

ONGWANADA Strategic Plan 2021 - 2024



Ongwanada

Support, Respect, Choices | Appui, Respect, Choix

A Plan for Changing Times

July 2021

Acknowledgements:

Thanks to Many Participants & Contributors

Ongwanada's Board of Governors commissioned the 2021 strategic plan at the end of Vision 2020 – Ongwanada's previous plan.

This plan, providing essential direction to the organization was developed from input provided in person, virtually and in writing from over 200 individuals.

Our appreciation is extended to everyone who gave their time, ideas and input to assist in the development of our strategic priorities.

Consultation Documentation:

Full documentation from the various consultations, online surveys and other forms of participant input is available.

Overview: Ongwanada’s Strategy Development Process

With Ongwanada’s last strategic plan (Vision 2020) coming to an end and with the appointment of a new CEO in February 2020, the Ongwanada Board of Governors commissioned a review of the organization’s mission, vision and values as well as renewal of its strategic plan to guide the organization through 2024.

This work commenced at a time of great uncertainty for the organization, the people it supports, its staff and the world at large as a result of the COVID-19 global pandemic.

It also occurred at a time when the Ministry of Children Community and Social Service was undergoing its reform agenda and long-term vision “[Journey to belonging: Choice and Inclusion](#)”.

Despite the challenges presented by the pandemic, extensive consultation with the following stakeholders took place in person, virtually or through written submission:

- Supported individuals and their families,
- community partners,
- Ministry officials,
- front-line and clinical/professional staff, supervisors, and department heads,
- senior management, and
- Members of the Board of Governors.

There was a remarkable degree of consistency in the feedback received. Not only did everyone seem to be on the same page, but the feedback received was very congruent with the Ministry’s strategic plan objectives.

In addition to the input that helped determine the strategic priorities, many other ideas and suggestions for tactical approaches were received and will be incorporated in the planning and implementation of the strategies.

After a review of the strategic objectives by Ongwanada’s Senior Leadership Team, the recommended plan was presented to and approved by the Board of Governors on March 30, 2021. In the final step, the *Plan for Changing Times* will be brought to life through detailed operational and budget planning as well as capacity-building initiatives both inside the organization and in the broader community.

A Fast-Changing Strategic Landscape:

The developmental services field is a fast and ever-changing landscape. In addition to increasing numbers of individuals and families seeking support, provincial initiatives and directions are impacting the field; specifically, increased person-directed funding, Passport funding and sector reform culminating in the Ministry's Journey to belonging: Choice and Inclusion. Navigating through the pandemic and its long-lasting impacts and effects also have to be considered.

Key impacts to the development of this plan include:

- Individuals being referred to Ongwanada for service and support are increasingly younger, with varying needs and expectations based on their family and community experiences.
- Ongwanada's services must support those presenting with complex or challenging needs for support.
- Families of today have different expectations for support, seeking a range of options, choices and increased opportunities to make decisions.
- Some of Ongwanada's long-standing supported individuals are aging, with emerging concerns related to health, dementia, palliative and spiritual care.
- Changing provincial policy and funding dynamics now provides direct funding to families (rather than funding supports exclusively through agencies), putting emphasis on increasing access and placing priority on social inclusion and community engagement.
- Community partners (as well as the Ministry) increasingly look to Ongwanada as a collegial, collaborative partner to share in supporting individuals —with an outward community focus and active involvement in the network of services.
- Internally, Ongwanada is experiencing forces for change including impending retirements from key leadership positions; technological change; performance measures, outcome measures; communication, engagement, training, process redesign, and similar impacts.

Ongwanada's Framework for Strategy Development:

The strategic plan sets out the organization's most important priorities. These in turn serve as the principles used to guide the efforts of the Board, Senior Management, clinical/professional and front-line staff, Home Share providers, and volunteers. These priorities are developed, within the higher-level context of the organization's mission, its vision for the future, and its values.

*The **Mission Statement** provides a broad outline of what the organization does and why it exists.*

Ongwanada's Mission:

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.

*A **Vision Statement** describes what the organization would like to be and the difference it aims to make in the world.*

Ongwanada's Vision:

Working as one with supported persons, their families, service agencies, governments and partners across the region, building community capacity and specialized resources, empowering those with developmental disabilities to thrive in their communities.

Taking a leadership role in the provision of person-centred clinically-focused supports and services in Eastern Ontario.

*With the Mission as the journey, and the Vision as the destination, the organization's **values** that determine its culture and day-to-day way of working.*

Ongwanada's values:

Following a *servant-leadership* philosophy, 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.

Servant leaders consider the needs of others, especially team members, as they consider their own needs. They acknowledge the perspective of other people, give them the support they need to meet their work and personal goals, involve them in decisions where appropriate, and build a sense of community within their team. This approach leads to higher engagement, more trust, and stronger relationships with team members and other stakeholders. Everyone can be a servant leader, whether or not they occupy a traditional leadership role; it is the attitude, not the title that determines a servant leader.

2021 - 2024: Strategic Priorities

1. ***Tuning up the Teamwork*** (*Working as One*)

- Establish mechanisms to Improve operational communications between front-line staff, with other homes/units and supervisors/managers/SLT.
- Give supported persons, their families and front-line staff more effective opportunities to have a say and influence decisions affecting their supports.
- Review ways to meaningfully show respect for the opinions of front-line staff and family members, and demonstrate how they are valued and appreciated.
- Establish new channels for staff/the organization to work with families and community/agency partners in a more integrated way.

2. ***Adjusting to Complex Challenges*** (Revamping Internal Capacity/Processes)

- Adjust operational processes, person-centred approaches, training and resource deployment to support staff more effectively to meet the complex needs of people supported
- Improve the fit/mix of individuals in homes and reduce potential negative impacts of transfers from home-to-home.
- Respond to perceived needs for respite and palliative support.

3. ***Addressing External Pain Points*** (Responding with System-Focused Initiatives)

- Provide leadership in working with families and the community to develop innovative and affordable alternative housing solutions.
- Improve community integration/community-based activities with partners.
- Develop closer working relationships with other sectors, especially the health care sector.
- Explore doing more to provide supports in the area of services for children.
- Provide leadership in adjusting to the enduring impacts of the pandemic.

4. **Leading the Way and Telling Our Story** (Pursuing Innovation, Advocacy and Promotion)

- Promote awareness of services and reinforce Ongwanada's reputation.
- Engage with stakeholders to help them understand Ongwanada's role/services
- Be stronger advocates for the Developmental Services sector

Now What?

The organizations' strategic objectives are operationalized through its annual operating plan; this plan provides the who, the what, the where and the when direction for the work to be done to accomplish the strategic objectives.

The Senior Leadership Team will develop specific workplans that translate the strategic priorities into tangible, measurable action items that propel the organization toward the accomplishment of the strategic objectives.

The high-level operational plan describing implementation phases will be presented to the Board of Governors for approval in the fall of 2021.

Progress on the accomplishment of the outlined strategic priorities will be reviewed regularly. Such reviews may result in changes or adaptations of the strategic objectives in response to internal or external pressures.

Background considerations:

There were a number of issues at play during the development of the strategic plan; these will remain as significant influencers on the future of the organization and how it provides service for the foreseeable future:.

- **Global Pandemic:** There is no question that the COVID-19 global pandemic has impacted the manner in which Ongwanada operates; some of these impacts will be time-limited, others will be long-standing or permanent in nature, all have forced the organization to consider how it operates.
- **Infection Prevention and Control (IPAC):** Greater consideration and emphasis is being given to infection control practices; Ongwanada has assumed the role of IPAC Lead for all congregate MCCSS settings across the Kingston, Frontenac, Lennox and Addington region. These considerations include addressing double-occupancy bedrooms; reviewing and adjusting the number of participants in a given program; how program content is delivered
- **Virtual activities:** Lockdowns, work-from-home orders and an inability to meet face-to-face has forced many activities previously conducted in-person to be conducted virtually; these range from Board of Governors meetings to person-centred-planning activities. This has really opened up the means by which activities are conducted, messages communicated etc.
- **Work from home:** Many staff who were able to fulfill their employment responsibilities from home were encouraged to do so; these arrangements will remain in place at least in part for many staff
- **Vulnerability of supported individuals:** More so than ever, the pandemic highlighted the medical and social vulnerability of the people supported by Ongwanada.
- **Vaccination:** Operating issues for supported individuals and staff who have elected not to be vaccinated have to be considered; mechanisms by which supported individuals and staff can receive the necessary supports in this circumstance needs to be developed
- **Increasing Financial Pressure:** As the world comes out of the pandemic, emergency spending is curtailed, and the government attempts to balance its budget, it is entirely possible that funding for all services, including developmental services will be significantly constrained

Summary of Journey to belonging: Choice and Inclusion

The Ministry of Children Community and Social Service launched its reform vision for the sector in the spring 2021. This 10-year strategic vision, based on feedback from numerous stakeholders received the following input:

Person-centred supports: Supports should respond to people's strengths, individuality and changing needs.

Early and proactive supports: People would be better supported in the long term with more proactive planning and supports.

Growing demand and wait times: The demand for services is higher than availability and the current system prioritizes those in crisis for services. For others, long wait times prevent them from getting needed services. Existing funding and supports may not meet their needs.

Funding: Funding should be fair, flexible and responsive to people's needs. People should be able to control more of their funding directly.

Support for families and support networks: Families and support networks ...are often stretched, requiring supports to continue. Many people may not have natural or social supports or families ...

Culturally appropriate and regional supports: There is a lack of access to and a shortage of culturally appropriate services to support diverse communities, including Indigenous and Francophone communities.

Barriers to accessing services: Discrimination, negative attitudes, stigma, and lack of awareness about people with developmental disabilities prevent people from getting appropriate access to housing, healthcare, education and employment.

Flexibility and responsiveness: People and providers need flexibility to innovate and respond to individual situations.

Quality and experience: People, families and service providers need more information to make decisions about quality services.

Workforce: Staff are dedicated to supporting people throughout their lives and should have training and developmental opportunities to help them meet the changing needs and goals of the people they support.

This feedback resulted in the following Vision:

People with developmental disabilities are supported by their communities, support networks and government to belong and live inclusive lives. People are empowered to make choices and live as independently as possible through supports that are person-directed, equitable and sustainable.

With the following guiding principles for reform

Our vision for the future focuses on people and how they can belong in their communities and live meaningful lives. In addition to the vision, the following principles will help guide the work and the plan for reform:

- **People receive support based on their needs** - Greater equity through individualized funding and budgets tied to people's assessed needs.
- **Services build on the strengths of people and supports provided by families, support networks and communities** - Supports complement services available in the community and are culturally appropriate to reflect the needs of Indigenous people, Francophones and diversity within our communities, while also reflecting regional differences across the province.
- **Supports are person-directed and flexible** - People have more control over directing and managing their funding and supports.
- **Supports are proactive and responsive to people's changing needs across the course of their lives** - Greater focus on early intervention and prevention for people, with supports that are better integrated with other sectors.
- **Services are driven by evidence, outcomes and continuous improvement** - More emphasis on outcomes and quality services that are responsive to feedback from people using them.
- **Services and supports promote health, well-being and safety** - Services promote positive health and wellness outcomes and a high quality and meaningful life experience. Supports help address systemic barriers (for example, discrimination, racism, ableism) that prevent people from accessing supports and fully participating in their communities.
- **System is sustainable** - Improving the ability of developmental services to help people now and into the future.

A full outline of the MCCSS reform agenda is available [here](#):

The synergy between the MCCSS Vision for the future of developmental services in Ontario and Ongwanada's recently developed strategic plan indicates that the organization's strategic objectives are fully aligned with those of its governing Ministry.

Ongwanada — Part of a Network of Community Partners

In the East Region served by Ongwanada, many community partner and service delivery organizations contribute to supports for individuals with developmental disabilities. Ongwanada’s many partners include:

- Brockville & Area Centre for Developmentally Handicapped Persons (Developmental Services of Leeds Grenville - DSLG) Brockville
- Brockville & Area Community Living Association Brockville
- Brockville & District Association for Community Involvement Brockville
- Brockville General Hospital Brockville
- Carebridge Community Support Almonte
- Career Services..... Brockville
- Christian Horizons..... Ottawa
- Community Living Association (Lanark)..... Carleton Place
- Community Living Belleville and Area Belleville
- Community Living Kingston & District Kingston
- Community Living Lennox & Addington Napanee
- Community Living North Frontenac..... Sharbot Lake
- Community Living North Grenville..... Kemptville
- Community Living Prince Edward Picton
- Community Living Quinte West..... Trenton
- Community Visions and Networking Belleville
- Counselling Services of Belleville & District Belleville
- County of Lanark – APSW Perth
- Developmental Services Ontario..... Napanee
- Extend-A-Family..... Kingston
- Family and Children's Services of Frontenac, Lennox & Addington..... Napanee
- Frontenac Community Mental Health & Addiction Services..... Kingston
- Frontenac, Lennox, Addington Ontario Health Team.....Kingston
- Impact Residential Services of Grenville County Oxford Mills
- Kerry’s Place Autism Services Aurora
- Kingston Health Sciences Centre Kingston
- K3C Community Counselling Centres..... Kingston
- Lanark Renfrew Health & Community Services Carleton Place
- Land O’Lakes Community Services Northbrook
- Leeds, Lanark, Grenville Ontario Health TeamBrockville
- Lennox and Addington County General Hospital Napanee
- Limestone Family Support Group Kingston
- Lionhearts Inc. Kingston
- Madoc COPE Madoc
- Northern Frontenac Community Services Corporation Sharbot Lake
- North Hastings Community Integration Association Bancroft
- Ontario March of Dimes Kingston
- Perth & Smiths Falls District Hospital (Lanark County Support Services) Smiths Falls

- Pathways to Independence Belleville, ON
- Plainfield Community Homes - DSH Only..... Belleville
- Queen's Family Health Team Kingston
- Queen's University Department of Psychiatry Kingston
- Quinte Vocational Support Services Belleville
- Rideau Community Health Services Merrickville
- Tayside Community Options Perth