

2020/2021

# *Annual Report*

SUPPORT, RESPECT, CHOICES



**Ongwanada**

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# *President's Message*

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On behalf of the Board of Governors, I would like to extend sincere gratitude to all the staff for the tremendous work done during this pandemic. This year has undoubtedly posed different challenges, but I am proud to say it has also seen many positive changes implemented within the organization.

Since the board's inception fifty years ago, the goal has been to support the staff, ensuring governance and strategic direction, making decisions in the best interest of Ongwanada and its growth. Over the years, I am proud to have watched as this organization has paved the way to be one of the leading developmental services agencies in the province. This has been made apparent in the last year especially, as staff pivoted and amongst other things, provided virtual activity programs to keep our supported individuals engaged.

Ongwanada advocated with KFL&A Public Health and as a result successfully hosted COVID-19 vaccination clinics for various agencies in the region, including Christian Horizons, Community Living Kingston and District, and Sensity, to name a few. Ongwanada was also recently appointed by the Ministry of Children Community and Social Services as an IPAC (Infection Prevention and Control) lead for Southeast Ontario and IPAC champion for Kingston, Frontenac, Lennox, and Addington. The role will include ensuring access to IPAC education, support, and best practice for all organizations supported by Ministry of Children, Community and Social Service.

The organization's standing within the sector has undoubtedly benefitted from our new CEO's leadership and hard work. He has been open and transparent, ensuring the lines of communication have opened up with staff and families and has been a part of many valuable networking groups, including the Provincial vaccine working group, ensuring that supported individuals weren't overlooked in vaccine prioritization.

I am confident that after reviewing this report, you will be able to recognize the strength of the team working to provide the best supports and care possible to the individuals we support.

Many thanks,

*Jack Thompson*

**PRESIDENT, ONGWANADA BOARD OF GOVERNORS**



# CEO's Message

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Two thousand and twenty will undoubtedly go down in history as one of the most challenging years in living memory for the people we support, their families, our staff and the organization as a whole. The SARS-CoV-2 pandemic, resulting in coronavirus disease (COVID-19), has forced all elements of society to make many changes in order to continue to function. Including Ongwanada. We have established new partnerships or strengthened existing ones, we have pivoted more than once to continue to provide service, we have demonstrated creativity and been innovative in problem-solving and, most of all, we have been resilient in the face of tremendous challenges.

**PARTNERSHIPS** included those with Lionhearts providing tablets for our supported individuals to use to connect virtually and provide “live” musical entertainment, with Extend-a-Family for virtual day program content, with the Kingston, Frontenac, Lennox and Addington Public Health Unit for the establishment and operation of our vaccine clinic for supported individuals, the success of which depended on our partnership with our Developmental Services agency partners in the region.

**PIVOTING** included merging our Balsam and Crescent Centre day programs, renovating basements in six community residences to reduce the number of shared bedrooms, adapting in-person day program participant numbers and activities based on pandemic status, establishing work-from-home agreements with many staff and transferring those staff from Crescent and Balsam who couldn't work from home to our Resource Centre.

**CREATIVITY** and **INNOVATION** included establishing mobile and drop-in COVID testing for staff, virtual meetings, virtual staff hiring and training, introducing nursing on-call to reduce transfer of individuals to the hospital emergency room when safe to do so and inter-community residence competitions to name a few.

Throughout the year, the organization provided as many supports and services to the developmental disabilities community as pandemic restrictions would allow. Day programs continued to operate in a limited manner, respite opportunities were provided in a reduced manner and the therapeutic pool was open to our residentially supported individuals. Access to clinical and behavioural services were maintained to the degree possible, often virtually or a combination of virtual and in-person. The data associated with this report provides a more fulsome outline of activities.

In addition to the foregoing, the organization embarked on and completed a strategic planning exercise that will guide Ongwanada over the next three years, assumed the role of Infection Prevention and Control (IPAC) lead for MCCSS-funded congregate care sites in Kingston, Frontenac, Lennox and Addington, prepared for accreditation, which has been delayed until November 2021 and had a successful Ministry of Children Community and Social Service Quality Assurance Measures compliance inspection, among many other activities.

With all of the above and throughout the course of the pandemic, supported individuals, families and staff have shown tremendous patience and resilience. The Board of Governors has been hugely supportive of the various steps we have taken and changes we have had to make over the course of the year. This year has not been easy for anyone. Everyone, in particular our staff, has risen to every challenge, has adapted as the requirements and expectations of them have changed and has made every effort possible to ensure the safety and well-being of the people we support.

As I write, we are in the third wave of the pandemic. Despite this I remain hopeful that when we issue our next Annual Report we will do so in a world that better resembles the world we left in March 2020, but with some of the positive innovations and changes we have introduced over this past year embedded into our organization.

Respectfully submitted,

*Alastair Lamb*  
**CEO, ONGWANADA**



# Over the Past Year

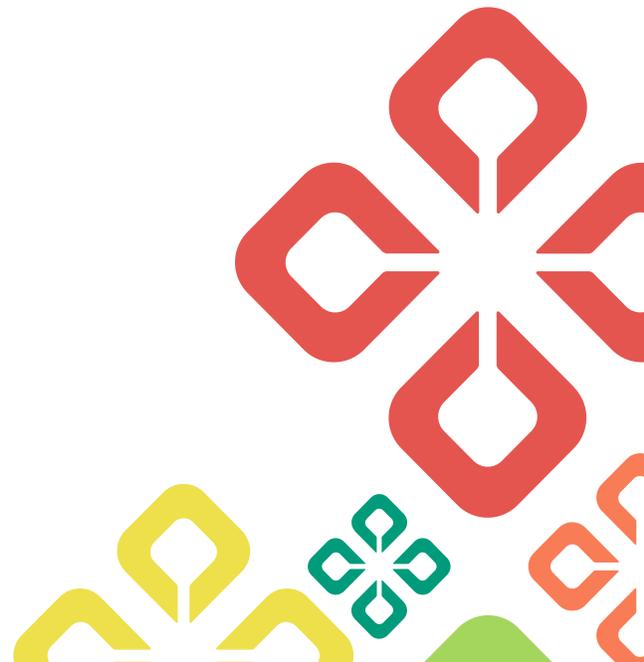
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## **DURING THIS PAST YEAR, ONGWANADA:**

- Initiated a series of renovations across 6 homes, adding single-occupancy bedrooms, thereby reducing the number of bedrooms with two occupants
- Successfully deployed a computer tablet to each residence and set up a number of tablets purchased by supported individuals through Passport funding
- Closed cafeteria services
- Embarked on and completed a 2021 – 2024 strategic plan refresh
- Transitioned its responsibility for Adult Protective Services (APS) for Lennox and Addington to Counselling Services of Belleville and District (CSBD), which provides APS in Belleville, Madoc, Quinte West, North Hastings, and Prince Edward County

## **RESPONDED TO COVID-19 CHALLENGES BY:**

- Installing a pharmacy drive-through window
- Implementing various infection control safety measures across the organization including plexiglass shields, aerosol sanitizers for use in vans, rapid antigen testing for staff in addition to regular IPAC measures such as masks, faceshields, etc.
- Conducting team meetings, psychiatry clinics and other clinical consultations on a virtual platform
- Setting up a visitor room at ORC for physically-distanced face-to-face clinical meetings and family get-togethers.
- Moving person-centred-planning meetings to a virtual platform allowing family out-of-region and out-of-province to participate. Virtual platforms are more efficient for clinicians by reducing travel time.
- Operating multiple vaccination clinics providing COVID-19 vaccine to over 800 individuals with developmental disabilities throughout Southeast Ontario



# ONGWANADA COVID-19 FIRST DOSE VACCINE CLINIC (March 4th to May 7th, 2021)

# 439

\*Ongwanada Supported Individuals

# 366

\*\*Other DS Supported Individuals

# 805 TOTAL

*\*includes individuals in the following programs: Community Residences, Complex Care Homes, Host Family, SIL, CNSC, Case Management, Day Program- Community, and Respite, in addition to Rainbow Valley, Springview, Steps and South Shore.*

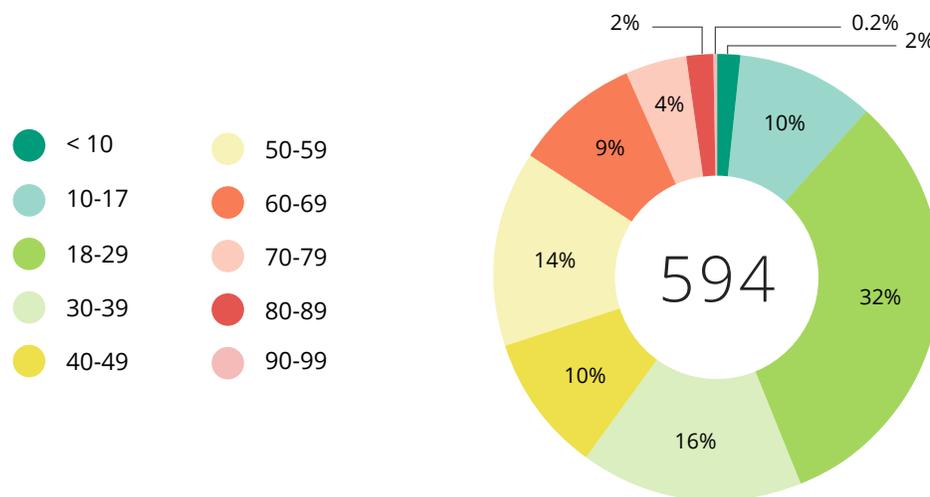
*\*\*includes individuals from the following agencies: Rainbow Valley, Springview, Steps, South Shore, Christian Horizons, Community Living Kingston and District, Community Living Lennox and Addington, Community Living North Frontenac, and Pathways to Independence.*



# The Breakdown

Like most organizations the provision of many Ongwanada services was affected by the pandemic. However, Ongwanada was quite successful in maintaining the operation of most programs, albeit in reduced capacity, throughout much of the year. There is no doubt however, that program reductions or closures, combined with an inability of our supported individuals to socialize with their friends and participate in many of the activities they enjoy has had an impact on their quality of life.

## UNIQUE INDIVIDUALS SERVED BY AGE GROUP

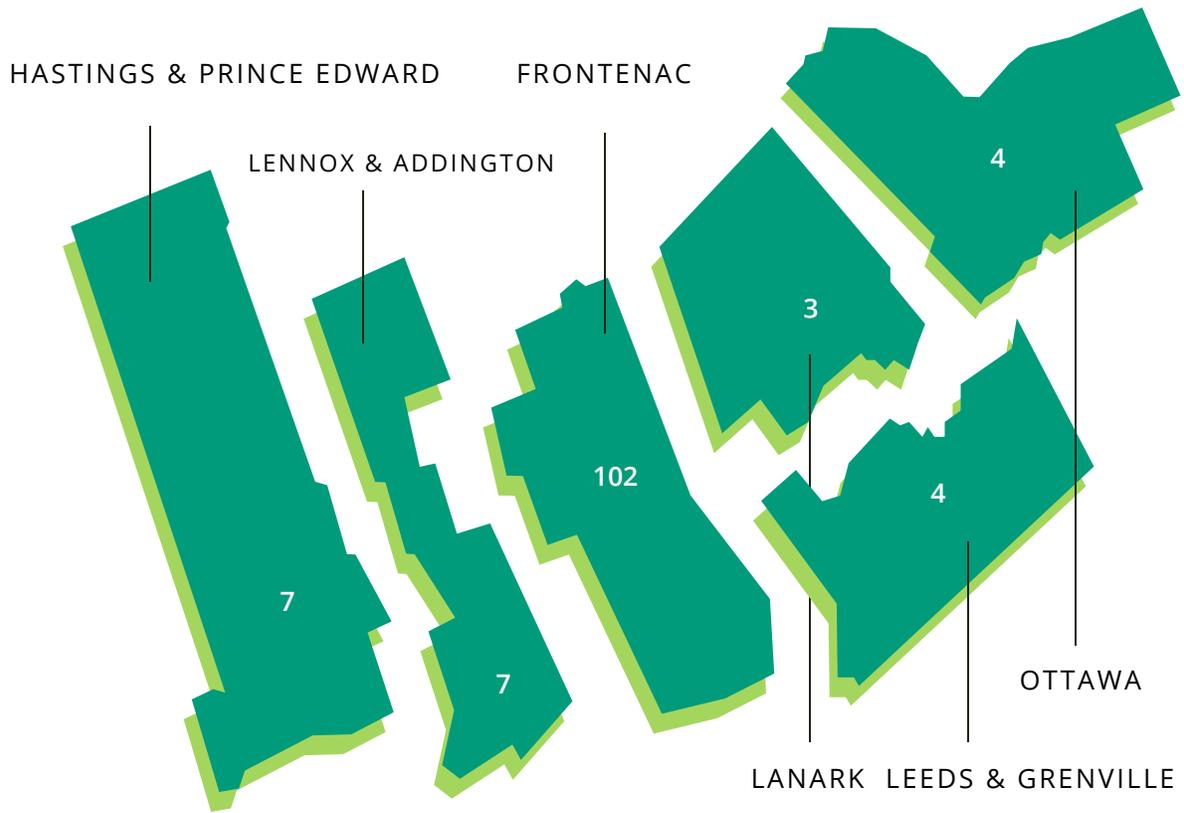


NO. OF INDIVIDUALS SERVED BY SERVICE					
Community Residence	140	0	Social Work	127	29**
Specialized Accommodation	13	0	Case Management	60	0
Adult Protective Services	48	0	Occupational Therapy	143	2**
Host Family	37	0	Physical Therapy	135	1**
Supported Independent Living	36	0	Clinical Nutrition	134	2**
Respite & Out of Home Respite	5	9**	Psychology	88	5**
Community Networks of Specialized Care	126	3	Third-Party Oversight	32	1
Community Referrals	50	27	Day Program	153	0**
Community Behavioural Services	15	39**			

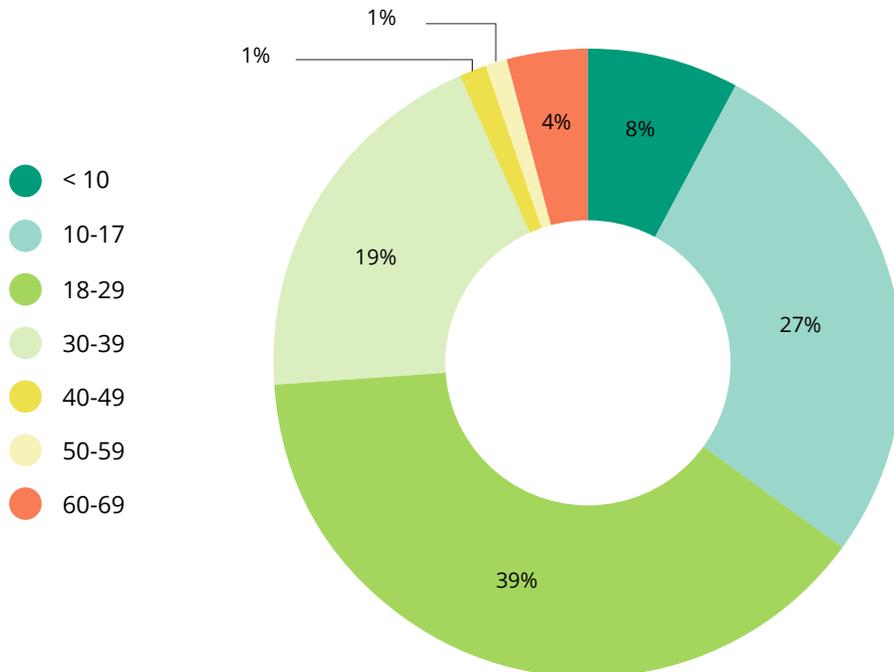
● Adults ● Children

\*Note: Each unique individual may be referred to more than one service  
 \*\* numbers were down likely due to COVID-19 protocols

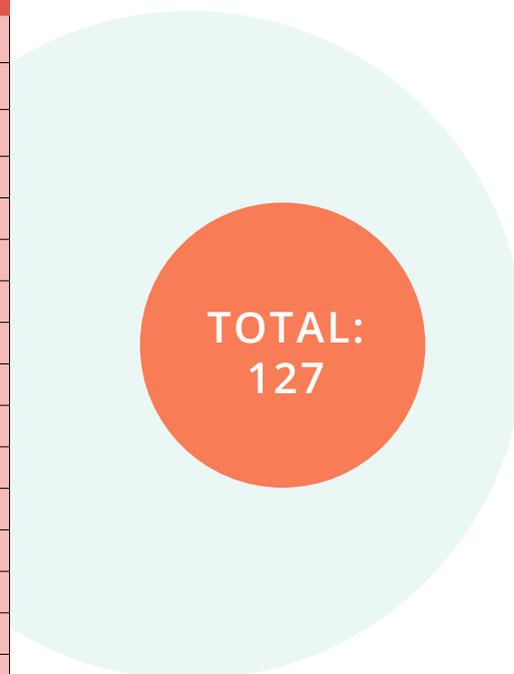
## COMMUNITY REFERRALS BY COUNTY



## COMMUNITY REFERRALS BY AGE GROUP



REFERRALS TO ONGWANADA BY REFERRAL SOURCE	
Behavioural Therapist	3
Community Agency	4
CNSC	6
Day Program-Non Residential	14
Developmental Agency	32
DSO	22
Family and Children Services	4
Internal Intake	3
Pediatrician	3
Physician	2
Pressure and Priorities	1
Pressure and Priorities-Urgent Response	4
Residential Services	2
Respite	3
School/Teacher	7
Self/Family	5
Sunnyside Treatment Home	12



Community Agency: Kaymar Rehab, Youth Diversion and (LRHCS) Lanark Renfrew Health and Community Services

CNSC: Community Networks of Specialized Care

Day Program-Non Residential Individuals

Developmental Agency: Community Living Lennox and Addington, Community Living Kingston and District, Pathways to Independence, Developmental Disabilities Consulting Program, North Hastings Community Integration Association and Community Living North Frontenac

DSO: Developmental Services Ontario

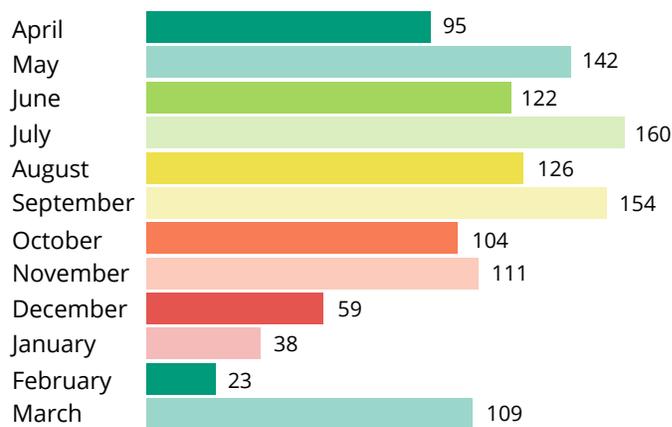
COMMUNITY REFERRALS BY SERVICE	
Adult Protective Services	2
Community Behavioural Services	29
Host Family Program	3
Psychological Services	40
Residential	4
Respite	9
Supported Independent Living	1
Social Work	7
Case Management	1
Sunnyside Treatment Home	8
Occupational Therapy	15
Physiotherapy	1
Clinical Nutrition	7



Our centre-based day programs had to significantly reduce the number of participants to meet Public Health Infection Prevention and Control (IPAC) guidelines or had to close to comply with provincial lockdowns. As a result we closed our Balsam Grove program in March 2020.

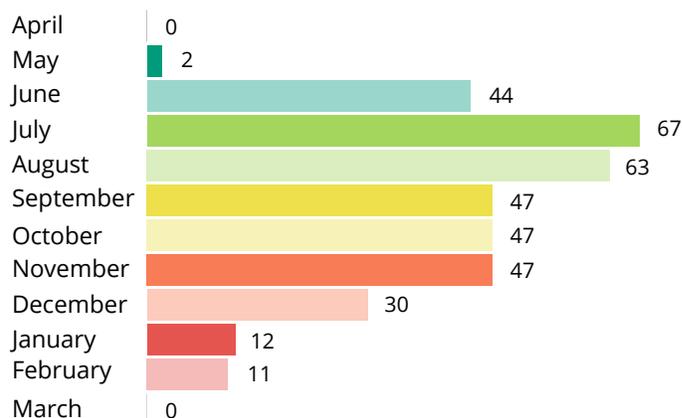
Our Crescent Centre program closed for approximately 6 months (March – July 2020 and December - February 2021) and our ORC day program closed for approximately five months. This led to our supported individuals who normally attended day program at Crescent, Balsam or ORC participating in a different day program experience, with some staff who normally worked at the centre-based day program going out to residential homes and taking day program participants out for community-based activities, when possible. In addition, many supported individuals participated in Ongwanada or Extend-a-Family virtual programs on-line.

### COMMUNITY INCLUSIVE ACTIVITIES 2020-2021



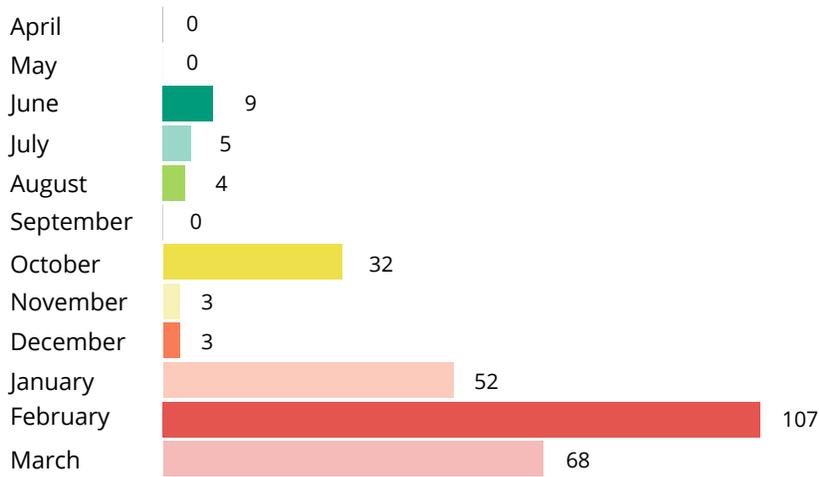
The below stats pertain to in-house virtual Wellness Activity Groups such as Monday Motivation, Concerts, Church, and Peer Support which started in June 2020. There was a dip in participation when Crescent was open, and the lockdown was not in place. Also worth noting is the difference in numbers from when programming began to when we hired an employee in mid-January of 2021, to assist with the donated Lionhearts Inc. tablets and personal devices of supported individuals. The hire was made possible through a grant from the Community Foundation for Kingston and Area.

### WAG ACTIVITIES 2020-2021



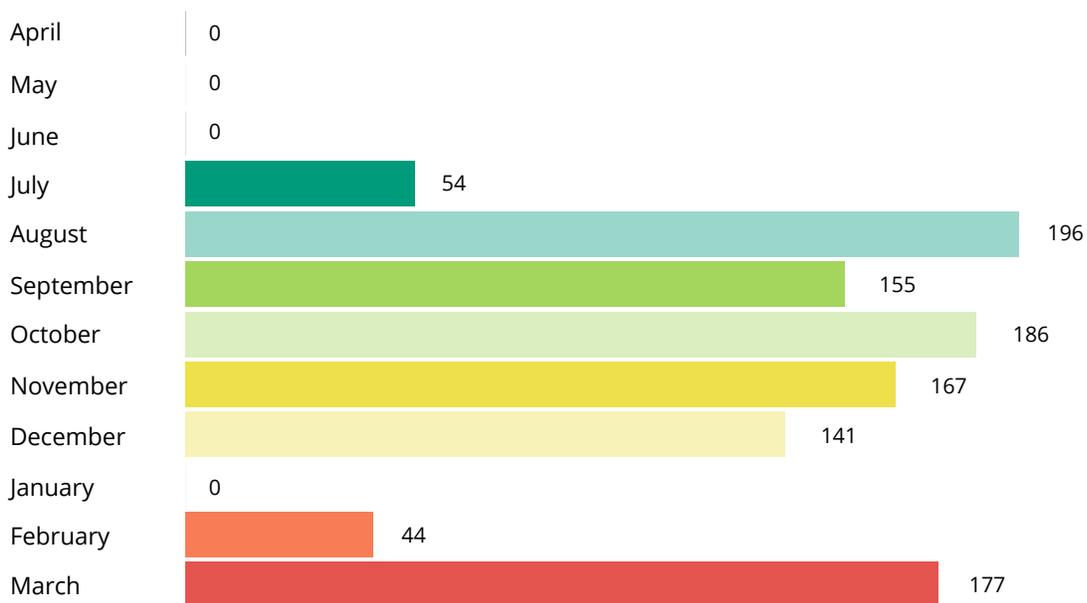
The statistics below reflect the use of the Extend-A-Family virtual programming, which is documented separately from our virtual program. Ongwanada purchased this program in January, and all the homes were able to use this paid-per-use subscription. As weather improved and people were able to venture outside, interest and participation in virtual activities was reduced and subscriptions were canceled.

### EXTEND A FAMILY VIRTUAL DAY PROGRAM 2020-2021



Access to our therapeutic pool was limited to residentially-supported individuals only in order to comply with Infection Prevention and Control guidelines, but the pool had to close completely for approximately four months as a result of lockdowns.

### HYDROTHERAPY SWIM SESSIONS 2020-2021

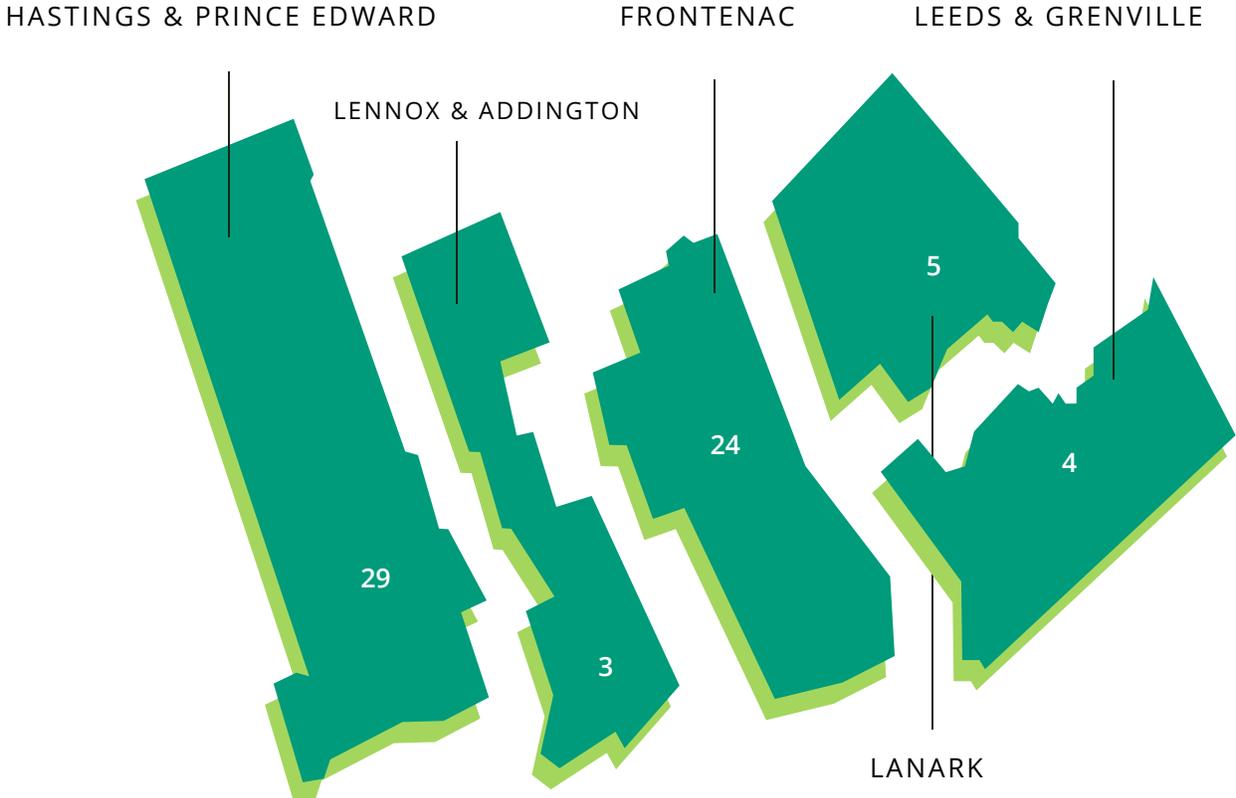


The pandemic has been challenging for high needs individuals served by the Community Networks of Specialized Care (CNSC), as many live in the community on their own or with family and rely on services from multiple providers and sectors. With many community services restricted or delivered virtually during the pandemic, a number of clients struggled, being unable to access mental health, addictions and housing services. This placed pressure on the CNSC to fill service gaps and do things outside of their scope such as assisting individuals with locating and moving to new housing, making online purchases when retail closed and assisting clients to call in to court hearings.

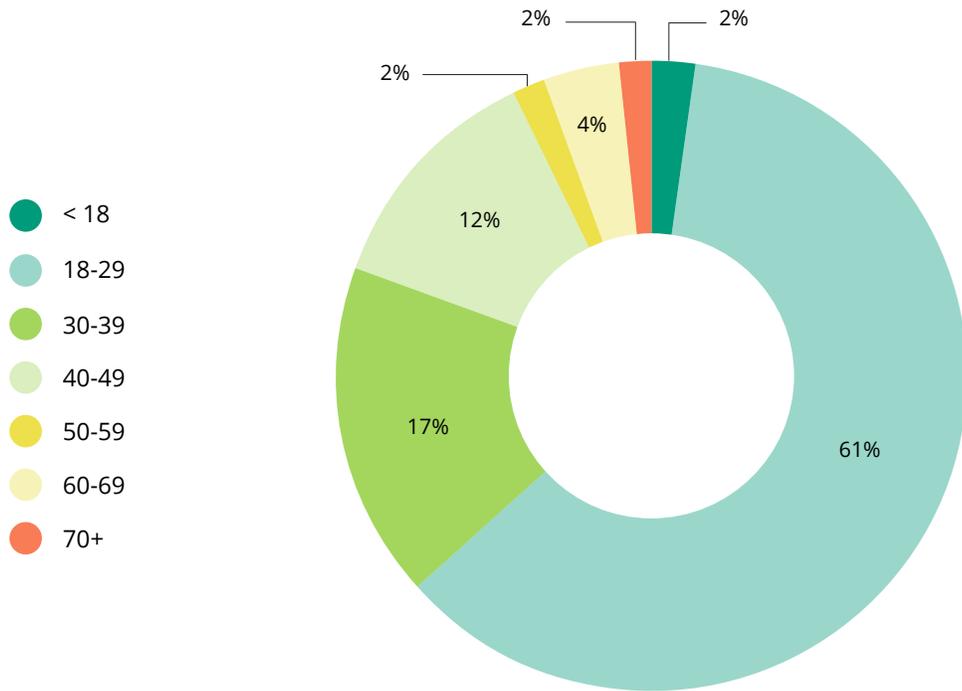
Throughout the last year, CNSC caseloads remained high primarily due to referrals for families struggling to support individuals with complex needs at home, as well as individuals having difficulty in the community and who had come into contact with the justice system.

The team started working remotely from their homes early in the pandemic, keeping in contact with those on their caseloads through telephone, videoconference and when necessary, in-person visits wearing full PPE. Prior to Covid, this team spent most of their time out of the office and on the road travelling across the region from meeting to meeting. The pandemic has enabled them to be more efficient and spend more time on client-related work and less time on travel!

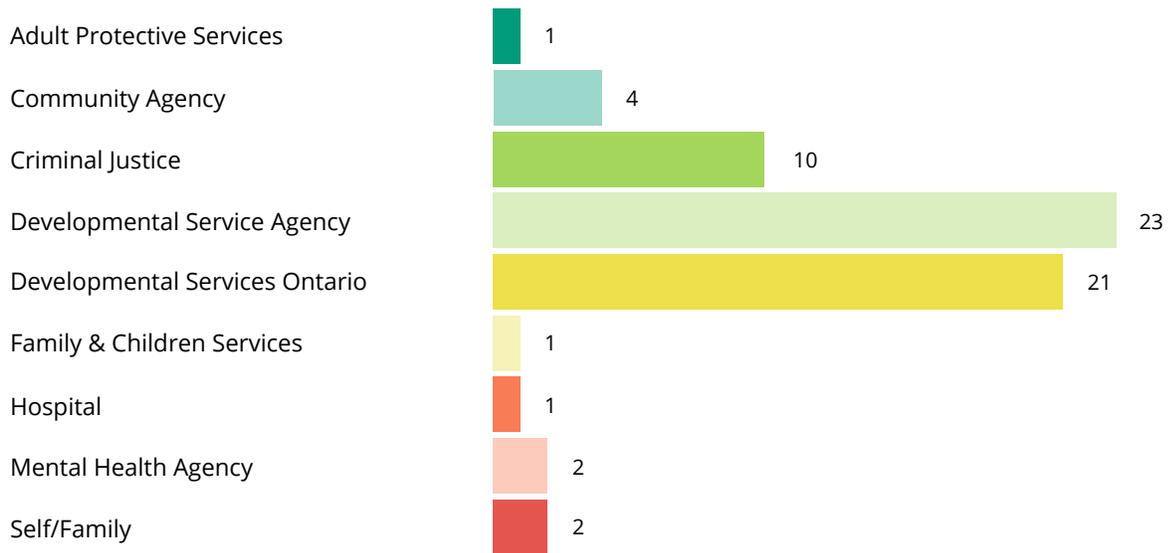
### REFERRALS BY COUNTY



## INDIVIDUALS SERVED BY AGE GROUP



## REFERRALS BY REFERRAL SOURCE



*Community Agency: Lanark Community Programs, John Howard Society, Youth Probation, and Youth Hub  
 Criminal Justice- Duty Counsel Brockville, Kingston Police Department, Legal Aid, Lawyer, Bail List, and Quinte Detention Centre  
 Developmental Service Agency: Kerry's Place, Pathways to Independence, Dual Diagnosis Consultation Outreach Team, Ongwanada, Community Living Prince Edward, North Hastings Community Integration Association, and Community Living Kingston District  
 Mental Health Agency: Addiction and Mental Health Services*

# Financial Highlights

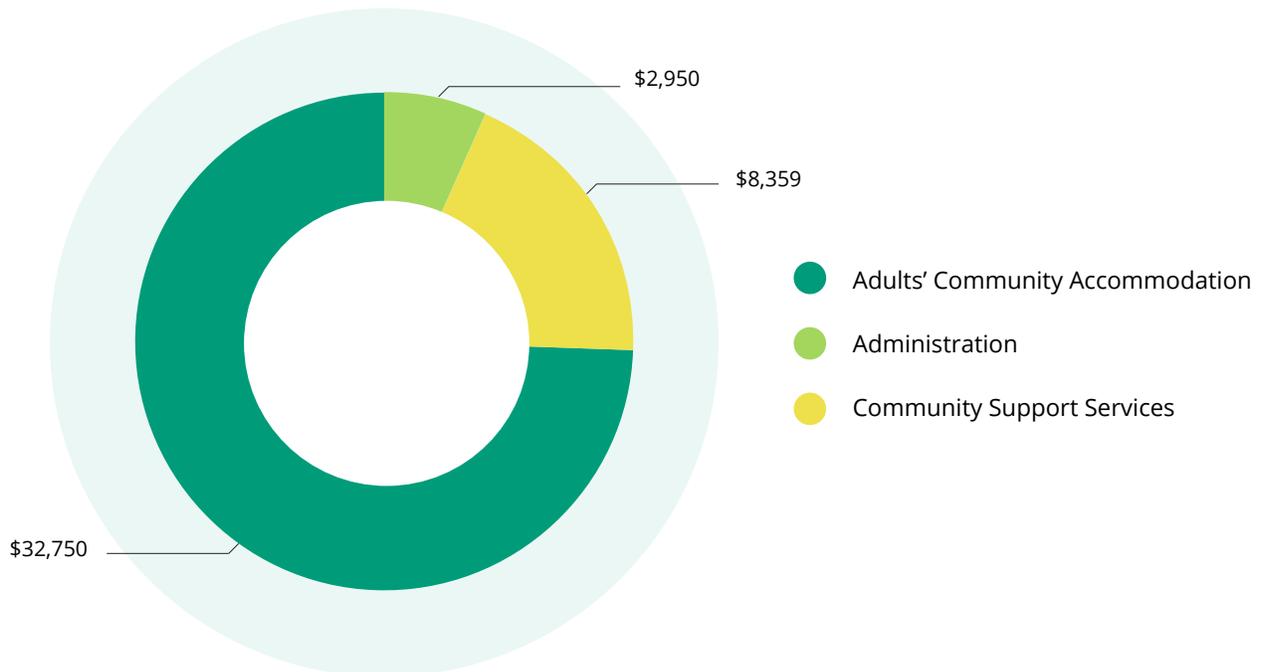
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Ongwanada's total gross expenditure increased by 6.8% at \$44.1 million, largely due to increased salaries and benefits paid out for COVID wage enhancement payments made to eligible staff. Fiscal funding from MCCSS increased by 10.2% to \$39.8 million. Total offset revenue was down slightly by 6% from 2019/20 at \$4.3 million, bringing total gross revenue to \$44.1 million and resulting in a balanced budget.

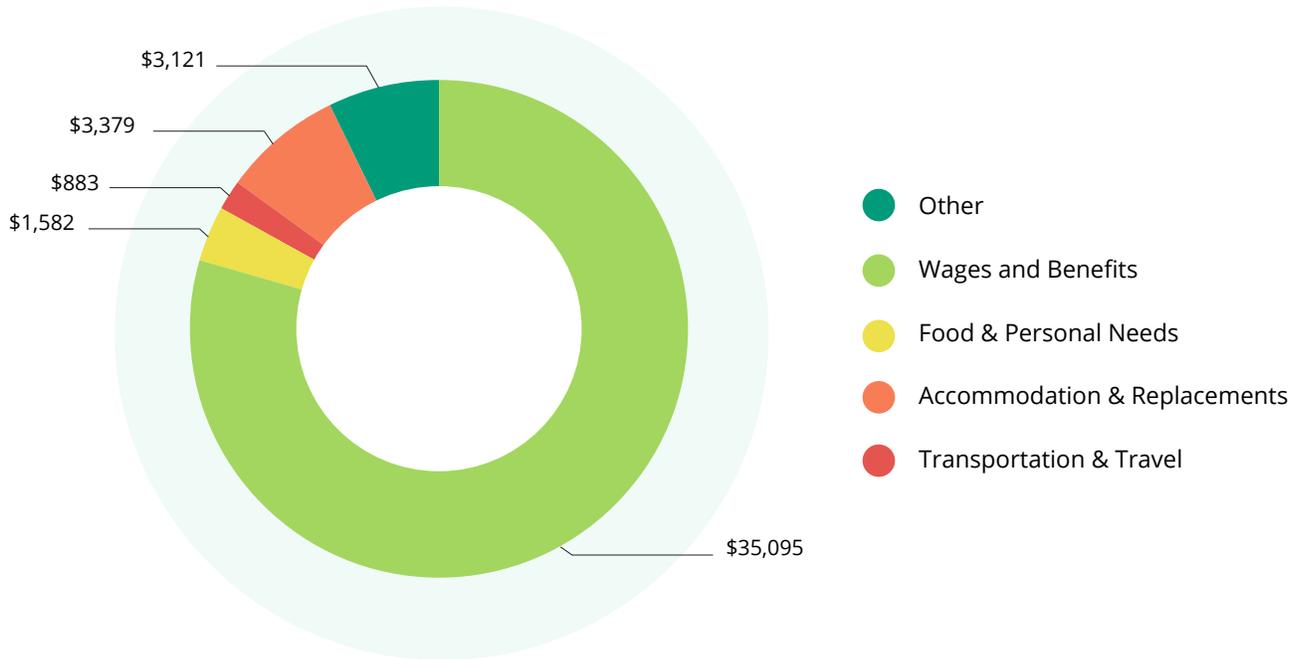
Increased individualized support funding provided the organization the flexibility to reimagine the manner in which some programs were offered and structured. If the pandemic has taught us one thing, it is that we need to re-imagine the way we do things. This included the merging of our Balsam and Crescent Centre day programs, renovating basements in six community residences to reduce the number of shared bedrooms, adapting in-person day program participant numbers and activities based on pandemic status, establishing work-from-home agreements with many staff and relocating staff from Crescent and Balsam who couldn't work from home to our Resource Centre.

In 2021/22 funding levels from MCCSS are to remain at the same level as 2020/21. Continued input from staff on potential budget efficiencies has been received and new initiatives will be implemented. Continued tight management of operating costs will ensure Ongwanada continues to maintain high-quality, stable services with well-maintained facilities and equipment.

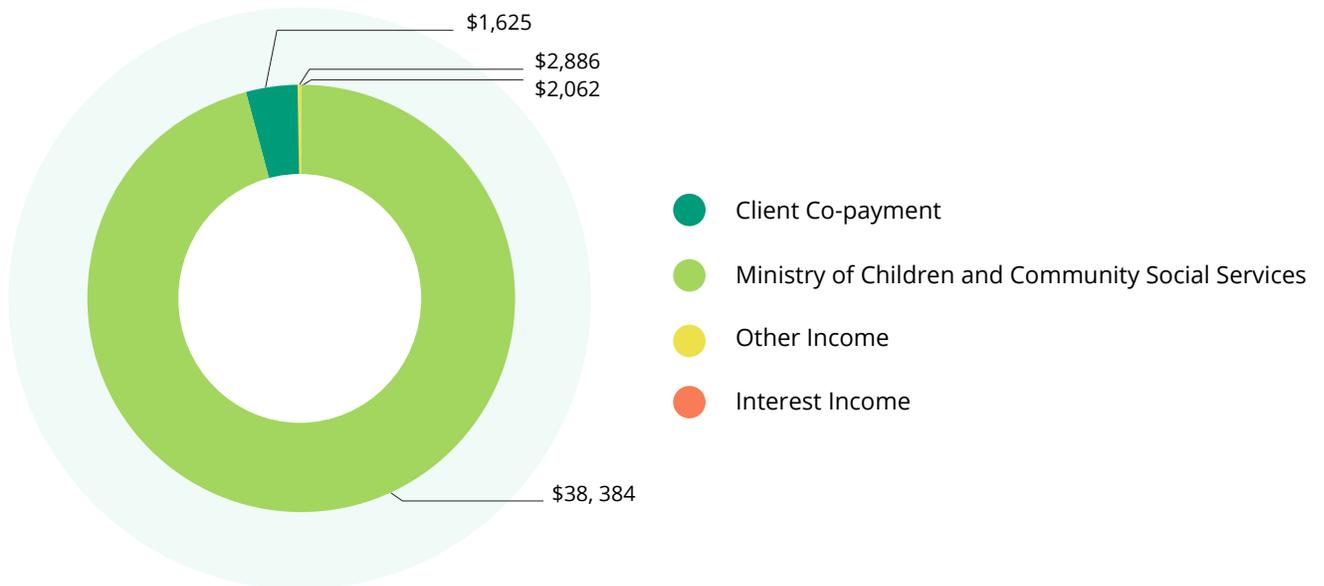
## WHERE THE MONEY WAS SPENT (IN THOUSANDS)



## HOW THE MONEY WAS SPENT (IN THOUSANDS)



## FYE 2021 REVENUES (UNAUDITED)



# Strategic Plan 2021-2024

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## A PLAN FOR CHANGING TIMES

In 2020/21 Ongwanada engaged Mr. Rob Wood of 8020Info to undertake a refresh and update of its strategic plan. Building on its 2015 – 2020 “Vision 2020” plan, consultations with supported individuals, families, community partners, representatives from Ministry of Children Community and Social Service, staff, managers, senior leadership and board resulted in well over 100 pages of comments and notes in addition to 70 pages of online input. From this extensive input four strategic themes emerged:

### **TUNING UP THE TEAMWORK** (*working as one*)

- Establish mechanisms to improve operational communications
- Provide effective opportunities for supported individuals, families and front-line staff to influence decisions regarding supports
- Establish new channels for the organization to work with families and community partners in a more integrated way

### **ADJUSTING TO COMPLEX CHALLENGES** (*Revamping internal capacity/processes*)

- Adjust operational processes and provide training and resource deployment to allow staff to more effectively meet the complex needs of people supported
- Respond to perceived needs for respite and palliative support

### **ADDRESSING EXTERNAL PAIN POINTS** (*Responding with system-focused initiatives*)

- Provide leadership in working with families and community to develop innovative alternative housing solutions
- Improve community integration/community-based activities with partners
- Develop closer working relationships with other sectors, especially health care
- Provide leadership in adjusting to the enduring impacts of the pandemic

### **LEADING THE WAY AND TELLING OUR STORY**

(*Pursuing innovation, advocacy and promotion*)

- Promote awareness of services and reinforce Ongwanada’s reputation
- Be stronger advocates for the developmental services sector

Upon review, the fundamental elements of the organization’s Vision, Mission and Values remain, with only a few minor wording changes.



# Auxiliary

After 68 years of support to Ongwanada and significant financial donations to the organization, The Ongwanada Auxiliary decided to sunset its operations.



“ For 60+ years the Ongwanada staff has enjoyed the gift shop, bake sales, strawberry socials, raffles, etc. that the Auxiliary provided. Money raised through these activities allowed the purchase of many supports and services for the population that the organization serves.

However, with the pandemic and dwindling membership we feel that the time has come to close the Ongwanada Auxiliary. We would like to thank the Auxiliary volunteers for their dedication and wish them well.

”

— AUXILIARY PRESIDENT, ANN SEABY



# Acknowledgments

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## **BOARD OF GOVERNORS**

Jack Thompson, President  
Roy Smith, Vice President  
Michael Dominik, Treasurer  
Allan Twohey, Past President  
David Ariss  
Dwight Boyce  
Carol Cartier  
Glen Cavanagh  
Dr. Elizabeth Grier  
Geoff McMullen  
Kathy Pringle

## **SENIOR LEADERSHIP TEAM**

Alastair Lamb, Chief Executive Officer  
Karen Menzies, Chief Clinical and Planning Officer  
Ginette Denford, Chief Finance & Administration Officer  
Christine Park, Chief Residential & Community Services Officer

## **DONORS**

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