018**

### 2017-2018 Objective 2.3

Implement the new Provincial CNSC refresh mandate.

### How to meet 2017-2018 Objective 2.3:

- Develop implementation plan.
- Confirm budgetary requirements.
- Implement Complex Support Coordination mandate.

**Lead Person: Wade Durling**  
**Delegated Staff Person: Lisa Holmes**  
**Target Date: April 30, 2018**

### 2017-2018 Objective 2.4

Develop and Implement an overall strategy to support communications and information sharing between the Regional Treatment Home and Service Providers across the Region.

### How to meet 2017-2018 Objective 2.4:

- Develop a communication strategy based on the outcome of the Regional Partners Working Group.
- Implement the strategy across the South East Region through Pressures and Priorities Committees / Focus Groups.

**Lead Person: Karen Menzies**  
**Delegated Staff Person: Ronna Dillon**  
**Target Date: May 15, 2018**

**Strategy 2: Leading the Way...Together (Building Capacity in the Sector)** *Continue*
**2017-2018 Objective 2.5**

Conduct a review of all Ongwanada's Day Programs and develop a plan moving forward to a model of increasingly inclusive Community Participation Supports.

**How to meet 2017-18 Objective 2.5:**

- Review MCSS literature RE: Community Participation Supports including definitions of "Workshops".
- Determine the information/data required to complete the review.
- Develop and implement mechanisms to gather information required for the review including input from individuals and families regarding wants/needs. Utilization of person-centred planning to achieve this outcome will be employed.
- Research models of Community Participation Supports.
- Review, collate and analyze information collected and develop report with recommendations for review by Senior Management Group (SMG).

**Lead Person: Linda Murray -- Target Date: May 01, 2018**  
**Delegated Staff Person: Kim McCormick/Suzanne Augustyn**

### Strategy 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.

#### 2017-18 Objective 3.1

Build and expand the operational functionality and utility of the electronic Client Information Management System (eCIMS).

#### How to meet 2017-18 Objective 3.1:

- Continue to work with NucleusLabs to expand the scope and functionality of the system as deployed to-date.
- Work with user groups to grow system functionality & utilization and to identify operational efficiencies offered by the system.
- Continue to work with Clinical Services and NucleusLabs to ensure data elements are collected and available for analyses to measure outcomes and guide decision making.

**Lead Person: Alastair Lamb -- Target Date: June 30, 2018**  
**Delegated Staff Person: Shelley Gelineau**

#### 2017-18 Objective 3.2

Develop a communication strategy to support the implementation of a Corporate Filing System.

#### Did we meet 2017-18 Objective 3.2:

- Utilize CEO's pilot of the new corporate filing system to inform the roll-out to the organization.
- Information Management (IM) and SMG committee structure to support implementation.
- Develop implementation and communication strategy.

**Lead Person: Alastair Lamb- Target Date: June 30, 2018**  
**Delegated Staff Person : Shelley Gelineau**

#### 2017-18 Objective 3.3

Conduct an operational review of the Radiology Department.

#### How to meet 2017-18 Objective 3.3:

- Identify and review operational components; function, staffing, service volumes, costs;
- Identify barriers to operational efficiencies i.e. parking;
- Research alternative service model;
- Develop Business Case with recommendations

**Lead Person: Tom Collard -- Target Date: February 28, 2018**

#### 2017-18 Objective 3.4

Complete an analysis of Ongwanada's Transportation Fleet.

#### How to meet 2017-18 Objective 3.4:

- Review fleet transportation schedules, usage, repair costs etc;
- Research fleet management options and transportation needs;
- Develop business case/report based on findings

**Lead Person: Alastair Lamb/Tom Collard Target Date: June 01, 2018**  
**Delegated Staff Person; Karen Sligh.**

| <b>Strategy 3: Working Better...Together (Building Capacity in the Organization)</b> <i>Continue</i> |   |
|--|---|
| <b>2017-18 Objective 3.5</b><br><br>Further Streamline Business Practices                            | <b>How to meet 2017-18 Objective 3.5:</b> <ul style="list-style-type: none"><li>➤ Examine existing processes with a view to reduce layers of approval, redundancy and improve organizational efficiencies.</li><li>➤ Increase the functionality of GP Dynamics with the intent of exploring increased utilization by purchasing/payroll etc.</li></ul> <p><b>Lead Person: Alastair Lamb/Tom Collard Target Date: June 30, 2018</b><br/><b>Delegated Staff Person; Karen Sligh</b></p> |

**Strategy 4: Improving Accountability and 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.

**2017-18 Objective 4.1**

Further refine the key Performance Indicator framework for Board, managers and staff to monitor organizational performance

**How to meet 2017-18 Objective 4.1:**

- Research and develop benchmarks.
- Clarify indicator reporting structure.
- Further develop indicators that will include CNSC/PCP/Clinical areas.

**Lead Person: Wade Durling -- Target Date: June 30, 2018**  
**Delegated Staff Person: Alastair Lamb**

**2017-18 Objective 4.2**

Develop a framework for metrics to measure the achievement/successful implementation of goals/objectives identified in Person-Centred Support Plans.

**How to meet 2017-18 Objective 4.2:**

- Ensure objectives identified, in the planning for individuals, identifies outcomes that are meaningful and measurable.
- Engage key stakeholders to identify appropriate metric domains that will ensure a process for data collection within eCIMS and develop a metric framework.
- Develop an implementation plan.
- Provide education to staff, as needed.
- Implement a framework.

**Lead Person: Karen Menzies/Alastair Lamb -- Target Date :June 30, 2018**  
**Delegated Staff Person: Beth Bentley/ Shelley Gelineau**

| <b>Strategy 4: Improving Accountability and Outcomes with a Dynamic Culture of Learning. <i>Continue</i></b>   |   |
|--|---|
| <p><b>2017-18 Objective 4.3</b><br/>Support the newly realigned CQI process.</p>   | <p><b>How to meet 2017-18 Objective 4.3:</b></p> <ul style="list-style-type: none"> <li>➤ Revise the CQI Terms of Reference.</li> <li>➤ Revise corresponding policies to reflect CQI realignment with Vision 2020.</li> <li>➤ Continue to educate staff and ensure the newly revised CQI process is implemented accordingly.</li> </ul> <p style="text-align: center;"><b>Lead Person: Alastair Lamb -- Target Date: June 30, 2018</b><br/><b>Delegated Staff Person: Martha Martin</b></p> |
| <p><b>2017-18 Objective 4.4</b><br/>Develop a strategy that “supports a Dynamic Culture of Learning” by communicating organizational change resulting from annual operating plan and other organizational initiatives.</p> | <p><b>How to meet 2017-18 Objective 4.4</b></p> <ul style="list-style-type: none"> <li>➤ Develop key messages (2017-2018).</li> <li>➤ Identify broad-based, staff-focused communication mechanisms;</li> <li>➤ Create a work-plan with target dates.</li> <li>➤ Work with the Communication Department to implement.</li> </ul> <p style="text-align: center;"><b>Lead Person: SMG -- Target Date: June 30, 2018</b></p>  |