

2022-2023

# *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 acknowledge the dedication of all the staff and managers who continue to make Ongwanada a respected leader in Developmental Services. We have become a valuable resource for Eastern Ontario and beyond and have appreciated the support of our funding Ministry in achieving our goals. This became even more evident during the Covid 19 pandemic which is hopefully behind us. We must acknowledge the efforts, dedication and leadership of our CEO, Alastair Lamb, for successfully guiding the organization through this unknown and uncharted territory.

It is easy to dwell on the negatives of Covid 19, but there have been many positive learning opportunities as well. Ongwanada was able to pivot very quickly to follow rapidly changing guidelines thanks to the guidance, expertise and dedication of the management and staff. These changes were difficult as many more things had to be done remotely. Many thanks to our IT support in facilitating this transition. We are all anxious to return to in person activities as much as possible but realize there are now more options for those we support, staff, managers, and the Board who may wish to participate virtually and through hybrid arrangements.

Despite the challenges of the pandemic, it has been a busy and productive year for the Board. To highlight a few of the many achievements this year:

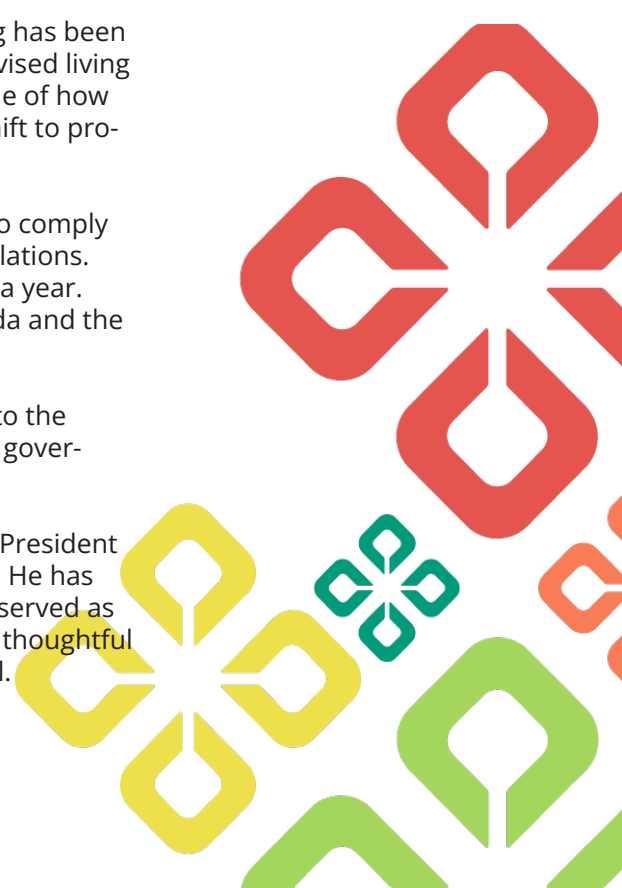
We continued to see a reduction in the number of shared bedrooms in our group homes. This program has been ongoing throughout the pandemic and was very beneficial to those we support and their families and caregivers.

Renovations to #3 Cassidy Street were completed and the building has been occupied. This historic building was renovated to provide a supervised living arrangement for young adults in Kingston. This is another example of how Ongwanada, with the support of our partners, has been able to shift to providing services as the Community needs increase and change.

We have also been busy revising the original Ongwanada bylaws to comply with the new ONCA (Ontario Not-For-Profit Corporations Act) regulations. A dedicated Board subcommittee has been active on this for over a year. The new Bylaws will reflect the growth and evolution of Ongwanada and the services provided.

The organization has been successful in attracting new members to the Board of Governors. This will inject new ideas and energy into our governance model, and we look forward to working with them.

We also say goodbye and a huge thank you to our outgoing Chair/President Roy Smith, who has served on the Ongwanada Board for 41 years. He has worked tirelessly in all the roles he has undertaken and has twice served as Board Chair/President. His historic knowledge of the Corporation, thoughtful approach and counsel has been appreciated and we wish him well.



Change is a constant and we are indebted to the hardworking CEO, Managers, staff, families, community and Board members. We are excited with the direction Ongwanada continues to take as a leader in Developmental Services. Many thanks.

Sincerely,

*David Ariss*

**PRESIDENT, ONGWANADA BOARD OF GOVERNORS**



# CEO's Message

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The world and the organization slowly returned to something approaching normal pre-Covid operations over the course of 2022/23. But changes made during the previous 2 – 3 years and the impact of the pandemic will have a lasting effect.

Positives from the changes made during the pandemic that have become embedded in the operation of the organization include:

- The use of technology by individuals supported - allowing them to communicate virtually with friends and family; this resulted in the creation of a grant-funded position in the organization to assist supported individuals and their families with technology use, and provide them with information around safe internet browsing practices etc.
- The use of technology - to facilitate meetings held virtually that previously were held in person, thereby reducing the time, the cost and the environmental impact of travel.
- Hybrid work arrangements - with many staff working part-time from home and part-time from the office, an arrangement that works well for both parties, reducing staff commuting time and cost while benefitting the environment and allowing office-sharing, thereby reducing office space demands.
- Re-imagining how the organization conducts its business – changes made to keep staff and supported individuals safe while continuing to provide service have shown that Ongwanada has the capacity as an organization to quickly respond to rapidly changing demands on resources, services and staffing.

There were of course negative impacts from the pandemic that continue to affect the organization, our staff and the individuals we support, including:

- The impact of the pandemic on the mental well-being of supported individuals and staff cannot be understated. Lengthy periods of isolation, and an inability to participate in social events and meet friends and family negatively impacted staff and supported persons alike. These impacts manifested themselves in increased behavioral challenges of some supported individuals and increased absences due to ill health among staff.
- The pandemic impacted the ability of many organizations across the social service and health fields to find and recruit new staff to replace those who left. This challenge remains, compounded by increasing competition among organizations in these fields from a limited pool of available staff. This resulted in many staff carrying heavier loads and working more and longer shifts, contributing to fatigue, burnout, and mental health impacts.
- Program reductions and closures to meet public health infection control requirements forced us to limit participation and on occasion close many programs, for example community participation supports (day

programs), resulting in greater social isolation and impact on the mental health and well-being of the individuals who would normally attend.

Fortunately, the organization is slowly returning to a more regular mode of operation with participation in most programs getting back to pre-pandemic levels, as the data in this report shows. Also, staffing is slowly improving, absences are reducing and challenging behaviours are decreasing.

Despite the residual operational effects of COVID, over the past year Ongwanada has:

- worked in partnership with the City of Kingston and CMHC to renovate and open our Cassidy Street location for Transitional Aged Youth,
- worked in partnership with families, program attendees, and staff to reimagine our community participation support program (day program) at Crescent Centre,
- worked in collaboration with Queen's University School of Rehabilitation Therapy to conduct research on how people with developmental disabilities communicate
- worked in partnership with Providence Care, Kingston Health Sciences Centre, Queen's University and the Limestone District School Board to expand our Psychology Internship Program.
- reviewed and revised our organizational by-laws to ensure compliance with the new Ontario Not-For-Profit Corporations Act and updated our charitable purposes
- recognized and celebrated the retirement of two members of the senior leadership team, and
- restructured our leadership team, creating the positions of Chief Operating Officer, Chief Finance and Administration Officer and Directors of Community Service, Planning and Social Service, Clinical Support Service and Human Resources.

It is unlikely, that Ongwanada will ever return to how it operated prior to March 2020. The lasting impact of the pandemic will be felt for many years to come. Yet, throughout the past three years the organization, its staff and the people supported have shown a flexibility, a fortitude and a strength that will serve the organization well into the future as we embrace ongoing and inevitable changes within the developmental disabilities sector and society at large.

Respectfully submitted,

*Alastair Lamb*

**CEO, ONGWANADA**



# Over the Past Year

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## PEOPLE MINDED BUSINESS PILOT PROJECT

Ongwanada began a pilot project focused on exploring new ways to support people attending day programs, with Crescent Centre being the main focus. Planning for this pilot project started in May 2021.

People Minded Business (PMB), a consulting firm with expertise in developmental services was retained to facilitate an inclusive and collaborative project. The project brought together people receiving supports, family members/Host Family Providers/caregivers and Ongwanada employees, including front line day support staff and 2 supervisors from Crescent.

The primary intent of the project was to shift and evolve the way in which supports were provided

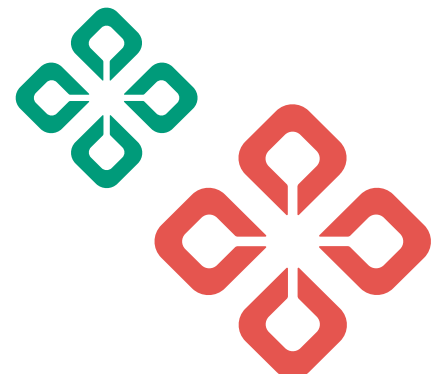
1. Away from fitting people into programs that we offered, and towards creating supports and programming based on what people receiving support wanted
2. Away from the congregate-care type of setting.

A core group of people who expressed interest in participating in the pilot project was formed. The group co-designed and piloted a new approach to providing day supports, using information gathered through multiple sessions together since July 2021.

Evaluations and check-ins were employed throughout the process. As this pilot project wrapped up, the findings, learnings and successes were presented within Ongwanada and at the Ontario Association for Developmental Disabilities fall workshop and Community Living Ontario's annual conference in the fall of 2022. Findings from this initiative have demonstrated how we need to evolve our day supports at Crescent and at other day support areas including at ORC and our new community participation service in Napanee to better meet the expectations of program participants.

Many successes have resulted from this initiative. An area identified as a primary focus by the people accessing services and supports at Crescent was to do something meaningful in their community. With this, a new furniture refurbishing program, identified from input from our pilot project, was launched. All proceeds from refurbished furniture sold was used to purchase items needed by those homeless or precariously housed in the Kingston community. In addition, Crescent secured a \$5,000 grant from the Kinsmen Club of Kingston towards this initiative. This speaks to the dedication and passion of the staff, the people accessing supports at Crescent, and their efforts in contributing in a meaningful way to the local community and some of its most vulnerable residents.

Submitted by: Lori Johnston



# Over the Past Year Continued

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## QUEEN'S RESEARCH STUDY

The goal of this project, working with adults with developmental disabilities (DD), their caregivers, and Ongwanada staff was to identify factors that can facilitate communication and decision making for adults with DD, providing opportunities for meaningful social participation in keeping with their aspirations and wishes. This project allowed Ongwanada to support adults with DD in a manner that truly embodies our mission of support, respect and choices by identifying the means of communication preferred by those with DD, who rely on, or could benefit from assistive augmentative technology (AAT). AAT tools could include Tap It boards or personal devices such as iPads.

The primary aim of this study was to explore the interests, ambitions and life goals of adults with DD to better understand what is meaningful to them, and to gather their perspectives, and those of their families and service providers regarding barriers and facilitators for communication and meaningful social participation. This information provided valuable input on the wishes and goals of someone receiving support and services at Ongwanada. This input was used in developing their person-centred plans, on supports and programming they would like from our day support, which ties to our PMB pilot project, and to enhance effective communication in adults with DD.

The project has an Advisory Board consisting of self-advocates/persons served, front line staff, supervisors, managers, clinical and IT staff along with senior managers, to get a wide variety of input of experience and knowledge from across multiple areas.

The findings of this research study were presented at Ongwanada's Quality Supports and Services committee in January 2023, and at a workshop facilitated by OADD to share our findings. In addition two papers have been submitted to leading peer-reviewed journals by the Queen's research team, for publication in the fall of 2023.

Submitted by: Lori Johnston





# Over the Past Year Continued

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## KINGSTON INTERNSHIP CONSORTIUM

Established in 2003 and accredited through the Canadian Psychological Association in 2008, the Kingston Internship Consortium (KIC) was established to develop the skills of psychology residents completing their final year of Doctoral training. KIC was thoughtfully constructed in partnership with well-established Kingston agencies, each providing a unique perspective on the role and skills of psychologists in working with acquired and developmental disabilities.

Providence Care, Kingston Health Sciences, Queen's University and Ongwanada were the initial participants in the internship consortium. However, in the last 12 months, KIC has expanded by adding another site, The Autism Diagnostic Hub (through Kids Inclusive), under the direction of Dr. Tess Clifford. In September of 2022, KIC also added Limestone District School Board to the consortium as a partner agency, and this site (under the direction of Dr. Petra McDowell) will be available to accept interns in the Fall of 2023.

KIC continues to offer opportunities for psychology interns (residents) to expand their clinical skills and apply their acquired knowledge working with individuals across the lifespan, including children and adolescents, adults, and seniors. We look forward to re-accreditation through CPA in 2024.

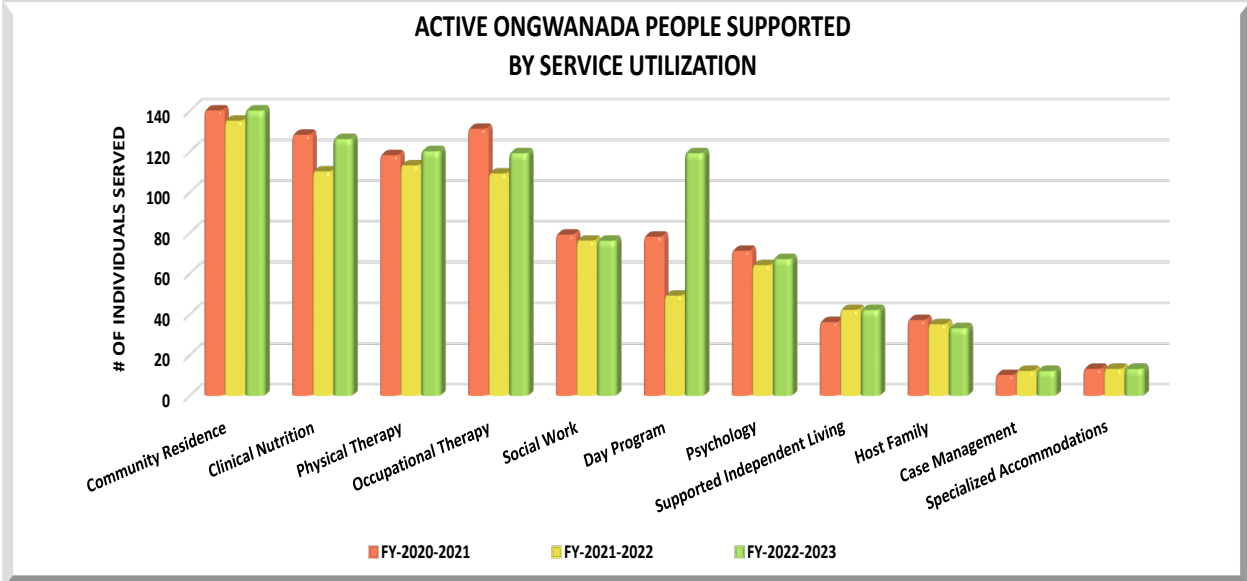
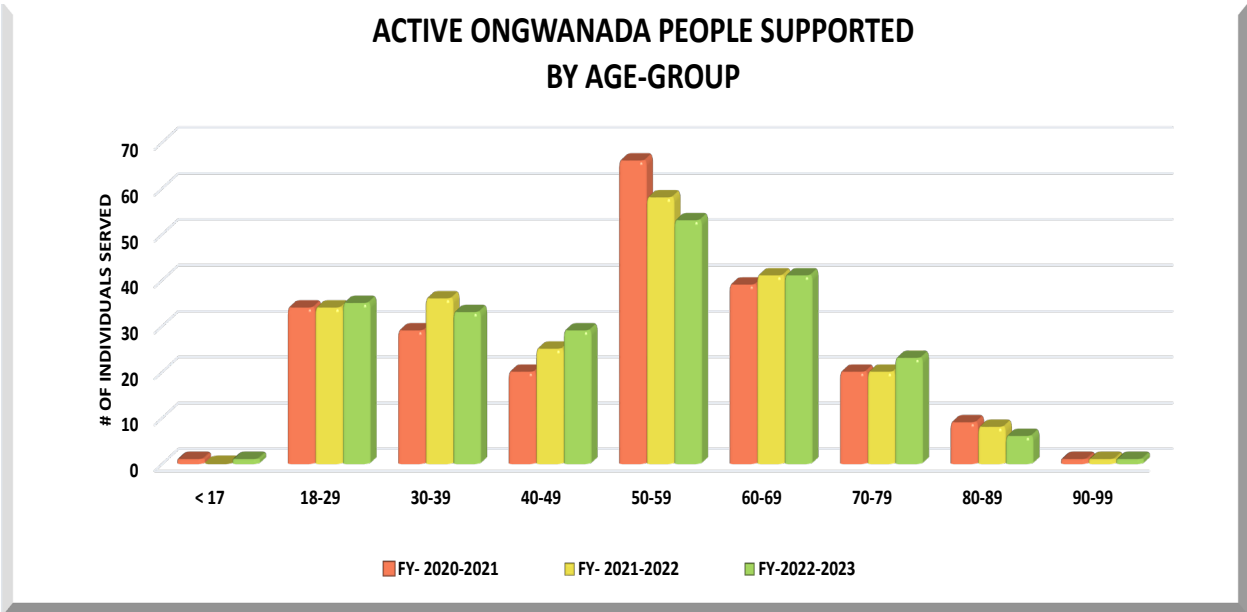
Submitted by: Dr. Sean Kerry



# The Breakdown

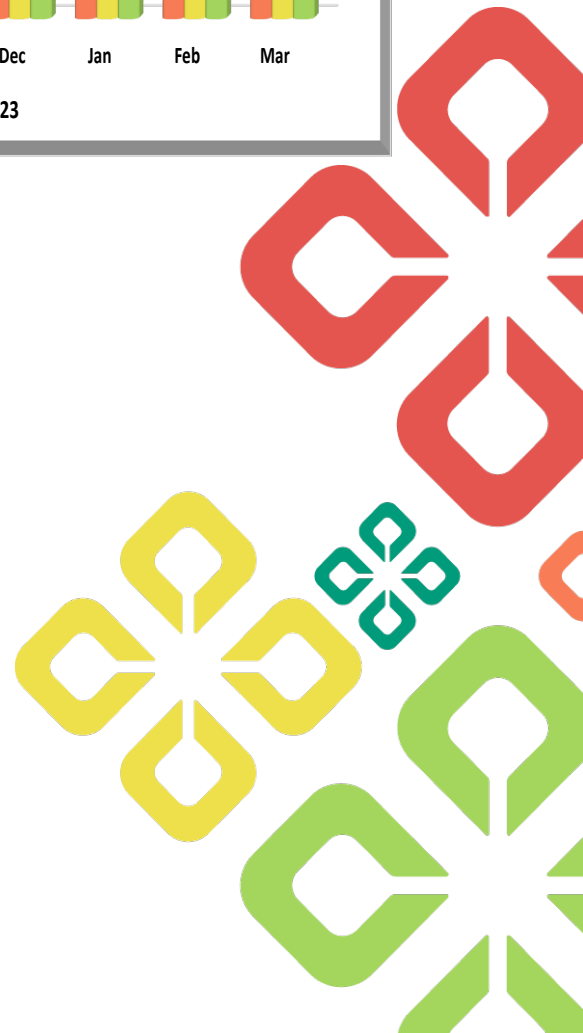
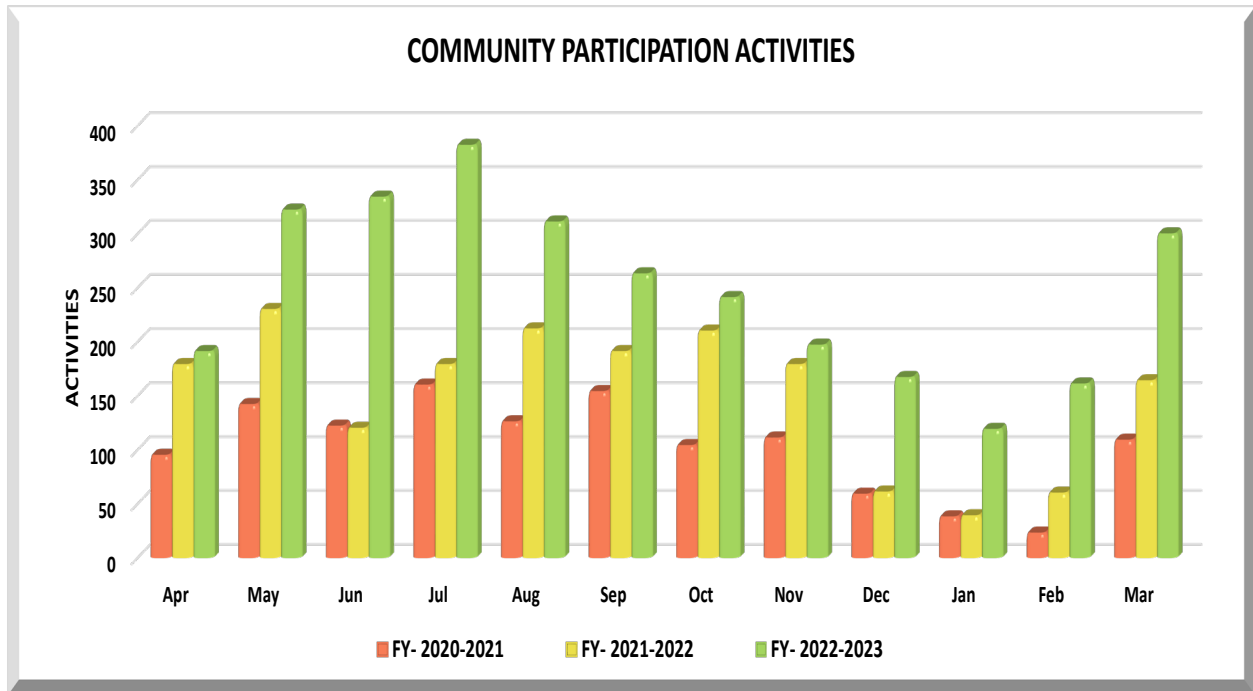
## ONGWANADA SUPPORTED PEOPLE

Supported people who fall into this category include those who live in an Ongwanada supportive living setting or clinical home or those who are supported by Ongwanada’s Host Family and Supported Independent Living programs. Most of these people have an older age profile, with an average age of 51 years. Of note is the significant increase in community participation activities for individuals supported by Ongwanada in 22-23 relative to the previous two Covid-affected years. Also, a dip in activities over the winter months is expected.



# The Breakdown Continued

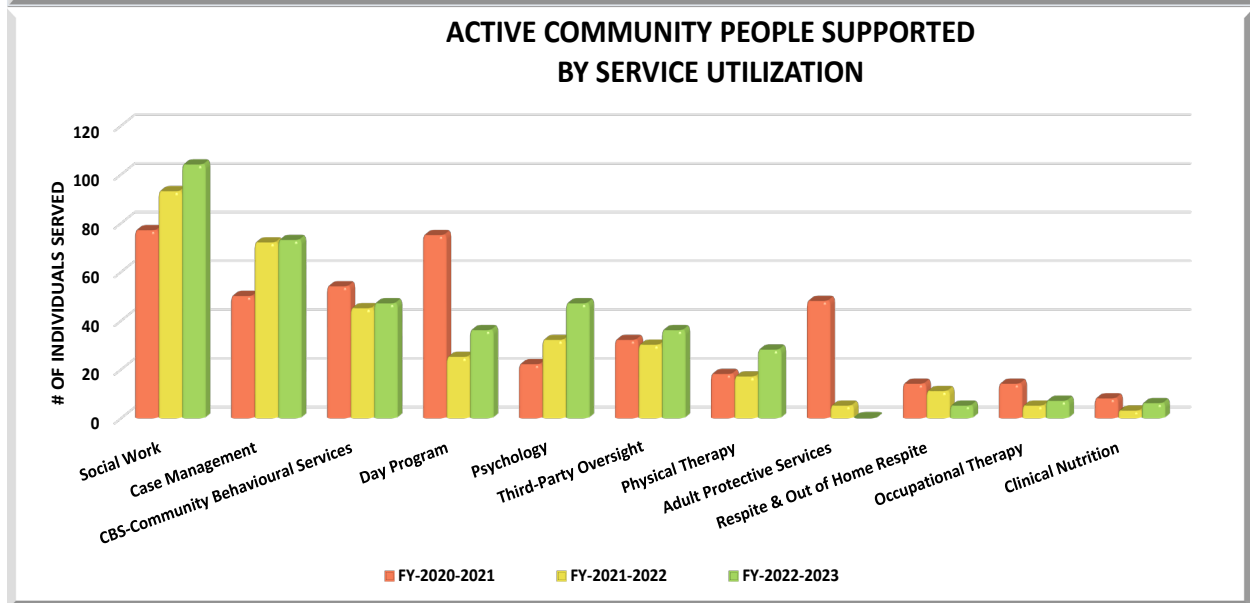
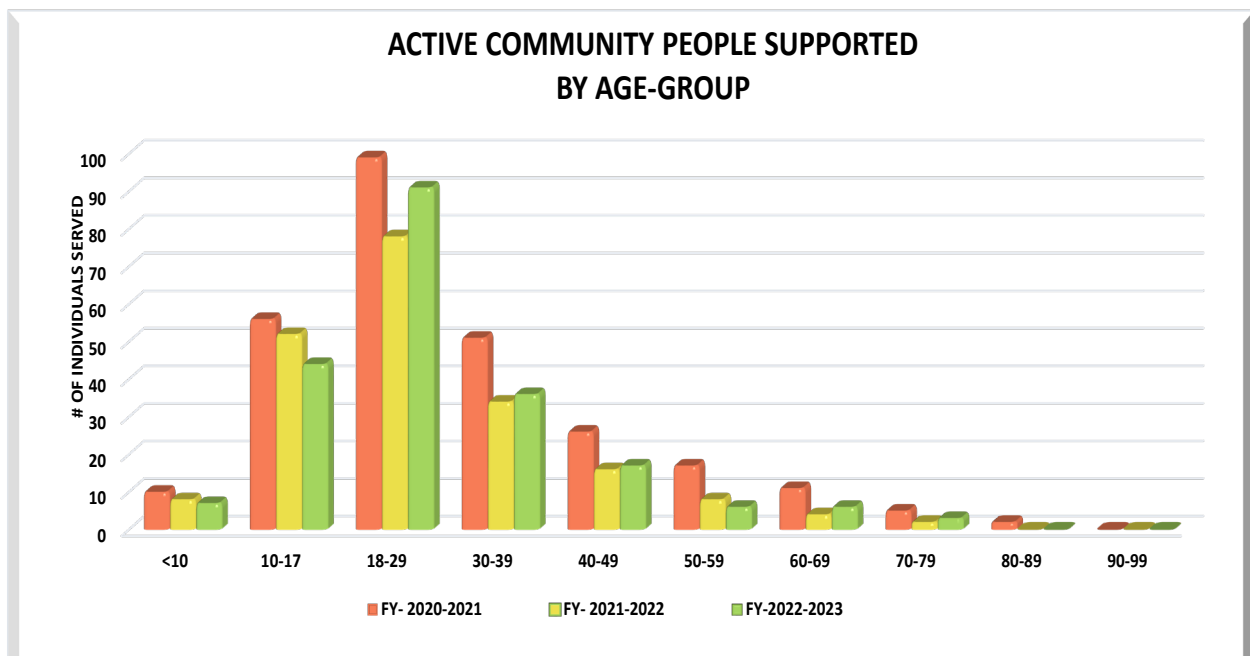
## ONGWANADA SUPPORTED PEOPLE



# The Breakdown Continued

## COMMUNITY SUPPORTED PEOPLE

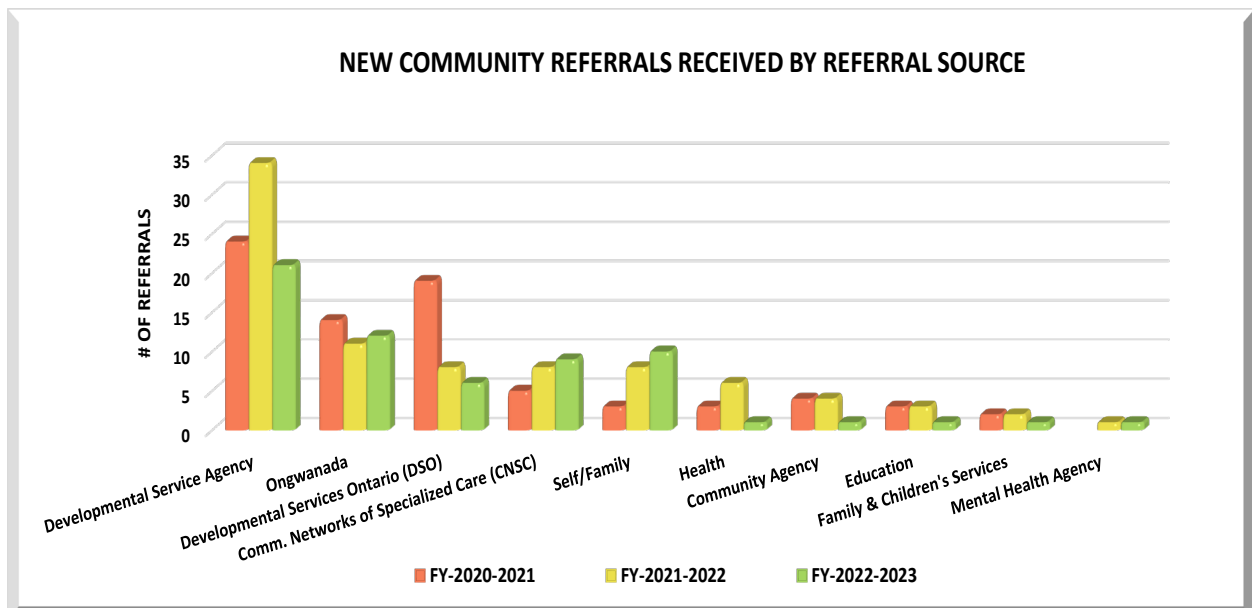
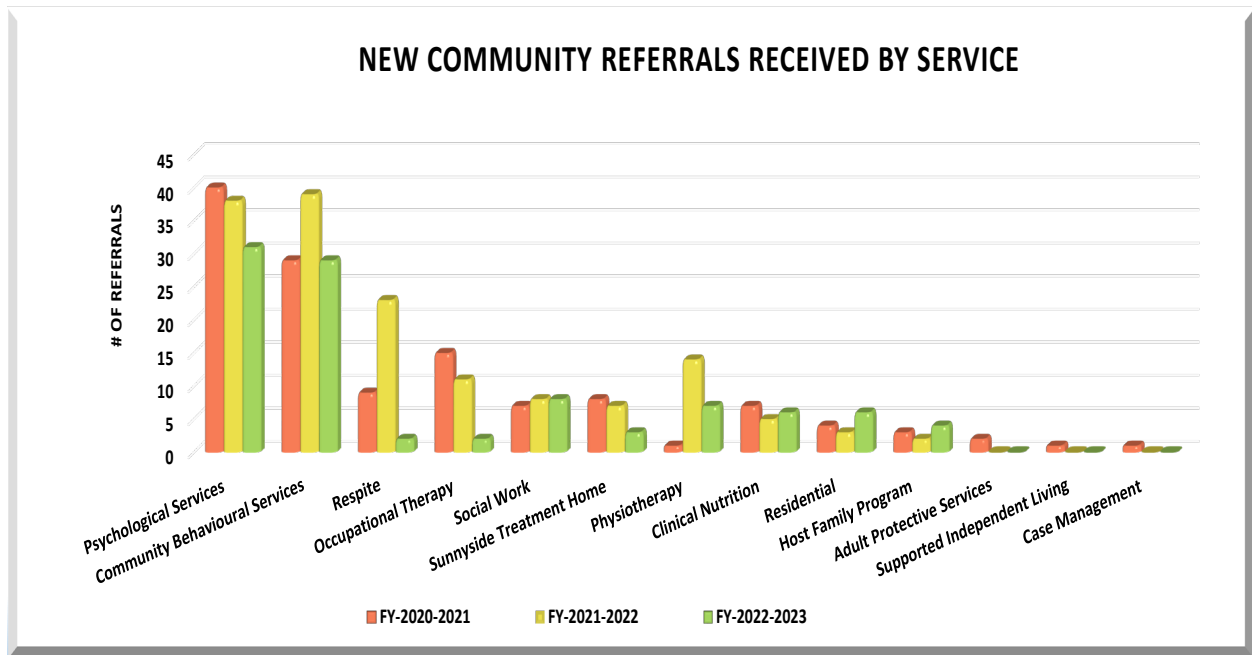
Community Supported people are individuals who live in the community, and receive some supports from Ongwanada. Many are of a younger age group, with an average age of 25 years. Participation in Community Support (day program) by community-based individuals is slowly returning to pre-Covid levels.



# The Breakdown Continued

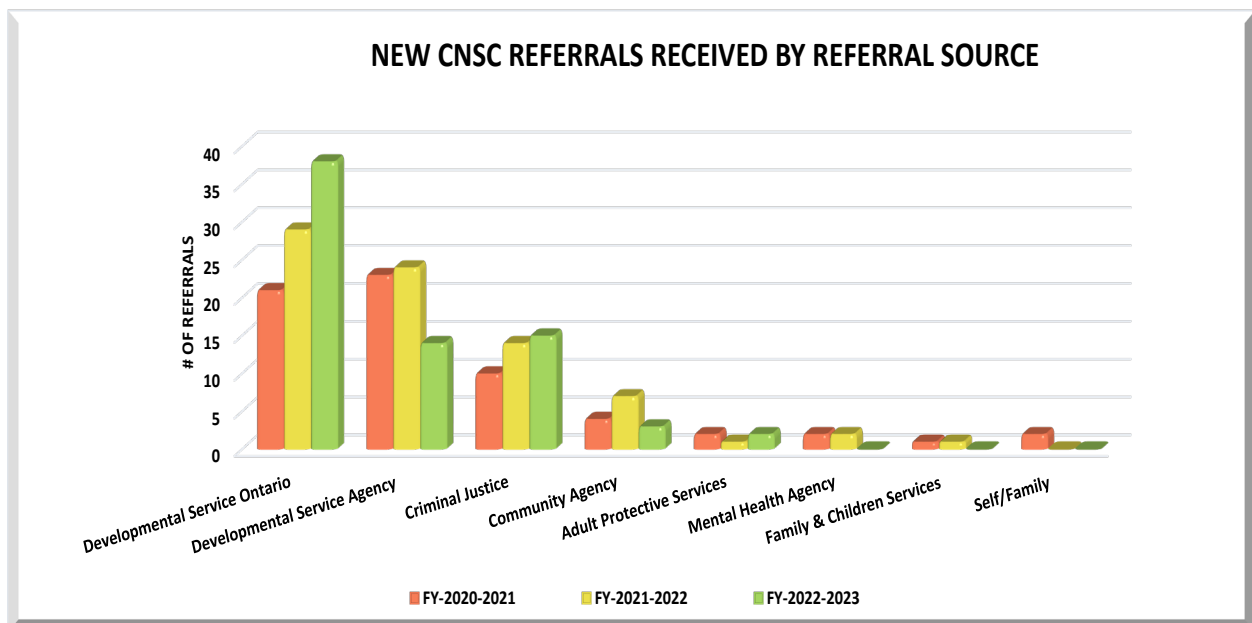
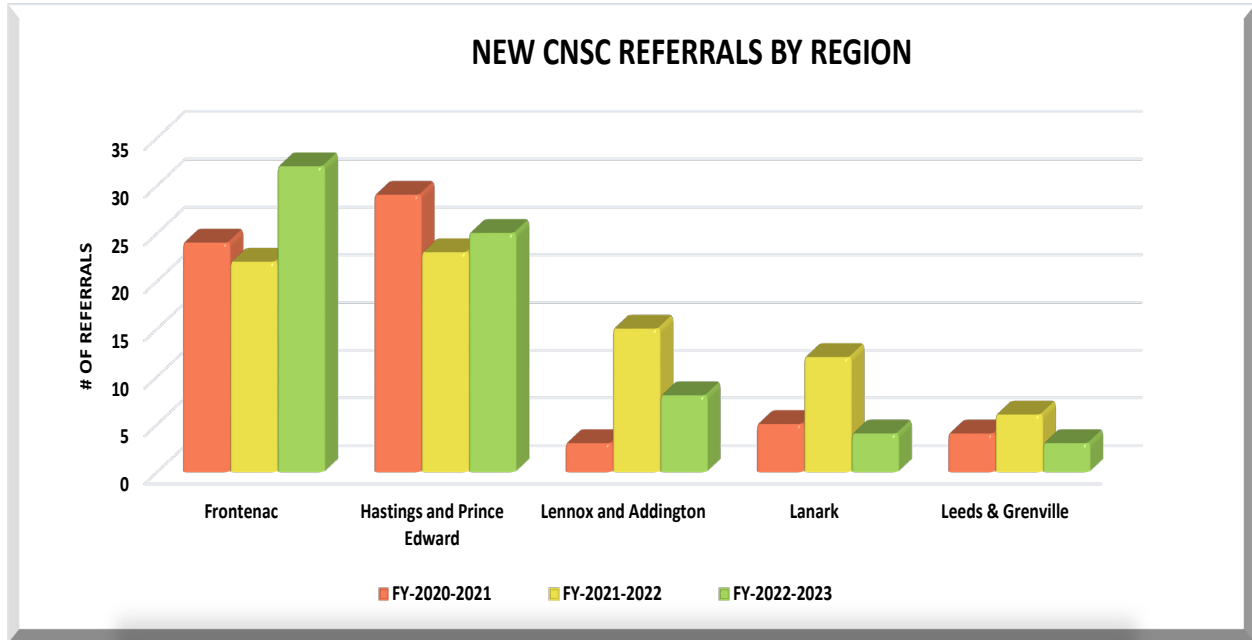
## NEW COMMUNITY REFERRALS

The decrease in community referrals for some services, e.g. Psychological Services and Community Behavioural Services is the result of lack of available resources to meet increasing demand due to inability to find and recruit suitable staff.



# The Breakdown Continued

## COMMUNITY NETWORK OF SPECIALIZED CARE



# The Breakdown Continued

## SERVICE HIGHLIGHTS

<b>Service Highlights</b>		
<b>Ongwanada Individuals</b>	<b>2021-2022</b>	<b>2022-2023</b>
# of Supported Group Living Settings	28	28
# of individuals supported in Supported Group Living	148	153
Average age of those in Supported Group Living	53 years	52 years
# of Host Family Providers	32	31
# of individuals supported in Host Family/Life Share	35	33
Average age of those in Host Family/Life Share	50 Years	51 years
# of individuals in Supported Independent Living	42	42
Average age of those in Supported Independent Living	46 years	46 years
<b>Community Participation</b>	<b>2021-2022</b>	<b>2022-2023</b>
# of Community Participation Services locations	2	2
# of individuals supported in Community Participation Services	74	146
Average age of those in Community Participation Services	45 Years	47 years
<b>Demographics of Employees</b>	<b>2021-2022</b>	<b>2022-2023</b>
# full-time	300	302
# part-time	73	97
# casuals	203	234
Average Length of service	14 Years	12 Years
Average Age	45 Years	43 Years

## *3 Cassidy Street*

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### **NEW TRANSITIONAL MODEL**

Welcome to Cassidy! After some delays in construction, Cassidy Street was very excited to open its doors to their first tenant on Dec. 15, 2022. Cassidy Street is a new program which will endeavor to support transitional aged youth (TAY) who have the goal of living independently in their community.

The Cassidy Street program is a three-phase model for youth transitioning from children's services (with a focus on those with complex special needs or who are leaving the care of child welfare) into adult developmental services.

Phase 1 of the program is with Ongwanada and is a transitional placement (up to two years with exceptions based on individual needs) located on Cassidy Street for youth who aspire to independent living but whose level of complexity indicates a need for additional support to ensure their future success.

Phase 2 of the program is with Community Living Kingston and District (CLKD). Through an expansion of CLKD's existing Compass program, transition-age youth will be supported to live in their own apartment secured by CLKD.

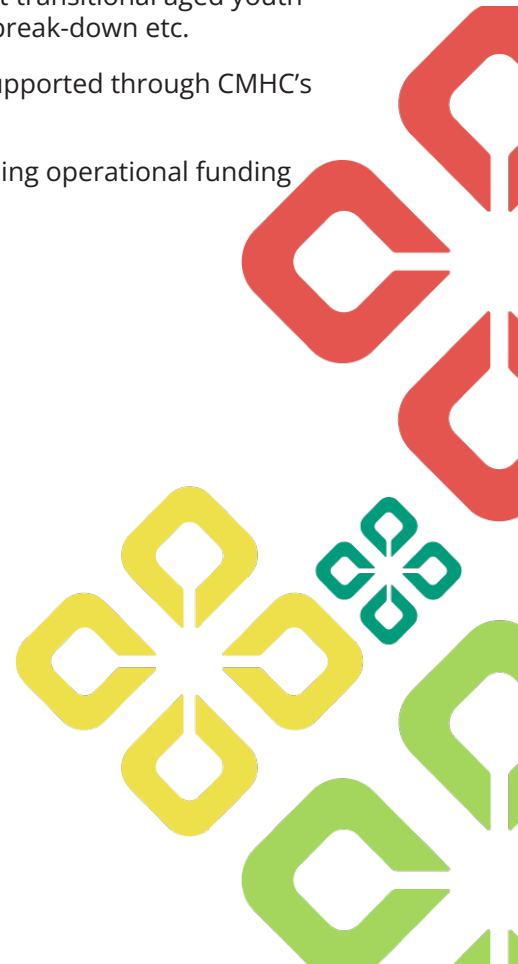
Phase 3 of the program will see the continued collaboration with developmental service agencies across the region; youth will be supported in transition to a traditional supported independent living model in the community of their choice.

Based on their need and skill-level, youth may enter the program at any phase and will transition between phases based on an assessment of their readiness to move to another level of support. The anticipated tenure of program participants at Cassidy St. is two years.

Two short-term emergency beds are also available at Cassidy St. to support transitional aged youth with developmental disabilities at risk of homelessness due to placement break-down etc.

Cassidy Street was approved as one of four projects the City of Kingston supported through CMHC's Rapid Housing Initiative, which funded the Cassidy Street renovations.

MCCSS was extremely supportive of this initiative and committed to providing operational funding





## 3 Cassidy Street Continued

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As of today, Cassidy Street tenants are all on their own paths towards independent living. TAY staff will offer support & guidance with activities of daily living; at an arms-length, in an effort to promote learning. Program tenants will be given the responsibility of making their own life decisions, and the Cassidy street program & staff will act as a supportive safety net as tenants learn to live independently on their own for the first time. We are all very excited to support these individuals on their journey, and hopefully see them living independently in their community in the not too distant future.

I would be remiss to not thank a few parties in particular: firstly to the staff team for their patience / flexibility with construction & program adjustments. A big thank you to the Ongwanada maintenance staff team for all of their help in these first few months. Also, thank you to CLKD for their willingness to partner and support us in this journey, the City of Kingston, MCCSS, Anglin Construction, IBI Group and CMHC.

Submitted by: Matthew Sinclair



# Financial Highlights

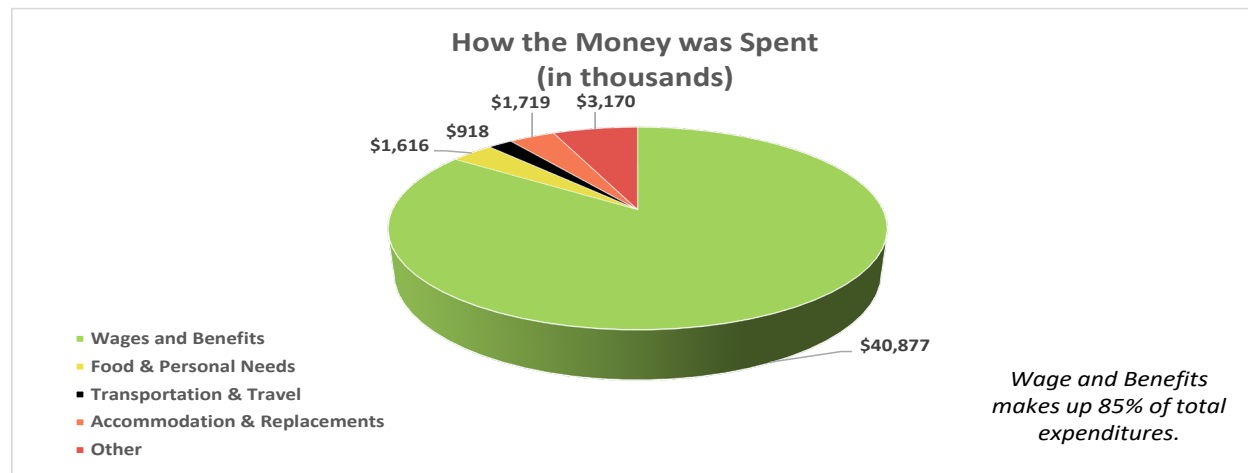
## UNAUDITED 2022-2023

Over the last year, Ongwanada has continued to support children, youth and adults in a fiscally sound way. Our focus remains on offering high quality, individualized, and community-based supports and services, while responsibly managing public and donated funds.

Total gross expenditure was up by 1.7% at \$49.3 million, due to increased salaries and benefits paid out for permanent wage enhancement payments made to eligible staff as well as increased individualized funding payments for persons served. Fiscal funding from MCCSS increased by 3.7% to \$46.8 million. Total offset revenue was down by 35.6% at \$2.2 million, bringing total gross revenue to \$49.0 million and resulting in a balanced budget.

In 2023/24 funding levels from MCCSS are anticipated to remain at the same funding levels as in 2022-23.

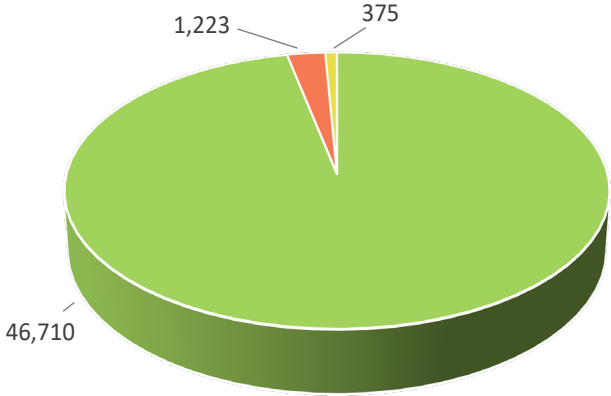
Financial results for Ongwanada are prepared by our Finance department staff, which are presented in accordance with the Chartered Professional Accounting Handbook. These financial results will be audited by our external auditors at KPMG. Audited financial statements, the Auditor's Report and notes pertaining to our financial statements are available upon request through the Ongwanada Executive Office or on our website.



# Financial Highlights Continued

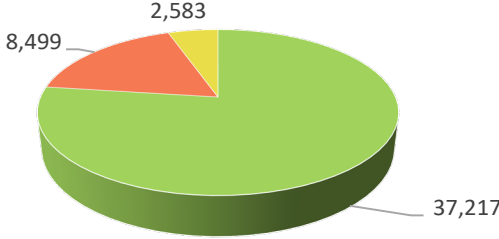
UNAUDITED 2022-2023

**Funding Sources 2022 - 2023**  
(unaudited)  
(in thousands)

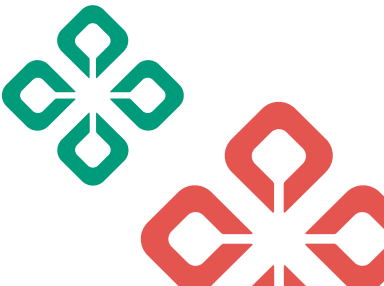


- Ministry of Children and Community Social Services
- Supported Individual Co-payment
- Other and Interest income

**Financial Highlights**  
**2022 - 2023**  
(unaudited)  
(in thousands)

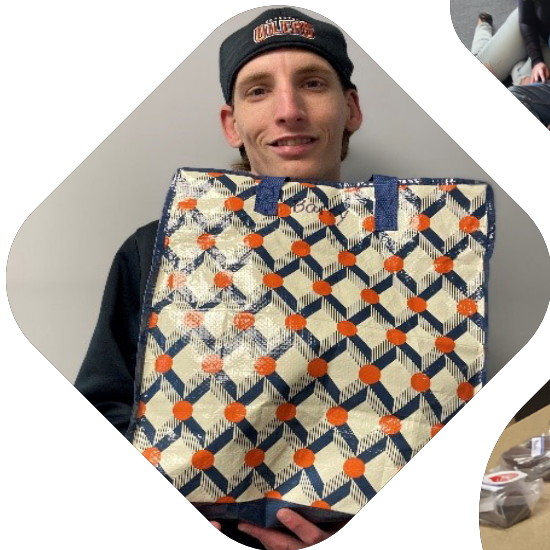


- Group Living Services
- Community Participation Services
- General Administration



# Activities

Volunteering to give back to the community is an identified passion and goal of the staff and supported individuals at Ongwanada. Most recently, staff and supported individuals have been assisting with delivering for the Meals on Wheels program, sewing heart pillows for cardiac patients, creating and auctioning off refurbished furniture, and using the funds to purchase items for local organizations in need. Volunteer work is so profoundly enjoyed that a new group has even been formed called the "Crescent Kindness Crew," with the primary focus of working year-round to volunteer in our community in many different capacities.



# *Acknowledgments*

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## **BOARD OF GOVERNORS**

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Jack Thompson, Past President  
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