



Ongwanada

Support–Respect–Choices

**Vision 2020**

Operating Plan 2018-2019

Document detailing progress toward

Building Capacity & Moving Forward with a Person-Centred Approach

September, 2018

[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 the 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.

#### 2018-19 Objective 1.1

Continue to implement and evaluate the Person-centred Thinking Model within organizational planning processes

#### How to meet 2018-19 Objective 1.1:

- Complete/finalize the onboarding of supported individuals to the person-centred planning model ensuring that each individual has a completed person-centred plan.
- Evaluate:
  - Organizational understanding of person-centred thinking.
  - New person-centred processes implemented through policy/process revision and identify what is working and what is not working.
  - Personal Outcome Measures to ensure that identified goals are: clear/relevant/achievable for individuals supported.
- Continue to provide person-centred training to staff and explore the feasibility of expanding training to include community partners.

**Lead Person: Karen Menzies    Target Date: May 31, 2019**  
**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.

#### 2018-19 Objective 2.1

Implementation of a new Clinical Model to better support community needs

#### How to meet 2018-19 Objective 2.1:

- Develop a communication strategy which clearly identifies increased community access to clinical services for the larger community with special focus on access to psychological services/CBS.
- Re-work the existing service description schedule and define service targets for all clinical services.
- Develop and implement a service pathway for all clinical services which will involve implementation of the new referral/triage process.
- Work with Community Partners to ensure successful interface/access across the region to clinical services.
- Review CTSC supervision model for application within clinical services.

**Lead Person: Wade Durling – Target Date: June 30, 2019**  
**Delegated Staff Person - Karen Menzies**

<p><b>2018-19 Objective 2.2</b></p> <p>Complete renovations at Haig Road and develop the home as a regional resource for individuals with complex needs.</p>	<p><b>How to meet 2018-19 Objective 2.2:</b></p> <ul style="list-style-type: none"> <li>➤ Complete construction renovations;</li> <li>➤ Develop model of support;</li> <li>➤ Develop service pathway considering the role of CNSC as a part of the overall strategy;</li> <li>➤ Submit capital and operating plan to MCSS for approval;</li> <li>➤ Explore alternative plans for funding as deemed necessary;</li> <li>➤ Work with Community Partners to develop long-term solutions for transitional clients leaving Haig Road.</li> </ul> <p style="text-align: center;"><b>Lead Person: Wade Durling- Target Date: April 30, 2019</b> <b>Delegated Staff Person- Karen Menzies</b></p>
<p><b>2018-2019 Objective 2.3</b></p> <p>Continue to support the Kingston Internship Consortium (KIC)</p>	<p><b>How to meet 2018-19 Objective 2.3:</b></p> <ul style="list-style-type: none"> <li>➤ Update/communicate functions amongst consortium partners through: <ul style="list-style-type: none"> <li>○ Completing the self-assessment process in preparation for Canadian Psychological Association Accreditation for Doctoral Programmes and Internships in Professional Psychology.</li> <li>○ A review of the consortium agreement;</li> <li>○ Align Terms of Reference for the KIC Advisory Committee ensuring consistency with organizational reporting structures. Terms of Reference to include a review of: purpose, authority and scope of the committee;</li> <li>○ Updating existing position description to include the Director of Training role</li> </ul> </li> </ul> <p style="text-align: center;"><b>Lead Person: Wade Durling</b> <b>Delegated Staff Person: Karen Menzies/Katherine Buell</b> <b>Target Date: December 2018</b></p>
<p><b>2018-2019 Objective 2.4</b></p> <p>Continue to implement the new Provincial CNSC refresh mandate</p>	<p><b>How to meet 2018-2019 Objective 2.4:</b></p> <ul style="list-style-type: none"> <li>➤ Continue to implement/pilot consistent provincial tools &amp; processes.</li> <li>➤ Implement new Dual Diagnosis Justice Case Manager (DDJCM) guidelines upon release.</li> <li>➤ Continue working to achieve established complex case management targets.</li> </ul> <p style="text-align: center;"><b>Lead Person: Wade Durling</b> <b>Delegated Staff Person: Lisa Holmes</b> <b>Target Date: April 30, 2019</b></p>

### 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 enhance our skills, tools and capacity to manage change.

#### 2018-19 Objective 3.1

Continue to build and expand the operational functionality and utility of the electronic Client Information Management System (eCIMS)

#### How to meet 2018-19 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, 2019**  
**Delegated Staff Person: Shelley Gelineau**

#### 2018-19 Objective 3.2

Continue to develop a strategy to support the implementation of a Corporate Filing System

#### Did we meet 2018-19 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, 2019**  
**Delegated Staff Person : Shelley Gelineau**

#### 2018-19 Objective 3.3

Implement the recommendations from the Radiology Operational Review

#### How to meet 2018-19 Objective 3.3:

- Develop and submit an application for ultra-sound licensing.
- Upon successful approval of the license complete the following:
  - Purchase ultra-sound equipment;
  - Complete necessary renovations;
  - Recruit staff as appropriate;
  - Explore feasibility of utilization of the HDIRC;
  - Upgrade PACS servers as necessary.

**Lead Person: Tom Collard -- Target Date: February 28, 2019**

#### 2018-19 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, 2019**

<b>Strategy 3: Working Better...Together (Building Capacity in the Organization)</b> <i>Continue</i>	
<b>2018-19 Objective 3.5</b> Further Streamline Business Practices	<b>How to meet 2018-19 Objective 3.5:</b> <ul style="list-style-type: none"> <li>➤ Explore the feasibility of an electronic work order process for maintenance.</li> <li>➤ Explore the feasibility of automating the purchasing process.</li> <li>➤ Explore the feasibility of a self-scheduling module for staff</li> </ul> <p style="text-align: center;"><b>Lead Person: Alastair Lamb/Tom Collard Target Date: June 30, 2019</b></p>
<b>Strategy 4: Improving Accountability and Outcomes with a Dynamic Culture of Learning.</b>	
More than ever, all developmental service providers must be accountable for effective use of funding, able to track performance outcomes and learn continually.	
<p>a. Adopting improved tools for assessing outcomes and the impact/value of services, with increased accountability for services in a funding context.</p> <p>b. Making more effective use of research, best practices, metrics performance indicators and other evidence in a process of continuous quality improvement.</p>	
<b>2018-19 Objective 4.1</b> Further refine the Key Performance Indicator framework for Board, managers and staff to monitor organizational performance	<b>How to meet 2018-19 Objective 4.1:</b> <ul style="list-style-type: none"> <li>➤ Research and develop benchmarks.</li> <li>➤ Clarify indicator reporting structure.</li> <li>➤ Further develop indicators that will include CNSC/PCP/Clinical areas.</li> </ul> <p style="text-align: center;"><b>Lead Person: Wade Durling -- Target Date: June 30, 2019</b> <b>Delegated Staff Person: Alastair Lamb</b></p>
<b>2018-19 Objective 4.2</b> Further develop the newly realigned CQI process.	<b>How to meet 2018-19 Objective 4.2:</b> <ul style="list-style-type: none"> <li>➤ Revise the CQI Terms of Reference ensuring clarity of role and function.</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, 2019</b> <b>Delegated Staff Person: Shelley Gelineau/Peggy Rising/Martha Martin</b></p>
<b>Strategy 4: Improving Accountability and Outcomes with a Dynamic Culture of Learning.</b> <i>Continue</i>	
<b>2018-19 Objective 4.3</b> Continue to support a strategy that "Promotes a Dynamic Culture of Learning" by communicating organizational change resulting from annual operating plan and other organizational initiatives	<b>How to meet 2018-19 Objective 4.3</b> <ul style="list-style-type: none"> <li>➤ Develop key messages (2018-2019).</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, 2019</b></p>