



Ongwanada

# **Annual Report 2017|2018**

*Working Together to Strengthen Developmental  
Services in Kingston and Ontario*





## Message from the President of the Board of Governors

### *Jack Thompson*

As I complete my first year as Board President, I am proud to report the work highlighted within this Annual Report. It has been a pleasure to see Ongwanada, as a whole, turn its eyes outward into the community in order to strengthen the supports we provide to the people in Ongwanada's care, as well as to those who require it in our community and beyond.

Being a Board member, I recognize the work that can be accomplished when you bring people from different walks of life together, so I'm happy to see Ongwanada taking a cross-sectoral approach and utilizing different resources across the community, region, and province in order to achieve its goals.

As we move forward with this collaborative approach, I know Ongwanada will continue to provide the necessary care and attention to those with developmental disabilities that has been the tradition over the years, despite economic pressures.

Thank you for a great year! Let's continue being a leader in Kingston and in the province!



## Message from the CEO

### *Wade Durling*

Ongwanada's Annual Report is a time to take pause and review our work and results over the past year. This report will update on the four strategies of our *Vision 2020* strategic plan as well as other important work.

It is our passion to work closely with people with developmental disabilities – with special focus on people who live with additional complexity. Inclusion is not always easy for them, or their families, or for community. But not easy does not mean not possible.

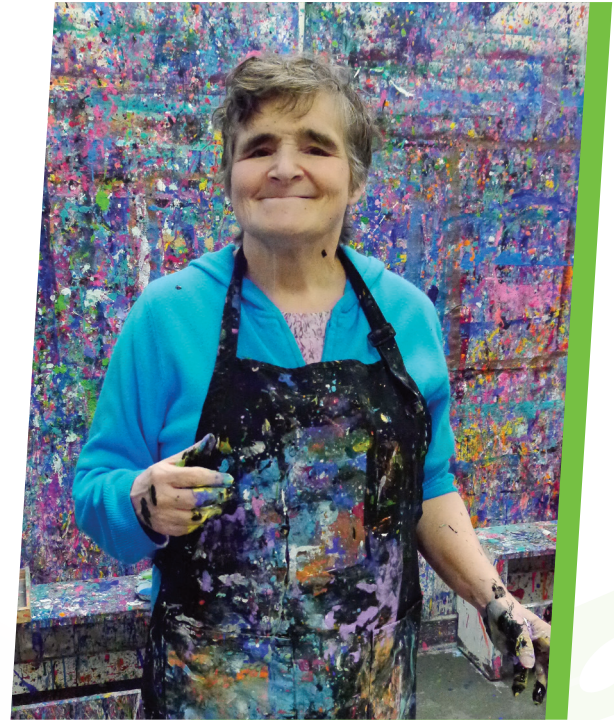
One thing I believe strongly is we can do more as a community than one agency can by itself. Our vision talks about Ongwanada working with the community – seeing all of us together being able to make change – and to encourage inclusion for people. The positive and dynamic synergy happening within Ongwanada and our community is a strong indicator we are moving in this direction.

Thank you for your interest in this report. I would encourage you to regularly visit our website ([www.ongwanada.com](http://www.ongwanada.com)) for ongoing updates on our strategic and operating plans and other news.



## Table of Contents

- 1 Messages from the President and CEO
- 3 Ongwanada at a Glance
- 5 Remembering Three Board Members
- 7 *Vision 2020: Progress Report*
- 8 Applying Person-Centred Principles to Renew Service Model
- 9 Leading the Way...Together
- 10 Working Better...Together
- 11 Improving Accountability and Outcomes with a Dynamic Culture of Learning
- 12 Community Engagement
- 13 Partnerships in the Community
- 14 Donors
- 15 Highlights
- 16 Thank You from the Board of Governors
- 17 From the CFO's Desk: Financial Report



### *Working together to strengthen developmental services in Kingston and Ontario*



192

Participants in Day Program

Recognized for  
**innovation**  
by City of Kingston

202  
people supported  
residentially engaged in  
**2,694**  
community activities

Raised  
**\$10,849**  
for United Way KFL&A

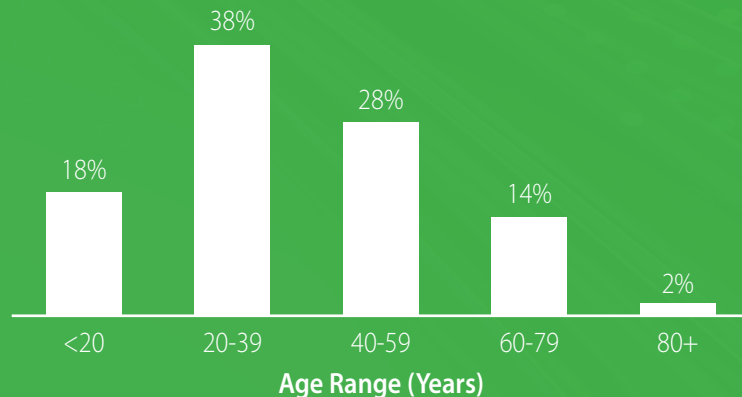
**20,371**  
Tweet Impressions  
on Twitter

100%

in Compliance with  
Ontario's Quality  
Assurance Measures

# Ongwanada

Individuals Receiving Service/Supports (By Age)



Proud partner of Queen's  
University: Collaborating to  
improve health care



Pharmacy served

**2,376**

customers and filled

**85,482**

prescriptions

Prepared

**7,238**

meals for

Meals on Wheels  
program in the  
community

Recipient of MCSS Strategic Program  
Investment Fund:

**\$161,304**

Provided Radiology Services to

**5,078**

people in the community

# at a Glance

**86** families received  
respite care  
services

Top **15** Employer in Kingston:

**493** Staff

**212** Members of Quarter-Century Club

**90** Active Volunteers

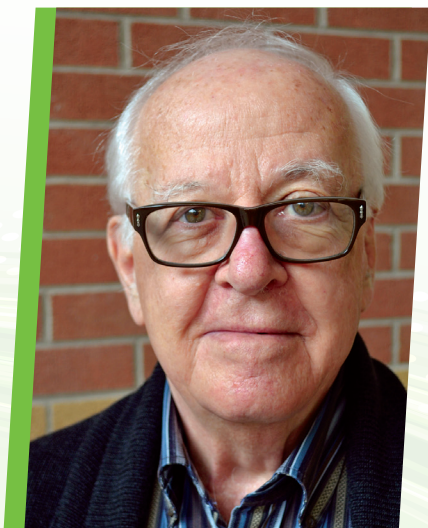
Queen's Genomics Lab at  
Ongwanada became

**5th**

site for Neurodevelopmental  
Clinical Trial Centre

**55** Individuals supported by  
Adult Protective Services

# Ongwanada Mourns the Passing of Three Long-Standing Members of the Board of Governors



## **Dr. Bruce McCreary**

**December 30, 1938 – November 15, 2017**

Dr. McCreary, Professor Emeritus of Psychiatry at Queen's University was a gifted psychiatrist, mentor, scholar, and compassionate crusader for people with developmental disabilities. He completed his medical and core psychiatry training at Queen's University followed by graduate work in Child Psychiatry and Mental Retardation at University of Western Ontario and at the Mental Retardation and Human Genetics Kennedy-Galton Centre in St. Alban's England. By 1968, he had found his calling and proceeded to dedicate his life's work caring for people with developmental disabilities while simultaneously inspiring his colleagues and students to do the same.

He developed the Queen's Division of Developmental Disabilities in 1977, only one of two in all of Canada. This division brought him to Ongwanada where he continued to work through service, teaching, and research, as well as sitting on the organization's Board of Governors until 2017.

His passion for working with people with developmental disabilities will continue at Ongwanada with the recent establishment of a grant in his honour with the goal to award the first recipient in April 2019.

*"The one thing that impressed me most about Bruce is his focus on the client. He has taught that attitude to everyone he has trained and mentored, including myself" – Dr. Muhammad Ayub, Chief of Medical Staff (Ongwanada)*







## **Tom Lodge**

**April 17, 1946 – November 30, 2017**

Tom Lodge served on Ongwanada's Board of Governors for over 30 years, four of which he served as President. During his three decades on the Board, he gained the respect of his fellow board members not only through his leadership style, but his fairness, vast knowledge, willingness to listen to other's opinions, and his small acts of kindness.

Tom would go out of his way to make people feel included. From inviting and recruiting board members to taking supported people to Remembrance Day services, he had a gift for making people feel welcomed and included. He also had no trouble going to where people needed him. If people who needed companionship couldn't get out, he would visit them, sometimes with guitar in hand to play and sing to them or simply to watch a movie with them. He was just someone who legitimately cared for others.

*"I would sum Tom up with one word – passionate. He cared for people who served alongside him and for those being served by Ongwanada." – Allan Twohey, Past Board President and current member.*



## **Reverend Ed Schamerhorn**

**June 17, 1933 – December 4, 2017**

Rev Ed, as he was affectionately known, was a board member with Ongwanada for 41 years. Described as a mentor to many of the board members with whom he served, he brought a level of professionalism to the boardroom along with a heart full of compassion allowing him to provide a parent's perspective to fellow members.

His son, Jamie, was supported by Ongwanada and he took his role of advocating for Jamie and all children and adults with developmental disabilities very seriously. He was once quoted saying, "It's the human element of love and caring that makes Ongwanada what it is. I've been able to extend my love for Jamie to all the children and adults. You can reach out to people when you've been there yourself."

Beyond his compassion, Ed was instrumental in the changes that took Ongwanada from a sanatorium for adults with tuberculosis to what the organization is today. He embraced the changes and was dedicated to moving people out of the institutions and into the community.

Ed served on the board from 1970 to 2011.



# Vision 2020: Progress Summary

In 2015, Ongwanada developed *Vision 2020* as its strategic plan and direction with four key strategic priorities. An annual operational plan has been developed each proceeding year, most recently the 2017/2018 plan. These operational plans provide specific actions that move Ongwanada towards its goal of achieving *Vision 2020*. These plans, along with *Vision 2020*, can be viewed on Ongwanada's website, [www.ongwanada.com](http://www.ongwanada.com).

Regular reporting and updates have been provided outlining achievements within each operational plan. A summary of the reporting and progress made within the last fiscal year is contained within the following Annual Report.

The steady pace and continuous strides, both internally and externally, move us closer to achieving *Vision 2020* by our goal of the calendar year 2020.

## ■ 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.



## ■ 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 leadership philosophy, it will be a proactive partner in building community capacity and providing specialized regional resources to enable individuals with developmental disabilities, including those with complex needs, to thrive within their communities.



## ■ Guiding 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*.

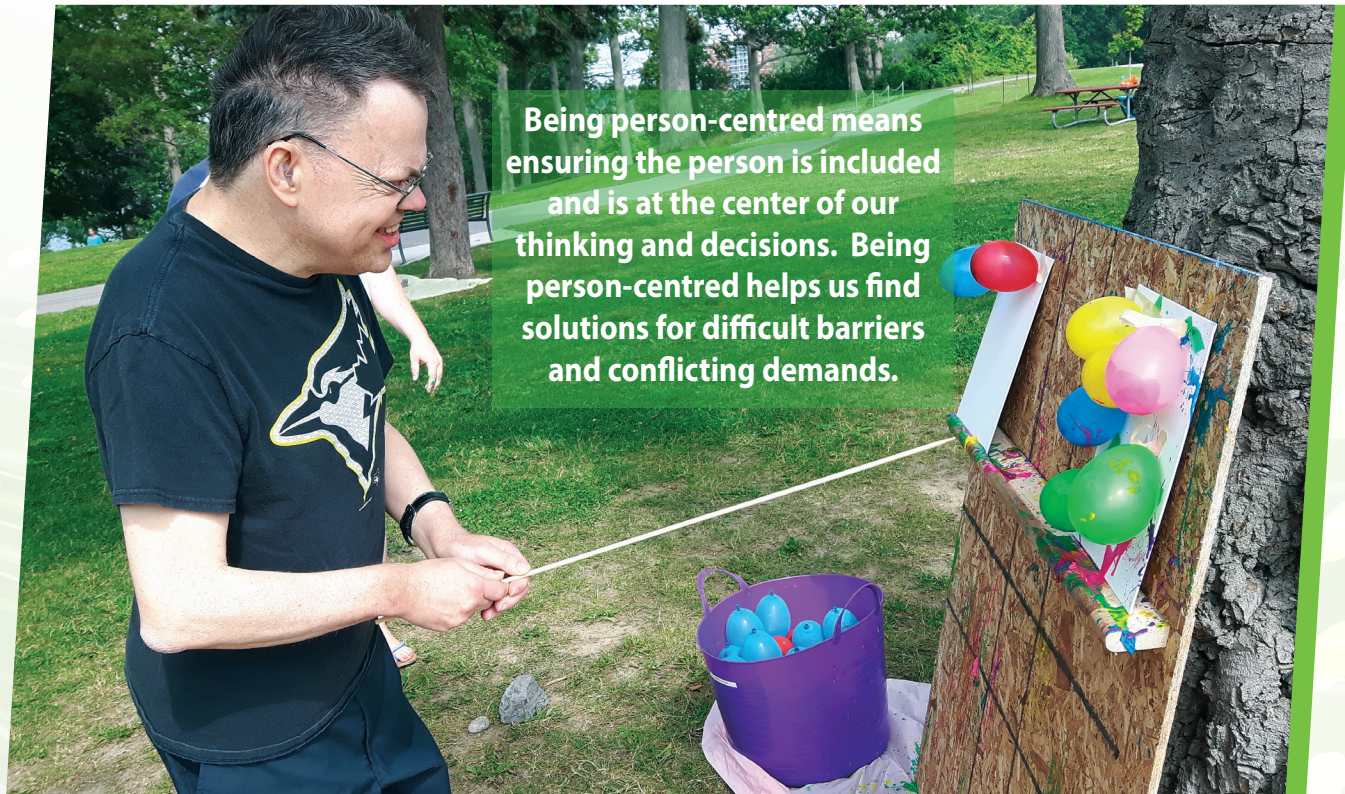


# 1. Applying Person-Centred Principles to Renew Service Model

A lot of work happened this past year to finalize the new person-centred planning process in Ongwanada. A new manual and new policies and procedures have been developed. Lots of time was spent communicating this change to people supported within Ongwanada and to their families and to staff.

We appreciated families who volunteered at the beginning to trial this process and to help us get it right. Their feedback was wonderful and it assured us that this process was the right way to go.

On January 2, 2018, we officially implemented this process with a target to have person-centred plans by the end of December 2018 for all people supported at Ongwanada in residential, host family, and community participation supports. As part of these plans, people will identify their own goals. Our new electronic client information management system (eCIMS) will enable us to record and measure outcomes for people on their goals – a wonderful addition called POMS (Personal Outcomes Measures). More on that to come in future years.





## 2. Leading the Way...Together (Building capacity in the sector)

We continue to work with our community in many ways. This includes development of a new model that will help us share clinical and other supports – something that was very important to our community partners and to our staff when we created *Vision 2020*.

This past year, the Complex Case Management pilot wrapped up after three successful years. We are pleased that this work will be moved into the revised mandate of the Community Networks of Specialized Care (CNSC) – to now be called Complex Support Coordination. An evaluation update on the work and our learnings was completed. Ongwanada was also appointed as the accountable agency for the CNSC in this area. It assumed responsibility for the Dual Diagnosis Justice Case Management role which was formerly with the KFLA Addictions and Mental Health. CNSC also hired a new Health Care Facilitator.

Ongwanada spent time this past year researching models of support and have identified one that we are excited about. The concept is individualized suites under one roof. Each suite will be able to support one person and can provide assessment, stabilization, treatment, or respite depending on the needs of the person. The overall environment will include other safety features that will make things safer and better for staff. We are currently modifying one home now which will have three individualized suites and will also be adding a similar change at the treatment home.

An internal review was completed this year of our day programs. The findings from this review will be used in combination with person-centered planning to build on an enhanced community focused model.

A special thank you to the community partners and staff who worked with us in reviewing our treatment home and how it works. The results of that work were put together into a PowerPoint presentation and presented across our region. This provided a good update for the community partners on the treatment home and the related processes.

Ongwanada continues to have active participation and provide leadership within the community at a local, regional, and provincial level. We are pleased to identify that Wade Durling, CEO, was appointed as the chair of the Provincial Network on Developmental Disabilities in February 2018.





### 3. Working Better...Together

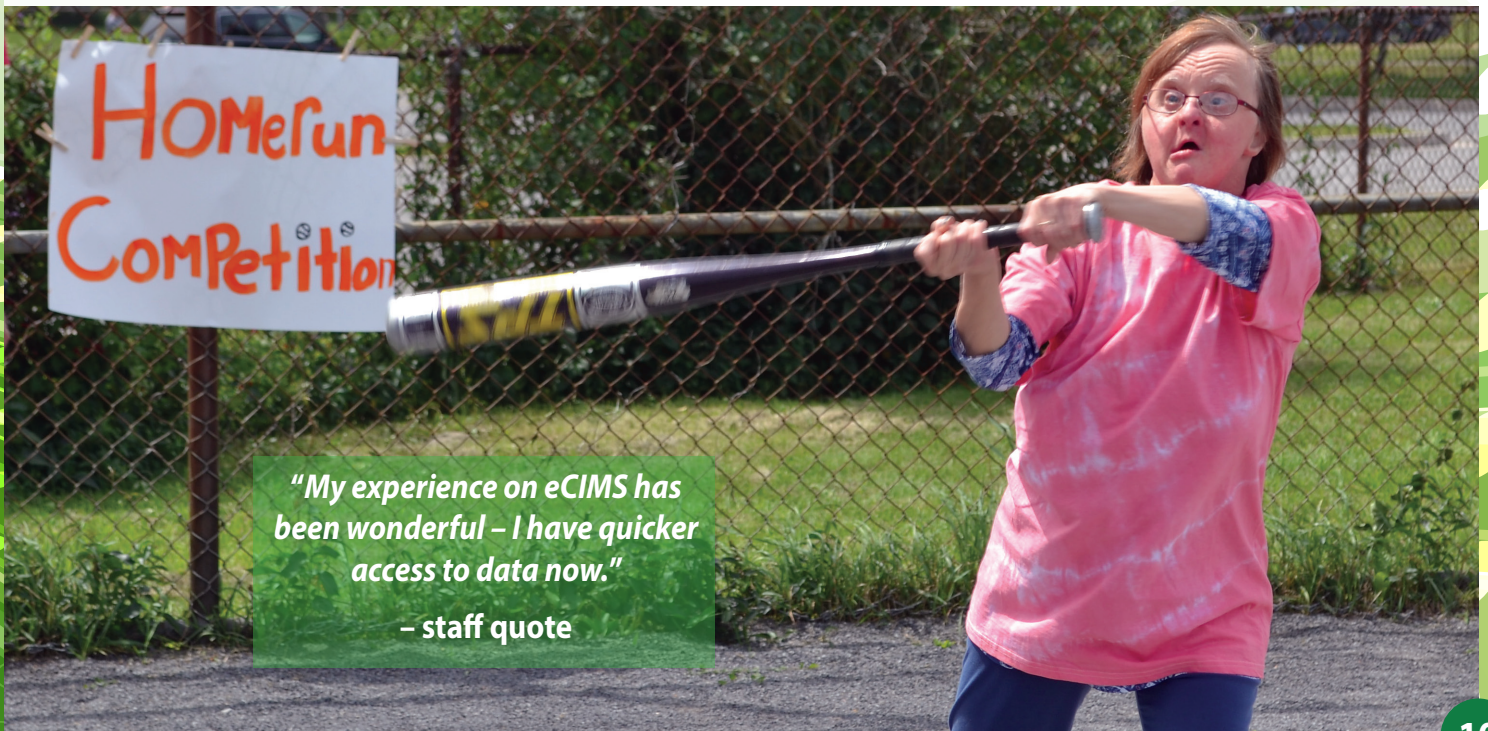
Ongwanada has now completed two years with its electronic client information management system (eCIMS). As the scope and functionality of the system continues to expand, Ongwanada is happy to report an overall satisfaction level of 84 per cent by users; a nine per cent increase from the first year in operation. Also, 90 per cent of users feel that eCIMS has improved communications across the organization and 85 per cent believe it has improved access to information.

Over the past year, Ongwanada has continued to work with the eCIMS vendor, NucleusLabs, to:

- Update the Com-Box with eCIMS to make it accessible to partner developmental service agencies. This provides a safe and secure method to email messages and information between agencies;
- Implement Medication Error Reports; and,
- Increase functionality including group stats provide insight into community involvement with people Ongwanada supports.

The organization continues to streamline business practices through streamlining purchasing and procurement processes, as well as increasing functionality of GP Dynamics through the acquisition of an electronic payroll system (EPS). Other practices that were streamlined included development of a new taxonomy to support a corporate filing structure for the organization.

Ongwanada also did reviews of its onsite Radiology department and transportation fleet this past year.



*"My experience on eCIMS has been wonderful – I have quicker access to data now."*

**– staff quote**





## 4. Improving Accountability and Outcomes with a Dynamic Culture of Learning

As data becomes more important than ever in how we work internally and externally, Ongwanada was busy this past year improving its accountability through identifying key measurables:

- Started development of organizational key performance indicator framework (KPI);
- Quality Risk and Outcomes Performance Committee established;
- Personal Outcomes Measures (POMS) functionality initiated in ECIMS to track goals;
- Parameters for SMART (specific, measureable, attainable, realistic, timeframe) goals provided to Person-Centred Planners;
- Annual Goal for Continuous Quality Improvement (CQI) (Community Integration/ Citizenship) was developed and aligned with *Vision 2020*; and,
- CEO continues to communicate organizational change resulting from annual operating plan and other initiatives to small groups of staff and outside partners.





# Community Engagement

- The Board of Governors continued its more community- and person-centred approach at its Annual Dinner. The dinner's attendance continues to rise as more people from the community attend along with people supported within the developmental service sector;
- Circle of Friends continues to have groups in Kingston and Napanee with over 40 participants. The groups performed at multiple community events this past year, including at The Mansion in December.
- Hosted 4th Annual Memorial Service in June to bring the community together to remember people supported and family members who passed away in the previous year; and,
- Hosted a Christmas Eve dinner and served over 350 meals to people in the community.





# Partnerships in the Community

KIC partners are Ongwanada (host agency), Providence Care Hospital, Kids Inclusive (Kingston Health Sciences Centre), Queen's University (Developmental Disabilities Consulting Program), and The Maltby Centre (Southeast Region Autism Program)

## Kingston Internship Consortium (Educational partnership)

After a brief pause due to changes in the Community Network of Specialized Care's budget, the Ministry of Community and Social Services agreed to provide funding to enable the Kingston Internship Consortium (KIC) to continue. The KIC is made up of five agencies who partner together to operate a Clinical Psychology Training program in disability and involves a total of 12 psychologists from the partner agencies; all of whom are actively engaged in the overall program and its function, including intern recruitment and review, the provision of clinical supervision, and program monitoring and review.

Up to three interns are recruited each academic year from across Canada. Between 2002 and 2016, a total of 26 interns have come through this internship in Kingston from 15 different universities across Canada.

## Queen's Partnership

- Queen's Genomics Lab at Ongwanada (Q-GLO) became fifth site for Province of Ontario Neurodevelopmental Disorders (POND) Clinical Trial Network.
- Dr. Ouellette-Kuntz, epidemiologist at Ongwanada and Professor at Queen's University, has been working on frailty research with Dr. Lynn Martin (Lakehead University) since 2013. This past year, students from Queen's, under the guidance of Dr. Ouelette-Kuntz, conducted research using data collected from 170 adults supported by Ongwanada to review the presence of 42 deficits previously identified in the frailty index.

## Other Community Partnerships

Royal Canadian Legion donated \$5,389 for a walking frame that will allow people with poor strength and postural control to be able to walk without hands-on support from staff.

Ongwanada raised \$10,849 for KFL&A United Way.

The Mayor of the City of Kingston visited Ongwanada as part of his Innovation Tour to which the CEO presented the innovative work Ongwanada is doing in regards to its strategic plan, *Vision 2020*.

# Organizations that Continue to Support Activities at Ongwanada:

Community Foundation of Kingston Area (CFKA), Napanee District Community Foundation, FrontRunner, Kingston Webworks, Union Gas, Roblin Group, Cantabile Choirs, United Way KFL&A, City of Kingston, Rotary Club of Kingston, and the Royal Canadian Legion, Ontario Provincial Command Branches and Ladies' Auxiliaries Charitable Foundation.

## ■ Donors

M. J. Ogryzek  
Frontenac Society of Model  
Engineers  
FrontRunner Professional - K  
Montroy  
Monika & Jeff Cook  
Simpler Times  
William & Pat McCormack  
Shelly Nixon  
Nora Gaspar  
Linda Bertoldi

Rob Blackstein  
V Caccamo & C Finlayson  
Marcia & Jonathan Jones  
Maria & Mario Iorfida  
Daniel Daniels  
Danny & Susan Keyes  
John Cuddihy  
Northland Power Inc  
Valerie Burgess  
Margaret Wright

M & S Vellone  
Pat Smith & Dwight Boyce  
Carolyn McCreary  
Kathleen & Alastair Lamb  
Evelyn Norton  
Donna Blake  
Marylee Frysinger  
Dennis Paproski  
Jean Read  
Douglas & Ella Hogeboom

Robert Mallette  
Susan Marshall  
John Cornfield  
Anne Cornfield  
Sally Burke  
Mary Ann Maxell  
Peter Schamerhorn & Caroline  
Stone  
David & Kathryn Carpenter  
Dolores Wielgus  
Eithne Dunbar





## ■ Regional and Provincial Engagement

- Ongwanada was one of six developmental service organizations to participate over this past year in a provincial pilot project called the Conscious Care and Support Project (CCS). The CCS program features the learning of over 25 specific strategies and tools that have a proven record of decreasing anxiety and aggressive behavior and fostering positive behaviours in many people who have a disability;
- CEO was part of a panel to discuss *Success, Obstacles, and the Road Forward: a look at interministerial collaboration in developmental services* at the 2017 Health and Wellbeing Conference (a national conference which engages health care professionals); and,
- CEO and staff presented at DSHR Strategy Forum in February 2018.

## ■ Awards and Recognition

- Dr. Xudong Liu received Award of Excellence at OADD Conference in April 2017;
- Dr. Fenton Weston was recognized for 40 years of service at Annual Dinner in May 2017;
- CEO Wade Durling recognized by Ontario government for volunteer service; and,
- Received funding from Strategic Program Investment Fund for Experience Acknowledgement and Enrichment Plan project.



## ■ Other Organizational Accomplishments

- Initiated development of new Ongwanada website to provide users with better access to the resources they need;
- Completed installing all sprinkler systems well before the deadline of January 2019 within the revised Fire Code Requirements; and,
- Continue to work towards meeting all AODA requirements and French Language requirements; included the installation of bilingual wayfinding signs throughout the Resource Centre.



# Thank you from Ongwanada's 2017-2018 Board of Governors



Jack Thompson, President



Roy Smith, Vice President



Allan Twohey, Past President



Michael Dominik, Treasurer



Wade Durling, Secretary



Janice Spencer



Dwight Boyce



Randy Casford



Leanne Hunt



Glen Cavanagh



Sandra Vellone



David Ariss



Dr. Muhammad Ayub



Carol Cartier



Geoff McMullen



Kathy Pringle



## From the CFO's Desk: 2017-2018 Financial Report (unaudited)

Ongwanada continues to work towards achieving the objectives of the Vision 2020 strategic plan. We commenced the implementation of person-centred planning, acquired and renovated a new property at Haig Road to serve individuals with complex needs, implemented the new provincial mandate for the Community Networks of Specialized Care and completed the review of our Clinical Services which led to some additional program restructuring. We also responded to several service requests for people with complex needs, which required hiring of new staff and development of contracts with outside service providers.

With funding assistance from the Ministry of Community & Social Services, sprinkler systems were installed at the final two operating community residences this year, putting us at full completion in advance of the January 1, 2019 deadline required by changes in the Fire Code. Also with Ministry funding assistance, we replaced seven vehicles, upgraded computer equipment, replaced the Dectron pool heating and dehumidification system, replaced the kitchen at Wilson, flooring at Church, the deck at Seaforth and repaired windows at Balsam Grove.

Bill 148, which revised the Employment Standards Act, impacted the organization in a number of ways, including changing statutory holiday benefits, implementing paid personal emergency leave days, establishing higher minimum stand-by pay rates, increasing notice for shift cancellations, increasing minimum pay (which impacts our summer students), and extending parental leaves. Additional funding has been provided to assist with the cost of implementing these changes. In addition, rules for classification and payment of contractors were changed which impacted the payment of individual service workers arranged by family and funded through Passport funding.

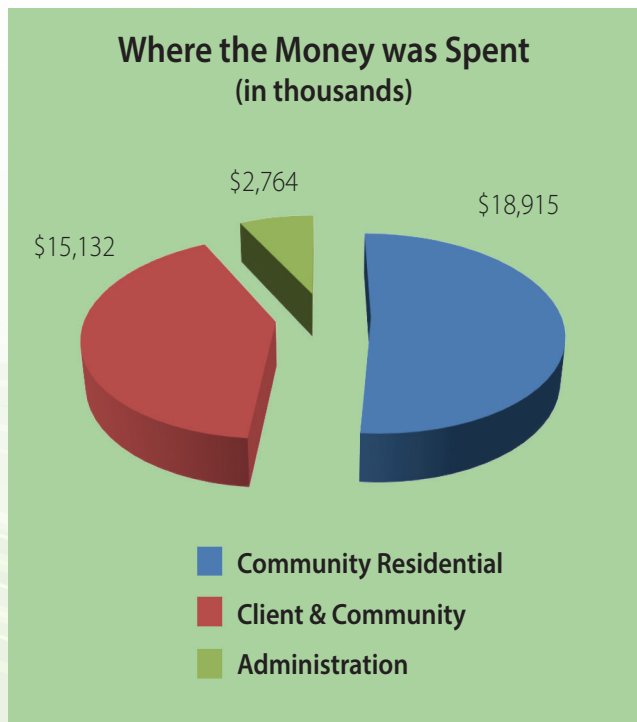




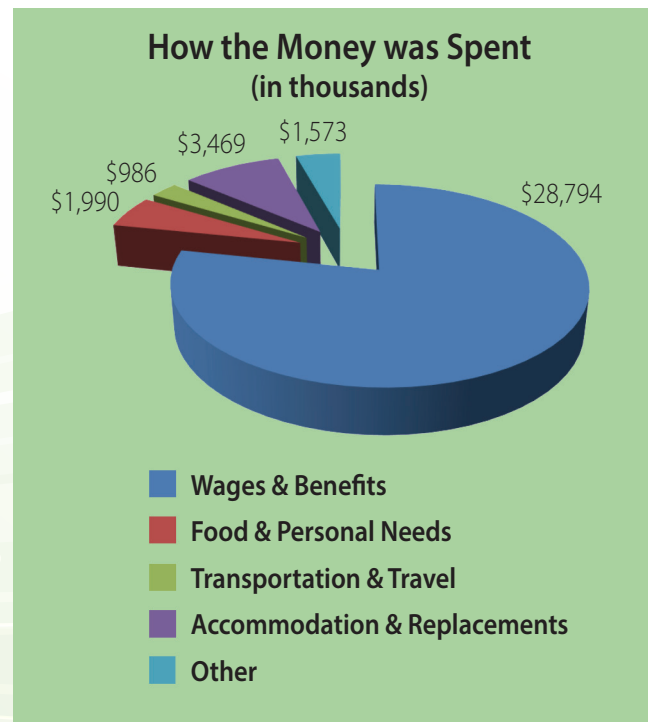
Total gross expenditure this fiscal period was up by 3.7 per cent at \$36.8 million compared to last fiscal. Fiscal funding from the Ministry of Community & Social Services increased by 2.0 per cent to \$31.9 million. Ongwanada raises almost \$1 in other offset revenue and recovers for each \$6 of Ministry base funding. Total offset revenue was up by 3.7 per cent at \$4.9 million, bringing total gross revenue to \$36.8 million and resulting in a balanced budget.

In 2018/19 global funding from the Ministry of Community & Social Services is expected to increase for the first time in almost 10 years. Collective agreements expired on March 31, 2018 and will be re-negotiated in the new fiscal year. Tight management of operating costs will ensure Ongwanada continues to maintain high-quality, stable services with well-maintained facilities and equipment.

KPMG, Audited Financial Statements for the year ended March 31, 2018 are available upon request.



Residential Services make up 51.4% of total expenditure.



Wages & Benefits make up 78.2% of total expenditure.



Ongwanada

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