



## MEMO

To: All Ongwanada Staff

From: Dr. Lak Chinta

Date: October 16, 2024

Re: CEO Update

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Dear Staff,

I hope many of you enjoyed the Thanksgiving weekend with family and friends. Thanksgiving is a wonderful opportunity to reflect on the blessings of the past year. Like many of you, I spent more time in the kitchen over the weekend, helping out and embracing the warmth and joy of togetherness with loved ones. I would like to take a moment to remember our staff and families who have lost their loved ones over the past year. Please know that each of you is not alone in your grief. Many of our staff are indeed going through a challenging time, but I hold onto the hope that healing will come with time.

Although I had limited interactions with Mr. Bob Seaby directly, I have heard from many of our staff that he was not an everyday soul. He was a man of integrity, dedicating his life's work to building Ongwanada, which stands as a testament to his unwavering commitment and passion. The seeds he planted at Ongwanada will continue to grow as we move forward together to build the future of our organization.

We are making progress on the priorities you identified. Our focus remains on staffing, scheduling, and onboarding. Additionally, we are diligently developing our internal budgets for 2024-2025, an exercise that is crucial as the organization works to catch up with day-to-day financial operations. We are fortunate to have our finance team, who are striving every day to stabilize, catch up, and mitigate risks related to the organization's financial and internal controls.

I would like to share that, effective this week, the executive leadership team will be as:

- Lorrie Heffernan, Chief Administrative Officer
- Darlene Ryan, Chief Financial Officer
- Dina Eleslambouly, Chief Operating Officer

I want to emphasize that we have assembled the best leadership team in the sector, with extensive experience working with clinicians, staff, ministry representatives, board directors, and community partners. We are fortunate to have their guidance as we navigate our recovery process, stabilize, and build a strong foundation for the future of our organization. Change comes with different flavors of leadership, communication, and process styles, and I ask for your patience and trust during this transition.

In closing, I would like to share a brief reflection on the culture we aspire to cultivate within Ongwanada. In Japan, it is common for employees to arrive early and park farther away, allowing later arrivals to park closer to the building. This demonstrates deep respect for colleagues and eases the stress of those arriving late. What stands out to me are the life lessons on how we can show our humanity in simple yet authentic ways. Emphasizing collectivism over individualism fosters a cooperative atmosphere, harmony, empathy, teamwork, and collective well-being over individual convenience. As we learn from one another, let us express our gratitude for our colleagues for their time, effort, and support in making a difference in the lives of our supported individuals and their families every day.

Thank you for your continued dedication and support.

Warm regards,  
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Dr. Lak Chinta  
CEO, Ongwanada