



Ongwanada

Support–Respect–Choices

Vision 2020

Operating Plan 2019-2020

Document detailing progress toward

Building Capacity & Moving Forward with a Person-Centred Approach

September, 2019

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.

2019-20 Objective 1.1

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

How to meet 2019-2020 Objective 1.1:

- Implement the use of S.M.A.R.T goals .
- Ensure Goals are:
 - Individually driven
 - Tied to Passport Funding where appropriate
 - Developed outside of services provided
 - Identified through measurable short term steps to meet the individuals overall goals
 - Focused where possible on developing relationships & connecting people to their community
 - Inclusive of individuals supported, family , friends and staff with education provided to support goals that are achievable and financially viable.

Lead Person: Karen Menzies Target Date: June 30, 2020
Delegated Staff Person : Tanya Sinclair

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.

2019-20 Objective 2.1

Review existing Day Programs from a Business Development Perspective

How to meet 2019-20 Objective 2.1:

- Complete an environmental scan of existing day programs inclusive of existing participants and relevant stakeholders
- Research other organizations and “profile trends” of people who wish to access community participation supports in the area
- Identify Service Gaps
- Consider Marketing Strategies
- Develop recommendations.

Lead Person: Christine Park – Target Date: May 31, 2020
Delegated Staff Person(s) – Kim McCormick/Suzanne Augustyn

<p>2019-20 Objective 2.2</p> <p>Complete renovations at Sunnyside Road and develop a business case for utilization of a 5th bed.</p>	<p>How to meet 2019-20 Objective 2.2:</p> <ul style="list-style-type: none"> ➤ Complete construction renovations; ➤ Develop a fee for service business case for utilization of a 5th bed at Sunnyside Road ➤ Share the business case with MCCSS and garner support for the option ➤ Develop service pathway for the 5th bed ➤ Communicate fee for service 5th bed with community partners <p>Lead Person: Wade Durling- Target Date: December 31, 2019</p> <p>Delegated Staff Person- Karen Menzies</p>
<p>2019-2020 Objective 2.3</p> <p>Continue to work with community partners to develop long-term solutions for individuals with complex needs.</p>	<p>How to meet 2019-20 Objective 2.3:</p> <ul style="list-style-type: none"> ➤ Arrange opportunities for dialogue with community stakeholders, CNSC MCCSS and regional planning tables to discuss long term support solutions for individuals with complex needs ➤ Re-examine the service pathway discharge process for treatment home and CNSC clients requiring long term placement and support options ➤ Consider in this dialogue the role of clinical services in supporting service providers/community in developing viable solutions for those with complex needs <p>Lead Person: Wade Durling</p> <p>Delegated Staff Person: Karen Menzies/Lisa Holmes</p> <p>Target Date: June 30, 2020</p>
<p>2019-2020 Objective 2.4</p> <p>Continue to build community capacity through the promotion of Clinical Services</p>	<p>How to meet 2019-2020 Objective 2.4:</p> <ul style="list-style-type: none"> ➤ Develop marketing strategies to promote clinical services (ie brochures to be shared with DSO. Community partners and families) ➤ Explore group support strategies that could be of benefit to community partners. ➤ Explore fee for service options <p>Lead Person: Karen Menzies</p> <p>Delegated Staff Person: Ronna Dillon</p> <p>Target Date: April 30, 2020</p>
<p>2019-2020 Objective 2.5</p> <p>CNSC to provide oversight and management of CwTAY for the lower east region</p>	<p>How to meet 2019-2020 Objective 2.5</p> <ul style="list-style-type: none"> ➤ To work with TAY planner to develop and streamline processes ➤ To collect outcome data and provide details to MCCSS as a component of Ministry reporting ➤ Work in conjunction with Ongwanada's Planning and Social Services to develop and provide QAM oversight and case management for CwTAYS placed with OPR's ➤ Continue to provide complex support coordination <p>Lead Person: Wade Durling</p> <p>Delegated Staff Person: Lisa Holmes</p> <p>Target Date: May 31, 2020</p>

<p>2019-2020 Objective 2.6</p> <p>Continue to explore Innovative Housing Opportunities.</p>	<p>How to meet 2019-2020 Objective 2.6</p> <ul style="list-style-type: none"> ➤ Explore the feasibility of partnerships with community stakeholders (ie City of Kingston, private developers and other service agencies) ➤ Explore housing models with a focus on supporting individuals with complex needs ➤ Continue to participate in the City of Kingston’s Housing Homelessness Advisory Group <p style="text-align: center;">Lead Person : Wade Durling</p> <p style="text-align: center;">Delegated Staff Person; Lisa Holmes</p> <p style="text-align: center;">Target Date: April 30 2020</p>
<p>2019-2020 Objective 2.7</p> <p>Continue to partner with community stakeholders through collaborative initiatives to better support individuals with intellectual disabilities</p>	<p>How to meet 2019-2020 Objective 2.7</p> <ul style="list-style-type: none"> ➤ Continue participating with the Ontario Health Team Initiative as the specialized community partner supporting individuals with intellectual disabilities ➤ Ensure organizational enrollment/training occurs for the Connecting Ontario eHealth Clinical Viewer <p style="text-align: center;">Lead Person: Wade Durling</p> <p style="text-align: center;">Target Date : February 28 2020</p>
<p>Strategy 3: Working Better...Together (Building Capacity in the Organization)</p>	
<p>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.</p> <ul style="list-style-type: none"> 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. 	
<p>2019-20 Objective 3.1</p> <p>Continue to develop a strategy to support the implementation of a Corporate Filing System</p>	<p>How to meet 2019-20 Objective 3.1:</p> <ul style="list-style-type: none"> ➤ .Define what should be included in the Operational Corporate Filing System i.e.(job descriptions, collective agreements, fire plans, client listings, Committee minutes and agenda’s etc.) ➤ Determine user access. ➤ Define process and persons responsible for posting information.. <p style="text-align: center;">Lead Person: Alastair Lamb -- Target Date: April 30, 2020.</p> <p style="text-align: center;">Delegated Staff Person: Shelley Gelineau</p>
<p>2019-20 Objective 3.2</p> <p>Develop and implement an automated work order process for maintenance.</p>	<p>Did we meet 2019-20 Objective 3.2:</p> <ul style="list-style-type: none"> ➤ Determine/define the work order system to be utilized. ➤ Work collaboratively with IT to understand impact and develop implementation strategies ➤ Pilot work order system- evaluate – make necessary adjustments. ➤ Develop communication and education strategy. ➤ Implement. <p style="text-align: center;">Lead Person: Tom Collard - Target Date: June 30, 2020</p> <p style="text-align: center;">Delegated Staff Person : Karen Sligh</p>

<p>2019-20 Objective 3.3</p> <p>Implement the recommendations from the Radiology Operational Review</p>	<p>How to meet 2019-20 Objective 3.3:</p> <ul style="list-style-type: none"> ➤ Upon successful approval of the license complete the following: <ul style="list-style-type: none"> ○ Develop 3 year Business Plan including a marketing strategy. ○ Purchase ultra-sound equipment; ○ Complete necessary renovations; ○ Recruit staff as appropriate; ○ Explore feasibility of utilization of the HDIRC; ○ Upgrade PACS servers as necessary ○ Develop Parking solutions <p style="text-align: center;">Lead Person: Tom Collard -- Target Date: June 30, 2020 Delegated Staff Person: Karen Sligh</p>
<p>2019-20 Objective 3.4</p> <p>Complete an analysis of Ongwanada’s Transportation Fleet.</p>	<p>How to meet 2019-20 Objective 3.4:</p> <ul style="list-style-type: none"> ➤ Continue to build upon information analysis previously completed. ➤ Pilot dedicated drivers and evaluate ➤ Consider the use of the transportation fleet from an efficiency/replacement /cost savings perspective ➤ Consider impact of Passport funding when analyzing efficiencies as well as scheduling needs anticipated through increased evening and weekend requests. <p style="text-align: center;">Lead Person: Alastair Lamb Target Date: March 31, 2020 Delegated Staff Person: Karen Sligh</p>
<p>Strategy 4: Improving Accountability and Outcomes with a Dynamic Culture of Learning.</p>	
<p>More than ever, all developmental service providers must be accountable for effective use of funding, able to track performance outcomes and learn continually.</p> <ul style="list-style-type: none"> 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. 	
<p>2019-20 Objective 4.1</p> <p>Continue to engage in strategic alliances across sectors, in accessing community data sources, to better inform supports for individuals with intellectual disabilities.</p>	<p>How to meet 2019-20 Objective 4.1:</p> <ul style="list-style-type: none"> ➤ Enrollment access to such data sources as: Community Data Program, DSO Service Connections and eHealth Clinical Viewer. ➤ .Engaging in dialogue with community stakeholders to further refine and define data to be collected from a provincial, regional, local perspective ➤ .Utilizing data to inform decision making. <p style="text-align: center;">Lead Person: Wade Durling -- Target Date: June 30, 2020 Delegated Staff Person: Alastair Lamb</p>

<p>2019-20 Objective 4.2</p> <p>Further develop the newly realigned CQI process.</p>	<p>How to meet 2019-20 Objective 4.2:</p> <ul style="list-style-type: none"> ➤ Shift from the established quantitative outcomes to the development of qualitative measures (ie Community Inclusion) ➤ Collect data and evaluate annual organizational QI objective of improving the Medication Incidents process. ➤ Continue to educate staff and ensure the newly revised CQI process is implemented accordingly. <p style="text-align: center;">Lead Person: Alastair Lamb -- Target Date: June 30, 2020</p>
<p>2019-20 Objective 4.3</p> <p>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</p>	<p>How to meet 2019-20 Objective 4.3</p> <ul style="list-style-type: none"> ➤ Introduce “ Town Hall Meetings” as a forum for SMG to share /communicate information ➤ Explore the feasibility of utilizing video conferencing to live stream /video tape “Town Hall Meeting” to improve staff access to communication ➤ Key messaging to include celebration and conclusion of Vision 2020 as well as new CEO transition <p style="text-align: center;">Lead Person: SMG -- Target Date: January 30, 2020</p>