

Supporting  
**people**  
in living  
**their best**  
lives



2020/21  
ANNUAL  
REPORT

# **CELEBRATING** year ANNIVERSARY **2020**

As the calendar turned to 2020, we were excited to begin plans to celebrate our 30th anniversary of supporting adults to live their best lives. Our plans to celebrate our 30 year journey changed abruptly in March with news of a global pandemic that would shift our focus and challenge us in ways we never believed were possible.

In true Pathways fashion, we used our guiding principles to work together. As a result, we found perfect moments to celebrate in a less than 'perfect' year.

## **Our Guiding Principles and “perfect” moments**

### **Help, always**

- Our centre-based program spaces were transformed to “infirmaries”- safe places for the people we support to await COVID tests, or to recuperate from other health conditions.
- We had dedicated employees willingly sign up to support individuals away from their home environments in our “infirmaries”.
- Staffing challenges required redeployment, and some Quinte employees volunteered to help out in our Ottawa supported homes over the Summer and Fall.



## Create homes, not houses

- The Pathways annual garden challenge took on a new twist in 2020 featuring anything that could be used from “home” and not buying anything new- other than a few plants!
- We found safe places for family to visit- porch visits, back yards and, when public health indicated it was safe to do so, socially distant visits with family in garages and sometimes, tents!



Our centre-based spaces transformed into “infirmaries”

## Help everyone make a difference

- Pathways Recreation and Program Facilitators were redeployed to support clients in supported homes and create virtual programs for everyone to enjoy.
- Our Operations team members kept offices clean and ensured necessary repairs were made- sometimes several times a day.
- Approximately 80 laptops, iPads, keyboards and monitors were set up by our Information Management and Technology team and distributed to help employees work remotely and connect supported individuals to their families and friends.



## Achieve more together

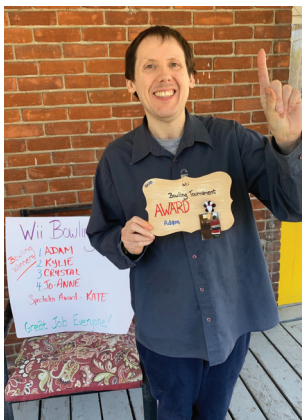
- Pathways CEO, Lorrie Heffernan, co-led the Provincial committee for the Developmental Services sector vaccination implementation team, ensuring supported individuals and essential services employees received vaccinations as quickly as possible.
- New partnerships were created with Public Health regions ensuring constant communication to implement new protocols, and keep updated on ever changing guidance and directives.

## Take initiative in creative & resourceful ways

- Pathways managers and staff worked with local vendors and Ministry partners to ensure we had a steady supply of Personal Protective Equipment (PPE) especially at the beginning of the pandemic, when PPE was in short supply.
- 60 new employees joined the Pathways team, and our HR team went digital...conducting remote interviews, orientation and training sessions.
- Staying safe....but still having fun! Our employees, and especially our Recreation and Program Facilitators went out of their way to ensure the people we support had fun, and enjoyed everyday celebrations, even if they had to be done remotely.

## Embrace and contribute to new thinking

- ZOOM!!! Over 200 Zoom meetings kept us connected even though we were far apart. Those employees who could work remotely transformed their homes to office spaces and learned to use new technology as our face-to-face conversations transformed into virtual ones.



# Value uniqueness, personal growth, and independence

- We kept the learning going! There may have been a pandemic, but the learning and skill development didn't stop.
- We wish our retirees well! Thank you for your many years of dedicated service to our 2020 retirees!

Caroline Anshan

Pierre Bazinet

Darlene Brennan

Mike Carter

Liz Dykstra

Bill Griffith

Jennifer Handley

Debbie Hawley

Ross Latham

Carrie Needham

Bonnie Sullivan

Amanda Wells



be at home  
be always learning  
be healthy/active  
be independent  
be at work  
be involved  
be yourself

be at

Pathways

To keep the people we support and our employees safe during the COVID-19 pandemic Pathways used:



## Pathways to Independence Board of Directors

Pathways is governed by a volunteer Board of Directors who provide their time and expertise to help us to provide quality services and supports to the people we serve. We appreciate their ongoing commitment and dedication.



**Left to Right seated:** Gail Lynch, (President), Lorrie Heffernan, CEO, Jackie Redmond (First Vice-President) Brian Arthur. **Back Row Left to Right:** Mike Whiteman, Bob Kitcher (2nd Vice-President), Shara Jones, Bob Tate (Treasurer & (Secretary).

## In Memoriam- Karen Ann Millar

In July 2020, a dedicated Pathways employee, Karen Ann Millar, died in a workplace incident. Karen loved working in Developmental Services and brought many smiles to the people she supported and her colleagues. We respectfully dedicate this Annual Highlight Report to Karen.

# Pathways Foundation Board of Directors

In 2020, the Pathways Foundation Board of Directors decided to amalgamate the Foundation Board into the Pathways Board. Since its inception in 2001, the Foundation Board raised over 2 million dollars to support the purchase or renovation of many Pathways houses to make them accessible and comfortable homes for the people we support. The Foundation Board also raised funds to financially support individuals to access community events, educational and leisure activities that they otherwise may not have been able to afford. With grateful hearts, we say farewell and thank you to our Pathways Foundation Board members.



## Board of Directors

Jack Arthur (President)

Robert Price (Vice-President)

Doug Bellwood (Secretary-Treasurer)

Debbie McKinney

Leanne Dean

## Vision

**“That all people enjoy a high quality of life as an accepted member of their chosen community”**

## Mission

**“We support people in living their best lives”**

## We serve

**“People with acquired brain injuries and/or developmental disabilities who may also have complex needs”**

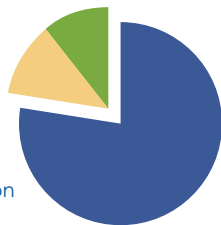
# Financials

## 2019/20 Fiscal Year

Total expenditures were \$32.4 million, of which \$25.5 million or 79% represents salaries and benefits.

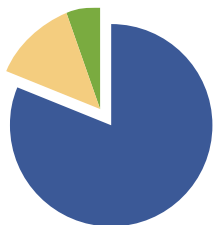
### Expenditures by Service

- Community Residential 79%
- Client & Community 11%
- Administration 10%



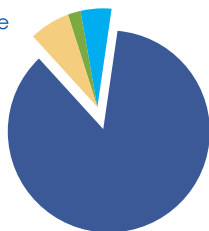
### Expenditures by Funder

- MCSS/MCYS 78%
- MOH Long-Term Care/LHIN's 19%
- Private Sector 3%



### Expenditures by Location

- Greater Quinte Area 87%
- Ottawa 5%
- Leeds & Grenville 3%
- Lennox & Addington 6%



Audited financial statements available upon request.



Pathways to Independence is accredited by the Commission for the Accreditation of Rehabilitation Facilities (CARF) for the following programs and services:

**Community Housing  
Respite Services  
Host Family Services  
Community Integration  
Supported Independent Living**

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Ottawa ON K2A 3V6  
T 613.233.3322

 friends of Pathways

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[pathwaysind.com](http://pathwaysind.com)