

Sharing our journey

ANNUAL MANAGEMENT REPORT

April 1, 2019 – March 31, 2020



Why this Report?

- CARF and the Continuous Improvement Journey

Who are we?

- Pathways at a Glance
- Characteristics of the people we support.

Where are we going?

- Strategic Plan
- Cultural Competency & Diversity Plan
- Accessibility Plan
- Technology & Systems Plan

How are we doing?

- Quality Assurance & Risk Management Indicators
- Stakeholder Engagement & Feedback
- Client Satisfaction Survey
- Employee Satisfaction Survey

continuous improvement is better than delayed perfection.

CARF and the Continuous Improvement journey

To continuously improve, you have to know where you have been, what you have learned, and how to get to the next step in your journey.

The Commission for the Accreditation of Rehabilitation Facilities, (CARF) is an independent, non-profit accreditor of health and human services. The CARF standards are internationally recognized. Pathways believes that reviewing our services against CARF standards allows us the opportunity to continuously improve our services and demonstrate our commitment to transparent and accountable practices. Pathways to Independence received our third, 3 year accreditation from CARF in December 2018 for the following programs:

- Community Housing
- Supported Living
- Community Integration
- Host Family
- Respite Services

This management report describes Pathways plans, summarizes the feedback we have received from our key stakeholders, and details outcomes and indicators that we use to inform our decisions and guide the next steps in our journey of continuous improvement.



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”

Guiding Principles

Help, always

Create homes, not houses

Help everyone make a difference

Achieve more together

Take initiative in creative and resourceful ways

Embrace and contribute to new thinking

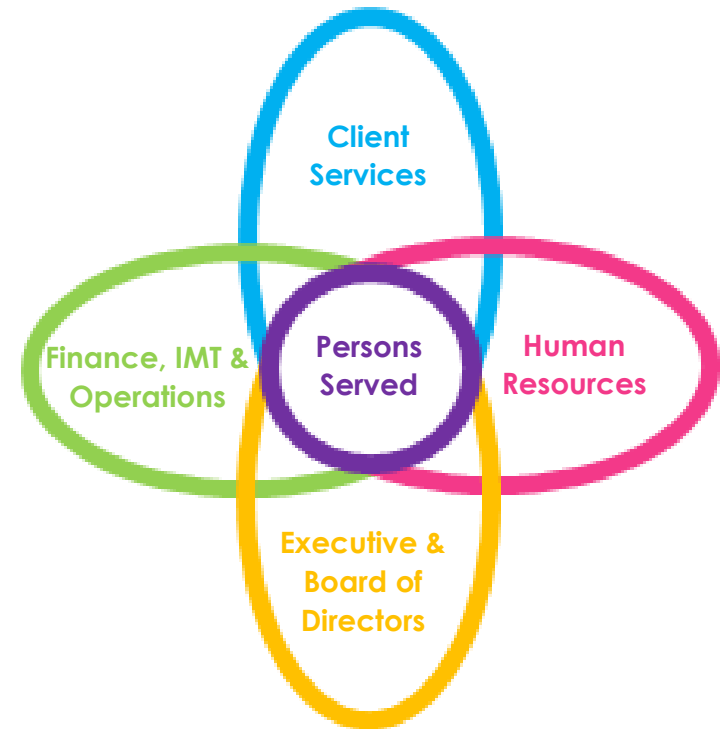
Value uniqueness, personal growth, and independence

Pathways

Pathways to Independence is a community based agency providing assisted community living services and supports to 308 adults living with an acquired brain injury (ABI), and/or developmental disability who may also have complex needs based on their unique goals, abilities and choices. Our services include supportive housing options, centre and community based, vocational and recreation programs, psychiatric counselling and behaviour therapy, court and justice related services, and respite.

Operating in the Eastern Region of Ontario, Pathways is fully accredited by the Commission for the Accreditation of Rehabilitation Facilities (CARF).

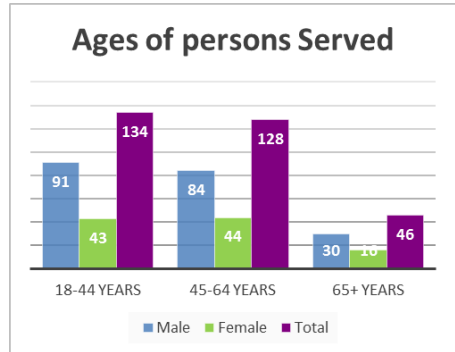
These supports are provided by professional staff, contracted services with community partners, professionals, family home providers and volunteers. Pathways Client Services team has primary responsibility for the provision of direct care to the people we support



Pathways at a glance

103  &  205

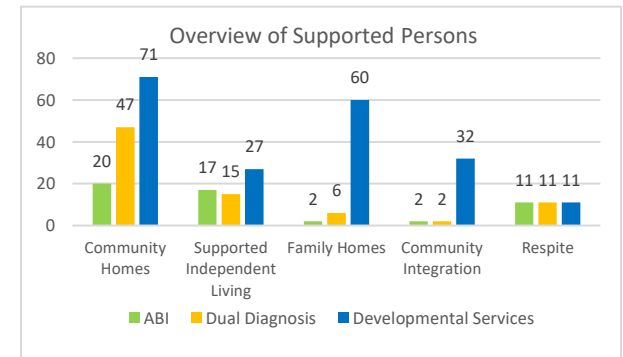
We support 103 women & 205 men living with acquired brain injuries and/or developmental disabilities who may also have complex needs



We have 5 community based program locations in Ottawa, Renfrew, Picton, Quinte West & Belleville



We have 33 homes and apartment buildings in the Lennox & Addington, Hastings & Prince Edward Counties and the Ottawa region.



458



We employ 458 dedicated professionals.



Declared Ethnicity of Persons Served

| | Men | Women | Total |
|------------------------|-----|-------|-------|
| Not Identified | 45 | 19 | 64 |
| African Canadian | 4 | 1 | 5 |
| Asian Canadian | 1 | 0 | 1 |
| Caucasian | 144 | 80 | 224 |
| First Nations | 5 | 2 | 7 |
| Iranian/Middle Eastern | 2 | 0 | 2 |
| Unknown | 4 | 1 | 5 |



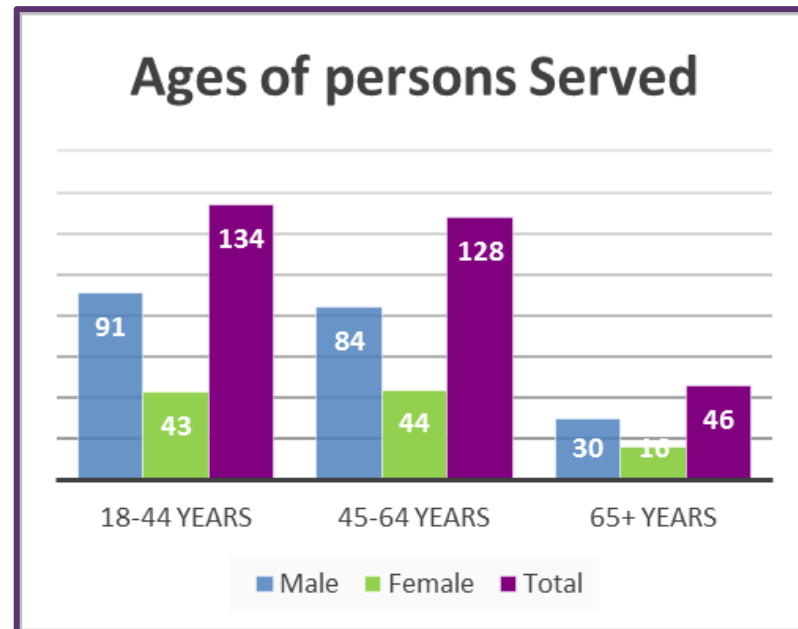
Overview of services and the characteristics of the people we support

Community Homes

Staffed seven days a week, 24 hours a day, our supported homes provide a caring environment to small groups of adults making and sharing a home. Located in both rural and urban environments across south eastern and eastern Ontario, Pathways homes are customized to meet the physical and social needs of the people we support.

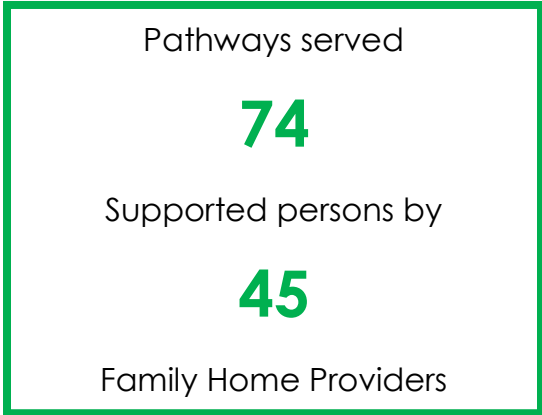
In 2020 Pathways operated 33 community homes:

- 2 in the Ottawa Region
- 3 in Napanee
- 3 in Quinte West
- 4 in Prince Edward County
- 21 in Belleville



Family Homes (Host Family Services)

Many adults with cognitive impairments are able and prefer to live with a Host Family. Following a rigorous approval and matching process that includes assessing shared interests, compatibility, location and access to services, a supported person lives with another family and shares in their lives. Supported by their natural family and professionals from Pathways to Independence, the Family Home program provides a stable living option to people with an acquired brain injury, a developmental disability or a dual diagnosis.

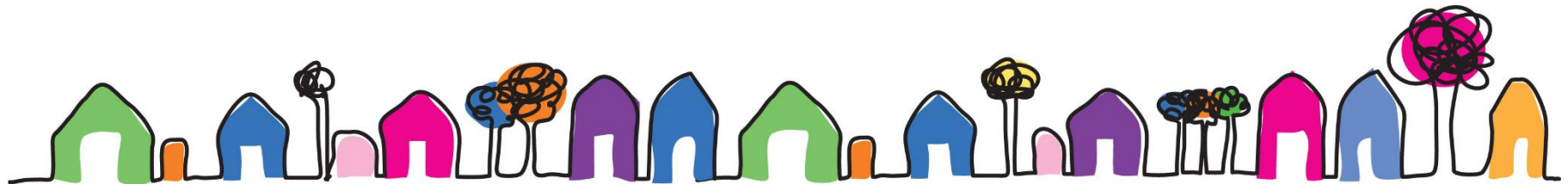


Supported Independent Living (Supported Living)

For clients who prefer and are able to live on their own, Pathways to Independence assists adults to find apartments and provides professional staff support based on their individual needs. The agency provides Supported Independent Living programs for clients with acquired brain injury in Belleville and Ottawa, and for clients with developmental disabilities in Belleville.

In 2019 Pathways worked in partnership with Hastings County to complete the construction of 6 apartments in Belleville. Supported individuals moved into these new modern and spacious apartments in December 2019. In the summer 2020, Youth Hab constructed a new home on Elmer St. in Belleville, in which Pathways will be renting a two bedroom unit for our clients.

Pathways' partnership with 5 other social service agencies in the Home for Good building project created 6 affordable apartments in the the Quinte community for the people we support and others who struggle to find affordable, safe housing.



Respite Services

Pathways to Independence provides temporary accommodation at a 24 Hour Supported Home or a family home in an emergency or as a break from other living arrangements. Our contract with each Family Home Provider (Host Family) provides a number of days of respite per year. The supported person living with Host Family would live in an existing community home or family home network within Pathways for the duration of the host family's respite period. A total of 3832 days of respite were delivered over the fiscal year.

| | |
|--|------------------------------|
| Total Annual Respite days delivered | |
| 3832 | |
| Developmental Services | Acquired Brain Injury |
| 2678 | 1154 |



Program Services

Our centre based programs and services are offered to the people we support as well as other members of the community who can benefit and enjoy our services within the greater Quinte and Ottawa regions. In 2019 Pathways developed a supported employment program which has assisted participants to find successful employment within a variety of roles such as housekeeping, general labour and administration both within the community and within the Pathways organization itself.

Pathways connected with over 33 community partners to provide successful employment and volunteerism positions for persons served.



26

On average 26 persons served are successfully employed within their community every month

40

On average 40 persons served are successfully volunteering in their community every month

Where are we going?

Strategic Plan

Cultural
Competency
& Diversity

Accessibility

Technology &
Systems

Strategic Plan

The strategic plan defines what Pathways seeks to accomplish over the next three years, identifies the actions we will use to achieve our desired results, and how well we succeed in achieving our strategic directions and goals. The plan is used to clarify our priorities, align resources, and unify employees, partners and others involved with delivering our services and supports to our clients.

Our process to develop the plan was very inclusive. Focus groups were held with persons served, Board members, and employees. Feedback regarding Pathways strengths and areas of future focus was also obtained from community partners, funders, family home providers and family members. This process engaged all stakeholders in the process and helps to create engagement, foster communication, and helps the agency to stay focused on its priorities.

What is strategic planning?

Strategic planning is the process of identifying an organization's long-term goals and objectives and then determining the best approach for achieving those goals and objectives.

How do we use our plan?

- Provides clear direction for decision making;
- Creates an increased level of commitment to the agency and its goals;
- Results in improved quality of services and supports to our clients and employees and provides a way to measure the services;
- Helps everyone in the agency to set priorities;
- Increases the agency's ability to identify and manage risks from the external environment; and,
- Aligns with a CARF requirement and is good business practice.

Pathways Strategic Plan: Supporting People in living their best lives 2020

Our fiscal year 2019-20 is the last year of our Strategic Plan. To remain focussed on the implementation of the Plan, the Board of Directors identified the following objectives to complete the plan.

| 1 Excellence in our programming and services | 2 Accessible and appropriate homes | 3 Extending our reach | 4 Reinforcing and sharing our culture |
|--|---|--|--|
| Developing internal capacity for crisis response | Update Housing Plan: focus Youthab, Napanee (West Street), Kemptville, Specialized housing. | Implement Regional After Hours Urgent Response | Implement Learning & Development framework |
| Enhance our model for specialized services | Implement Home for Good housing project | Sharepoint Implementation | |
| Develop programs & services based on individualized funding models | | Developing Community ABI Services in Ottawa | |

Strategic Goal Status: Excellence in our Programming and Services

Developing internal capacity for crisis response

- ✓ Trauma informed care training provided to employees providing enhanced services to persons with concurrent disorders
- ✓ Implemented personality disorder training (ABI) for staff, increasing understanding and strategies for offering support to those we serve
- ✓ Continued training and development for staff throughout the year in Mental Health First Aid; Brain Basics, and difficult conversation training.

Enhance our model for specialized services

- ✓ Established an enhanced SIL program for adults who require additional supports but can still live independently
- ✓ Dedicated specialized space for individuals with special needs

Develop programs and services based on individualized funding

- ✓ Pay for fee services program (Passport) has been developed to meet CARF standards.
 - The program has been designed, assigned an annual budget, and staffed with dedicated resources.
 - Individualized plans are created for each supported individual, including a signed Service Agreement with evaluation, expectations and client satisfaction expectations outlined within it.
 - The program was successfully implemented as of November 2019.
 - The program is accessed by 260 clients, of which 220 are internal to Pathways and 40 are external.



Strategic Goal Status: Accessible and Appropriate Homes

Understanding Needs

- ✓ Reviewed previous Resources – Housing Plan September 2016,
- ✓ Developed new Housing Plan for 2019-20. Within our new plan, we identified Four Key Areas of focus:
 1. Supportive Housing
 2. Independent Living,
 3. Belleville area requirements
 4. Ottawa office space requirements/upgrades

Accommodating Accessibility Needs

Renovation of homes:

- ✓ Napanee: Renovation plans completed and work Finalized, to enable clients with limited mobility to have main-floor bedrooms and living areas.
- ✓ Washrooms renovations at the homes on Emily, Haig and, Crofton to provide barrier free access in addition to our West St. location in Napanee.
- ✓ Home for Good: Completed partnership with Hastings County and secured 6 apartment for supported individuals. Move in completed in March 2020

Specialized Housing:

- ✓ Worked with community partners and landlord to lease a new home on Cedar street in Belleville that supports individuals with specialized needs

Ensuring safe and barrier free transportation of clients

- ✓ Specialized vans purchased to ensure the appropriate and safe transportation of those we serve.



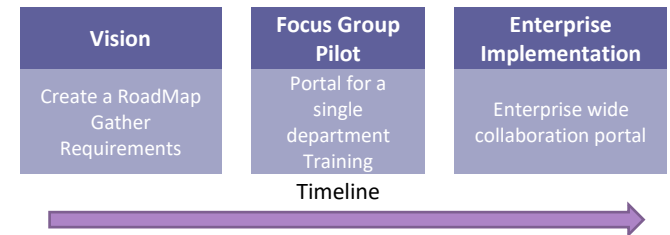
Strategic Goal Status: Extending our Reach

Implement after hours urgent response

- ✓ Pathways worked with the regional Ministry of Community and Social Service office to develop protocols and budget for After Hour Urgent Response. A thorough definition of roles and processes with regional service providers was established. In addition, the development of a communications plan incorporating a debriefing and evaluation process with all regional stakeholders was also implemented.
- ✓ Pathways created a dedicated vacant bed at a home with “specialized services” for immediate crisis response.

SharePoint Implementation

- ✓ SharePoint is a web based collaboration platform that allows an organization to work together, to co-author documents; control file storage; create forms; and create data sharing mechanisms both internally and externally.
- ✓ 2019 saw Pathways conduct a thorough requirements gathering exercise and kicking off a phased in approach to SharePoint rollout.
- ✓ An initial “As is” SharePoint overview was presented and early adoption by executive management and select users was received.
- ✓ A roadmap was created and members of a focus group pilot identified.
- ✓ Training for the Pilot Phase members scheduled



Developing Community ABI Services in Ottawa

- ✓ Pathways has begun planning the development of increased community ABI services in the Ottawa area. These services will continue the great work already underway within the Ottawa area providing specialized support services to those we serve in the areas of daily living skills, communication, community integration, emotional and behavioural support, life skills, recreation opportunities and more.

Strategic Goal Status: Reinforcing and Sharing our Culture

Implement Learning & Development Framework

- ✓ Researched and assessed Learning management systems to best meet needs of the agency and IT infrastructure
- ✓ Developed and Completed Learning Streams for all positions in agency to guide training
- ✓ Developed online training for mandatory annual Health & Safety training and Medication Refresher

Training by Role within 4 Main Streams

| | | | |
|------------------------|----------------------|-----------------|--------------------|
| Developmental Services | Aquired Brain Injury | Dual Diagnostic | Corporate Services |
|------------------------|----------------------|-----------------|--------------------|

New Employees able to Work Effectively on First Shift

- ✓ Received 100% satisfaction rating from employees who feel they are prepared for their first shift

A large, 3D, purple graphic of the text "100%" with a reflection underneath, indicating a 100% satisfaction rating.

Cultural Competency & Diversity

CARF “Framework of Standards” – Cultural Competency and Diversity

CARF-accredited organizations identify leadership strategies that embrace the values of accountability and responsibility. Pathways demonstrates this strength in leadership, through its strategic planning process, in a variety of areas including cultural competency and diversity planning.

CARF Framework of standards recommends that:

An organization implements a cultural competency and diversity plan that:

| | |
|---|---|
| Addresses 3 key areas: 1. Persons Served 2. Personnel (staff) 3. Other stakeholders | And that is based on the consideration of the following areas: 1. Culture 2. Age 3. Gender 4. Sexual Orientation 5. Spiritual Beliefs 6. Socio Economic Status |
|---|---|

Pathways Continued Commitment

Pathways utilizes its Strategic planning Process for the purpose of organizational responsiveness to the changing needs and expectations of the people we serve and our stakeholders.

Through organization wide engagement sessions, and client sessions, we have gathered important information that will strengthen our Cultural Competence and Diversity Plans:

- ✓ Process to develop 2018 – 2019 plan: Topic of staff meetings and Let's Talk session. Identified issue of the way we treat each other and discriminate based on disability and life choices, (ABI vs DH, level of cognitive delay, sexual orientation); the way we feel about ourselves race, life choices, sexual orientation.
- ✓ Information from client meetings and “Let's Talk” session will contribute to plans for our videos.
- ✓ Information from client meetings and employee self-assessment discussions will contribute to final review and recommendations for next steps
- ✓ Process to share our plan is in place: Work plan updates saved on our common drive; communicated at our staff meetings; senior management and management meetings, *Let's Talk* sessions as well as being posted on our website and published within our Annual Report.



Pathways to Independence Client Rights

Each person we support is protected and entitled to rights as identified by the Canadian constitution, provincial, and other legislated rights. In addition to these protected rights, a person receiving support from Pathways to Independence has rights as they relate to the support and services received from us as a service provider. These rights include:

- 1 To be dealt with in a courteous and respectful manner, and to be free from mental, physical, and financial abuse by the service provider.
- 2 To be recognized for their individuality, needs, and preferences, including ethnic, spiritual, linguistic, familial, and cultural factors.
- 3 To voice concerns or recommended changes about their community service, without fear of interference, coercion, discrimination, or reprisal; to be informed of policies and procedure affecting service provider operations, and to receive written information on the procedures for initiating complaints about the service provider.
- 4 To develop and continuously adapt a Quality of Life Plan that clearly communicates to the person's support team their aspirations and goals for the future and highlights their preferences for the activity of daily living.
- 5 To consent or refuse a community service.
- 6 To have personal information such as records kept confidential in accordance with the law.
- 7 To freedom of movement.
- 8 To own and access personal possessions.
- 9 To receive supports and services that respond to the unique needs and preferences of each person.

Respect for diversity is embedded within Pathways Statement of Client Rights:

“Each person we support is protected and entitled to rights as identified by Canadian constitutional, provincial and other legislated rights. In addition to these protected rights, a person receiving support from Pathways to Independence has rights as they relate to the support and services received from us as a service provider. These rights (as they pertain to cultural competence and diversity) include;

“To be recognized for their individuality, needs and preferences, including ethnic, spiritual, linguistic, familial and cultural factors”.

(Pathways to Independence Client Rights)

Pathways Client Rights are embedded in the Agency's client centred planning process. The annual person centred plan is created or reviewed with each person served. Goals and actions are developed and implemented that may include supporting a person's interest in relevant aspects of their culture, religious or spiritual beliefs.



Cultural Competency & Diversity Plan

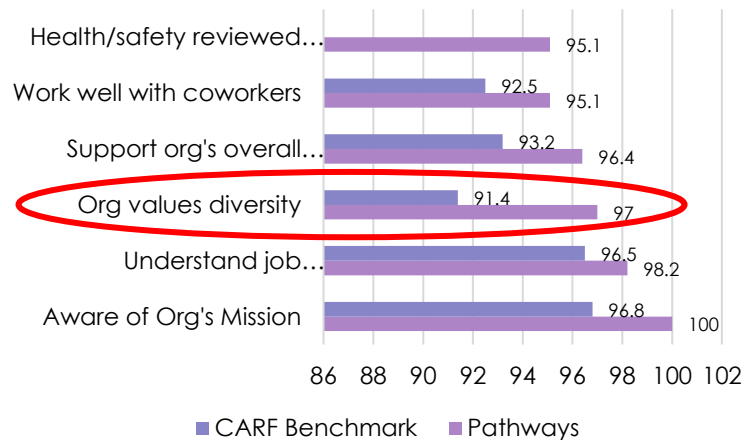
Statement of Principles

Pathways to Independence respects and supports the cultural diversity of the people we support, our employees and our community stakeholders. For the purposes of this plan, cultural diversity is inclusive of gender, ability, age, culture, race, religion, sexual orientation, language, socioeconomic status and spiritual beliefs.

For an agency to achieve cultural competency, it must develop, review and align its behaviours, policies, practices, structures and attitudes to enable diversity.



Five Highest Scoring Questions Pathways vs CARF Benchmark



Current Practices

Respect for diversity is embedded within Pathways guiding principles, many policies, the collective agreement, Pathways Client Bill of Rights and Board of Directors Policy manual, all of which form the foundation for the provision of services, supports and practices to the people we support, our employees, family members, community partners, funders and other stakeholders.



Participants take part in cultural cooking classes from around the world

Cultural Competence and Diversity Plan

| CARF Standard | Program/Area of Focus | Issue Identified/Objective | Status/Action completed | Person Accountable | Time Frame (eg. mm/yyyy) | | | Cost/Resource (FTE and/or \$) | |
|-----------------------------|--|---|--|--------------------------|--|-------------|--|-------------------------------|--------|
| | | | | | Year Initiated | Target Date | Date Completed | Estimated | Actual |
| Culture | Build capacity to execute Diversity Plan | Create a cross organizational committee dedicated to the creation of strategies and activities that promote Diversity and Inclusion | Diversity and Inclusion Committee created Nov 2019. | Karen Gray, Emily Steele | 2019 | 2019 | Nov 2019 | 650.00 | 650.00 |
| Quarterly Update | Q1 | | Q2 | | Q3 Committee leadership approved | | Q4 First committee meeting held | | |
| Year End Report Back | Dedicated resources were identified to lead the organizations Diversity & Inclusion Committee, the first meeting was held Nov 2019. Work underway to deliver self-assessment tool to staff | | | | | | | | |
| Culture | Reducing Internal Segregation/Discrimination | Delivery of Self-assessment tool for staff to explore diversity and cultural competence | Assessment Tool implemented. Distributed to staff in Q3 to gauge level of awareness knowledge and gaps. | Karen Gray, Emily Steele | 2018 | 2019 | Dec 2019 | N/A | N/A |
| Quarterly Update | Q1 Research into tool conducted | | Q2 Assessment tool presented for approval | | Q3 Tool distributed to staff for completion/participation | | Q4 Assessment completed | | |
| Year End Report Back | Self-assessment tool successfully delivered to staff, feedback positive. | | | | | | | | |
| Culture | Building diverse and inclusive culture | "Diversity in this Day and Age" Workshop was created and delivered by frontline staff for supported Individuals introducing various aspects of diversity and how to be more inclusive | First session delivered to supported individuals in both Q2 & Q3. | Craig Helmer | 2019 | Ongoing | Q2 & 3 of 2019 | N/A | N/A |
| Quarterly Update | Q1 | | Q2 Workshop created and first session delivered | | Q3 Second session delivered | | Q4 | | |
| Year End Report Back | Comprehensive workshop created and delivered throughout Q2 & Q3 of 2019. | | | | | | | | |
| Culture | Building a Diverse and Inclusive Culture | Cultural competency to be incorporated into current client rights training | Incorporation of cultural competency components created, related activities presented to staff | Emily Steele | 2018 | Q1 2020 | Q4, 2019 | N/A | N/A |
| Quarterly Update | Q1 | | Q2 Planning for content and integration | | Q3 Initial component identified and to be delivered in Q4 | | Q4 1 st element delivered: Video on religious culture delivered | | |
| Year End Report Back | Cultural Competency components identified for integration into client rights training. 1 st element successfully delivered in Q4. Development and identification of future modules underway. | | | | | | | | |
| Culture | Celebrating our Diversity – Agency Calendar | Created the 2019 agency calendar reflective of the Diversity and Stories of Supported Individuals | Agency 2019 calendar created and distributed to all supported individuals their families and to Pathways stakeholders. | Deb Paus | 2018 | Nov 2018 | Dec, 2018 | 600 | 600 |
| Quarterly Update | Q1 | | Q2 | | Q3 Calendars sent to supported individuals their families and stakeholders | | Q4 | | |
| Year End Report Back | The annual agency calendar was designed again this year using art created by our supported individuals. There were over 400 recipients of the calendar this year and feedback on the calendar remains positive | | | | | | | | |

Cultural Competence and Diversity Plan cont'd

| CARF Standard | Program/Area of Focus | Issue Identified/Objective | Status/Action completed | Person Accountable | Time Frame (eg. mm/yyyy) | | | Cost/Resource (FTE and/or \$) | |
|------------------------------|--|--|--|---|--------------------------|------------------|----------------|-------------------------------|--------|
| | | | | | Year Initiated | Target Date | Date Completed | Estimated | Actual |
| Culture | Celebrating our Diversity | The creation of ongoing activities and events to explore, promote and celebrate diversity | Program staff create ongoing activities and events for clients that explore and celebrate diversity. Cultural cooking classes held throughout 2019: <ul style="list-style-type: none"> ✓ Cooking classes in cuisine from China, Italy, England and Indigenous cooking was well received Learning through Arts and Music workshops held: <ul style="list-style-type: none"> ✓ Fun with Flags – Learning about different cultures and their flags. | Shannon DeMille & Program Team Staff | 2018 | Ongoing | Ongoing | | |
| | | | | | 2019 | | | 200.00 | 200.00 |
| | | | | | 2019 | | | 20.00 | 20.00 |
| 2019 Quarterly Update | | Q1 | Q2 Cooking Classes held | Q3 Cooking classes held | | | Q4 | | |
| Year End Report Back | Program team staff successfully delivered numerous activities for clients throughout the year. Activities, events and classes were well received by clients. Continued efforts in designing and delivering activities such as these are ongoing. | | | | | | | | |
| Culture | Celebrating our Diversity | Providing access to community activities to strengthen diversity and inclusion amongst the community and amongst our supported individuals | Supported Individuals attended the Belleville Waterfront and Multicultural Festival. | Shannon DeMille & Program Team Staff | 2019 | July 2019 | July 2109 | 200.00 | 200.00 |
| Quarterly Update | | Q1 | Q2 | Q3 Attendance at Festival July 14, 2019 | | | Q4 | | |
| Year End Report Back | Pathways is committed to supporting attendance at community festivals and funding for same is allocated annually | | | | | | | | |
| Culture | Celebrating our Diversity | Learning about other cultures by participating in the Samaritans Purse Project | Individuals participate in a hands-on project that brings joy and hope to children around the world through gift-filled shoe-boxes | Shannon DeMille & Program Team Staff | Dec 2018 | Ongoing Annually | | 200.00 | 200.00 |
| Quarterly Update | | Q1 | Q2 | Q3 Individuals participated. | | | Q4 | | |
| Year End Report Back | The Samaritans Purse Project is an annual activity that Pathways participates in, helping to provide gifts of desperately needed items for children around the world. | | | | | | | | |
| Culture | Celebrating our Diversity | Providing Diversity Training to supported individuals | Provide table top activities to develop cultural sensitivity and to learn to appreciate differences | Shannon DeMille & Program Team Staff | 2019 | Ongoing | Ongoing | 200.00 | 200.00 |
| Quarterly Update | | Q1 | Q2 | Q3 | | | Q4 | | |
| Year End Report Back | Cultural and Diversity training is incorporated into the learning and training plans throughout the year | | | | | | | | |

Accessibility Plan

Pathways accessibility plan addresses accessibility issues at our community home, program locations and in the community at large. Pathways to Independence is committed to identifying and removing barriers that impede the ability of persons served to fully access our programs and the broader community as a whole. The plan also addresses accessibility issues that may arise for our employees and members of the general public.

Pathways to Independence Accessibility Plan is in keeping with the requirements of the Accessibility for Ontarians with a Disability Act, (AODA) Integrated Accessibility Standards Regulation 191/11 and CARF's ASPIRE Standard L: Accessibility.

The AODA Integrated Accessibility Standards Regulation (IASR) requires not for profit agencies that employ more than 50 people to develop accessibility policies, programs and procedures in the following areas:

- ✓ Employment,
- ✓ Information and Communication,
- ✓ Transportation, and the
- ✓ Built environment.



The deadlines for implementing these programs extend to 2020 for some requirements.

AODA's Integrated Accessibility Standards have general requirements that are embedded in the 5 identified areas above. These general standards and their status are outlined on pages 25 to 29.

Types of Barriers

An **architectural barrier** is any physical factor that makes accessing buildings or physical structures difficult for a person with disabilities. This may include narrow doorways, a staircase without a banister, bathrooms that are not physically accessible for all, alarms that are not able to be heard by individuals with hearing impairments, or even something as simple as the location of furniture.

An **attitudinal barrier** is a negative attitude that people have towards persons served. Examples of this may include attitudes of neighbours or other community members about having people with disabilities living in their neighbourhood, or the lack of "person first" language used by agency personnel



A **transportation barrier** is the lack of suitable and available transportation to allow a person with a disability to attend or participate in community services, programs, medical appointments, employment or other activities.

A **community integration barrier** is anything that may limit an individual's ability to access their community.

An **environmental barrier** is any location or characteristic of the setting that compromises, hinders or impedes service delivery and the benefits to be gained. This may include flickering lights, a heavy scent, or a remote geographical location that restricts frequent access to services or events.

An **employment barrier** is a policy, program, resource, tool, or way of conducting business that could restrict a person with disabilities from getting a job or doing their job well. This may include an agency only accepting hand written answers on an interview for a person with a learning disability, or giving a person with a visual impairment a job application form that is in text only.

A **financial barrier** is a lack of financial resources that may require an agency to restrict or cancel a service or program.

A **communication barrier** is anything that prevents a person with disabilities from having access to information in a way that accommodates their disability and/or helps them to understand information. This may include not providing access to a TTY service, an interpreter, or a website that does not have the ability to increase font size or change colour to assist legibility.

Accessibility Plan – Achievements for 2019

| Plan Name: Accessibility Plan | | | | | | | | | |
|--|--|--|---|---------------------------------|--|-------------|-----------------------|---------------------------------------|--------------------|
| Lead/Co-Leads: Bill Crosier, Manager of Operations; Robin Benton Sr. Manager Client Services Contributors: HR - Deborah Paus, Janet Montgomery; Fin - Susan Hall, Patty Meneilley | | | | | | | Total Estimated Cost: | | Total Actual Cost: |
| CARF or AODA Standard | Program/Area of Focus | Issue Identified/Objective | Status/Action completed | Person Accountable | Time Frame (eg. mm/yyyy) | | | Cost/Resource (FTE & \$) In thousands | |
| | | | | | Year Initiated | Target Date | Date Completed | Estimated | Actual |
| Architectural/ Built Enviro Barrier | Building Capacity to strengthen accessibility and suitability and planning | Creation of Housing Development Committee to continuously review our current housing (suitability/accessibility/site) to support strategic planning and ensure accessibility | Committee created. First meeting held November 2019. Meeting to continue on a monthly basis. Committee has developed areas to focus on for discussion. | Bill Crosier | 2019 | 2019 | On going | | |
| Quarterly Update | Q1 | | Q2 Committee membership approved | Q3 First meeting held | Q4 | | | | |
| Year End Report Back | Housing committee developed and first meeting held to discuss TOR and to highlight focussed areas for discussion in the months ahead | | | | | | | | |
| Architectural/ Built Enviro Barrier | Pathways homes renovated to accommodate accessibility | Washrooms renovations at the homes on Emily, Haig and Crofton to provide barrier free access in addition to West St. in Napanee. | Barrier free washroom renovations at all three homes completed. Haig and Emily August 2019 Napanee ahead of schedule. Crofton bought in 2019 on hold due to COVID-19 | Bill Crosier | 2018 | 2019 | August 2019 | 15000 | |
| Quarterly Update | Q1 | | Q2 Haig and Emily Street washrooms completed | Q3 | Q4 Napanee Washroom 90% complete in Q4 100% complete June of 2020. Delays due to lack of resources during COVID-19 | | | | |
| Year End Report Back | Three of the four scheduled renovations completed (Haig, Emily, Napanee) with a minor delay in the Napanee project due to COVID 19. The Crofton project was deferred due to lack of external and internal resources during the COVID pandemic. | | | | | | | | |
| Architectural/ Built Enviro Barrier | Pathways homes renovated to accommodate accessibility | Renovation to extend the home on West street to build an addition to create additional accessible bedrooms, washrooms and a new ramp. | Addition to West St. began in Q4 of 2019 and completed early Q1 of 2020, creating 6 main floor accessible bedrooms and 2 fully accessible washrooms and a new ramp. | Bill Crosier | 2019 | 2020 | 2020 | 200000 | 150000 |
| Quarterly Update | Q1 | | Q2 | Q3 | Q4 Major renovation began March 2019 | | | | |
| Year End Report Back | This large project began in Q4 - March and was over 90% complete by fiscal year end with final reno concluded Q1 June 2020. | | | | | | | | |

| | | | | | | | | | |
|-------------------------------------|--|--|--|--|----------------------|-----------|----------------------|--------|--------|
| Transportation | Ensuring safe and barrier free transportation of clients | New Accessibility/wheelchair vans purchased to ensure the appropriate and safe transportation of clients and increased capacity of those transported while meeting all regulated safety standards. | 2 new vans procured and one van transferred for use to a new location (Cloverleaf home) | Bill Crosier | 2019 | 2019 | 2020 | 160000 | 153000 |
| Quarterly Update | Q1 | | Q2 Emily Street Van purchased July 2019 | Q3 Leslie Street Van purchased Oct 2019 | | Q4 | | | |
| Year End Report Back | Pathways procurement of new specialized vans increased the number of clients that have access to transportation within the community in an appropriate manner while ensuring the increased safety and security of those transported. | | | | | | | | |
| Architectural/ Built Enviro Barrier | Ensuring the safety of clients, staff and visitors | Parking and traffic flow issues addressed to ensure the safety and security on site at Pathways | "One way" parking through fare being breached. Parking arm install to ensure the flow of traffic at Head Office was controlled and the safety of public traffic ensured. New Wheel Chair ramp built at rear of building and three new Wheel Chair parking spaces added. | Bill Crosier | 2019 | 2019 | 2020 | 25000 | |
| Quarterly Update | Q1 | | Q2 Tender for related construction services sent out | Q3 Vendor chosen early Q3. Ramp completed Dec 2019 | | Q4 | | | |
| Year End Report Back | All three projects were successfully completed. | | | | | | | | |
| Information/C ommunicatio n Barrier | Employees understanding of the Accessibility for Ontarians with Disability Act (AODA), and the public service responsibility when supporting clients in the community | Inclusion of AODA training in all new hire orientation | Mandatory orientations held every hiring cycle – ongoing throughout the year. In 2019, 91 employees were trained/oriented | Janet Montgomery | Ongoing | Ongoing | Ongoing | N/A | N/A |
| Quarterly Update | Q1 Ongoing | | Q2 Ongoing | | Q3 Ongoing | | Q4 Ongoing | | |
| Year End Report Back | AODA training has been successfully integrated into Pathways orientation and onboarding processes for some time and continues to be effective. | | | | | | | | |
| Information/C ommunicatio n Barrier | Strengthening the access to services and information that is convenient, clear and understandable. | Pathways written materials and some client specific policies difficult to understand and interpret. | Supportive employment program reviewed, and documents/forms and their content were updated to ensure that they were simplified and easily understood | Deborah Paus Christine Robertson | 2018 | 2019 | Ongoing | N/A | N/A |
| Quarterly Update | Q1 Ongoing | | Q2 Ongoing | | Q3 Ongoing | | Q4 Ongoing | | |
| Year End Report Back | Review of all pertinent forms was conducted and newer, more simplified versions were created. | | | | | | | | |
| Information/C ommunicatio n Barrier | Strengthening the access to services and information that is convenient, clear and understandable | Review of the Accessibility for Ontarians with a Disability Act's requirement to ensure all employees who have an identified disability have access to the agency's emergency measures information in a format that is accessible to them. | Continue to identify and work directly with Identified employees who require accessible information and ensure that they fully understand the policies and procedures of the agency Provide accommodations in the interview process for employee with learning disabilities | Deborah Paus Janet Montgomery | 2018 | 2019 | Ongoing | N/A | N/A |
| Quarterly Update | Q1 Ongoing | | Q2 Ongoing | | Q3 Ongoing | | Q4 Ongoing | | |
| Year End Report Back | The HR team continues to work directly with identified individuals to ensure a smooth, well informed and positive process is established for employees and candidates with learning disabilities | | | | | | | | |

| | | | | | | | | | | |
|-----------------------------------|---|---|---|---|---------|-----------|---------|---------|------------|--|
| Information/Communication Barrier | Strengthening the access to services and information that is convenient, clear and understandable | Create a supported employment program | Expansion of the brought about the implementation of tools for managers to use throughout the recruitment process that are streamlined and easy to understand Increase in the successful employment of individuals: Front desk; maintenance crew | Deborah Paus Christine Robertson | 2018 | 2019 | 2019 | N/A | N/A | |
| Quarterly Update | Q1 | | Q2 | Q3 | | Q4 | | | | |
| Year End Report Back | The tools created to support managers and candidates throughout the recruitment process adds a level of flexibility to the process and the organization | | | | | | | | | |
| Attitudinal Barrier | Perceptions of persons with developmental disabilities, acquired brain injury and those with dual diagnosis in the broader community | Highlighting and showcasing the accomplishments of people with disabilities at all public Pathways events and meetings | Client art is promoted and showcased throughout the year. Insertion of client art into the Pathways calendar to be distributed to clients, families and stakeholders annually. Art shows held throughout the year Art show held in local Belleville library for people with ABI as part of the OBIA's <i>Brain Injury awareness month</i> event schedule Supported individuals involved in a variety of fundraising events in the community: <ul style="list-style-type: none"> Home to Heart poinsettia fundraiser; Pathways art show and sale held at Pathways head office; space fundraiser; | Deborah Paus Michelle Rathwell Shannon DeMille | Ongoing | Ongoing | Ongoing | N/A | N/A | |
| Quarterly Update | Q1 | | Q2 | Q3 | | Q4 | | | | |
| | OBIA art show at public library; Rockfest parking space fundraiser; Dancing with the Stars event developed and implemented May 2019 | | | Heart to Heart Poinsettia Sales fundraiser developed promoted and held Nov – Dec 2019 | | | | | | |
| Year End Report Back | A series of successful events were created, promoted and launched within Pathways and within the community at large. Numerous supported individuals took part and feedback from the community and from persons served was resoundingly positive, these events will become core community outreach events. | | | | | | | | | |
| Financial Barrier | Increased access to funds to support community engagement | Promote community access funds to provide supported individuals with financial resources to attend events and activities in the community that they may not be able to afford | Pathways Foundation Community Access Plan funded a variety of events and activities for supported individuals We funded \$2,046 for events - Medieval Times; Heather's Studio – Painting; Bluesfest Concert COED - Fitness Program | Susan Hall Patty Meneilly | | 2018 | 2019 | Ongoing | \$2,046.00 | |
| Quarterly Update | Q1 | | Q2 | Q3 | | Q4 | | | | |
| | Ongoing | | Ongoing | Ongoing | | Ongoing | | | | |
| Year End Report Back | The Pathways Foundation Community Access Plan provided funding for numerous supported individuals to attend a variety of community based activities and events held throughout the year. | | | | | | | | | |

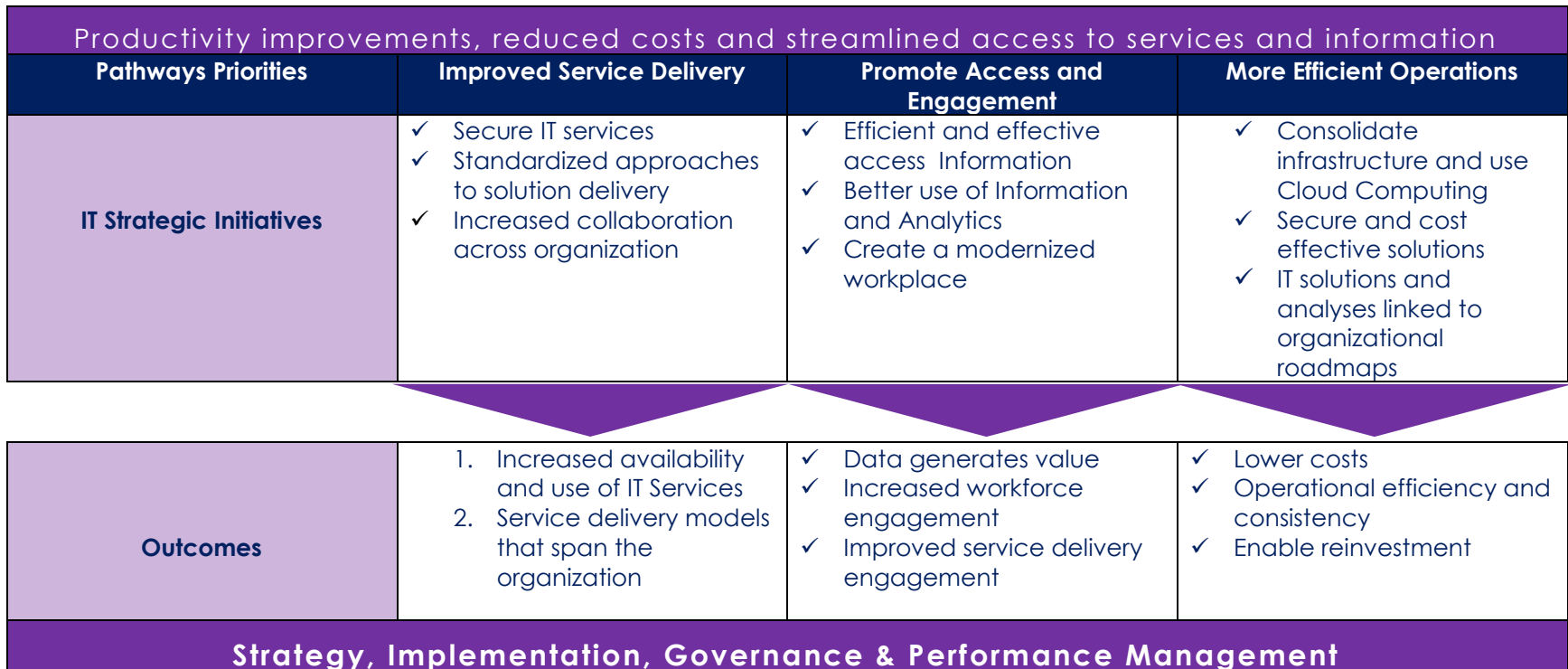
| | | | | | | | | | | |
|-----------------------------|---|--|--|---------------------------------|---------|----------------------|---------|-----|-----|--|
| Community Integration | Perceptions of persons with developmental disabilities, acquired brain injury and those with dual diagnosis in the broader community | Build and develop greater relationships to promote the employability of people with disabilities | <ol style="list-style-type: none"> Partner with local employment services and the Chambers of Commerce to hold information sessions to promote employment for persons with disabilities. Development of FFS (passport) program surpassed our numbers year over year. Continue to promote events, activities and accomplishments of the agency and people we support through marketing events, materials and social media. | Robin Benton Shannon DeMille | Ongoing | 2019 | 2019 | N/A | N/A | |
| Quarterly Update | Q1 Ongoing | | Q2 Ongoing | Q3 Ongoing | | Q4 Ongoing | | | | |
| Year End Report Back | Pathways continues to create new and build existing partnerships with stakeholders within the community to support and promote employment for persons with disabilities 10 companies within the community have volunteer placements and over 20 companies hired supported individuals competitively | | | | | | | | | |
| Community Integration | Perceptions of persons with developmental disabilities, acquired brain injury and those with dual diagnosis in the broader community | Promote and assist supported individuals to be successful volunteers and employees and contributing members of their communities | Pathways supported individuals are successful employees and volunteers within their communities – working in factories; florist and coffee shops to name a few as well as attending college. On average over 25 supported individuals hold competitive employment and over 20 hold volunteer positions at any given time throughout the year | Robin Benton Shannon DeMille | Ongoing | Pre 2013 | Ongoing | N/A | N/A | |
| Quarterly Update | Q1 Ongoing | | Q2 Ongoing | Q3 Ongoing | | Q4 Ongoing | | | | |
| Year End Report Back | Successful employment and volunteerism of supported individuals within the community is ongoing | | | | | | | | | |

Technology and Systems Plan

In 2019 Pathways solidified its Information Technology and Management (IMT) environment with the formalization of its senior management role, that of Senior Manager IMT. In this short time, Pathways has developed a Technology and Systems Plan that is innovative, collaborative, flexible and service delivery focused.

The plan will ensure that Pathways' technology and systems are practical, well defined and position both I&IT and the business to successfully, efficiently and effectively deliver services to those we support. The plan will also see information and data management tools and processes developed to ensure they are secure yet accessible.

This IMT Strategic plan outlines a series of goals and related activities, linked to measurable outcomes that will evolve to achieve the organizations strategic vision.



Technology & Systems Plan

| Plan Name: Technology and Systems Plan | | | | | | | | | |
|---|----------------------------|--|---|----------------------|--------------------------|------------------------------|---|--|--------|
| Lead/Co-Leads: Serge Beaulieu, Sr. Manager Information Management Technology | | | | | | | | | |
| Contributors: | | | | | | Total Estimated Cost: | | Total Actual Cost: | |
| CARF Standard | Program/Area of Focus | Issue Identified/Objective | Status/Action completed | Person Accountable | Time Frame (eg. Mm/yyyy) | | | Cost/Resource (FTE and/or \$) In thousands | |
| | | | | | Year Initiated | Target Date | Date Completed | Estimated | Actual |
| Software | SharePoint | Develop and launch 3 internal driven workflow forms on SharePoint | <ul style="list-style-type: none"> A new tool (open source, free) was researched: Form-tool. Form-tool server now running. Preparing Form-tool demonstration for executive application features and how current Pathways forms would be expressed via this tool. | Sr. Mgr IMT | 2019 | Jan 2020 | | | |
| Quarterly Update | Q1 | | Q2 | Q3 | | | Q4 FT server installed - Demo forms for exec | | |
| Year End Report Back | | | | | | | | | |
| Software | Learning Management System | Investigate COTs products designed to administer document, track report and deliver training and educational programs, and their integration with SharePoint | Deferred due to prohibitive costs associated with procurement and implementation | Sr. Mgr IMT | 2018 | 2019 | | | |
| Quarterly Update | Q1 | | Q2 | Q3 | | | Q4 | | |
| Year End Report Back | | | | | | | | | |
| Software | SharePoint implementation | SharePoint roll out and training | Training of executive team held. Training for phase One staff scheduled. Deferred due to Covid 19 pandemic | Zycom Sr. Mgr IMT | 2017 | 2018/19 | Deferred | | |
| Quarterly Update | Q1 | | Q2 | Q3 | | | Q4 | | |
| Year End Report Back | | | | | | | | | |

How are we doing?

About the Management Report

Stakeholder Engagement & Feedback

Client Satisfaction Survey

Employee Satisfaction Survey

Outcomes & Indicators

The Pathways Management Report

Pathways primary purpose is to provide services to adults with disabilities in ways that enhances their quality of life, while ensuring the most efficient and effective use of human and financial resources. Efficient and effective are terms often assumed to be about controlling costs, and in many management driven data reports, effective and efficient indicators are used that reflect costs, time used or saved, or number of instances a service or other utility is accessed. Providing data that measures a person's quality of life is extremely difficult to do in a quantifiable manner. This management report identifies measurements and data to illuminate agency growth and direction informed by our vision, mission and guiding principles. Where practical, benchmark and outcome measures have been identified with best demonstrated practices, external research, and/or past internal history and in all cases provide a baseline for us to establish goals and objectives to further enhance our services and programs.

Alternate format availability



Pathways ensures that everyone can access the same information in a format that facilitates their understanding and accommodates each person's unique requirements. If you require the information in this report in a different format, please contact Pathways and we will provide the information in a manner that meets your needs.

Our contact information is:

289 Pinnacle Street
Belleville, ON,
K8N 4Z2
613-962-2541

356 D Woodroffe Ave.
Unit 202
Ottawa ON K2A 3V6
613-233-3322

Alignment with CARF principles

Stakeholder engagement and feedback

To learn and grow an organization requires feedback. To change, an organization needs to set goals and measure results to improve processes and programs. The process of stakeholder feedback and meaningful outcome measurement is a key principle of CARF accreditation.

Pathways to Independence has both formal and informal channels to solicit feedback. These include:

- Client Surveys
- Complaint and Appeal processes
- Web Based anonymous feedback
- Employee Surveys
- Community member involvement on Sub Committees of the Board, such as the Quality Assurance Committee
- Client Tenant Meetings
- Subject Specific focus group meetings with clients and employees to discuss housing needs/issues, part time callback concerns, program services transitions.
- Cascading Management forums and meetings
- Informal feedback from community partners



Web Based Anonymous Feedback

In an effort to ensure that all people have the opportunity to provide feedback to the agency, Pathways provides an anonymous email based feedback process on our website; www.pathwaysind.com . In 2019, a volunteer from Belleville General Hospital wrote to us to share their positive feedback regarding one of our persons served. They wrote:

"I recently met "J" from Pathways at Belleville General Hospital where I work as a volunteer. "J" was accompanying a client to an appointment. I was very impressed with "J's" professionalism, kindness, and patience. They are an excellent representative of Pathways. Thank you and congratulations on the outstanding work you all do to provide an enriched life for your clients.

Kindest regards,

M

In all situations the feedback email message is forwarded to the appropriate Manager with a copy to the Executive management team. If the individual provides their name, the Manager will respond to the person directly. We encourage people to provide their name and contact information so that we can respond directly and engage in further discussion. If the person submitting the feedback wishes to remain anonymous, the email is forwarded on to the appropriate Manager for information.



Employee Satisfaction Survey

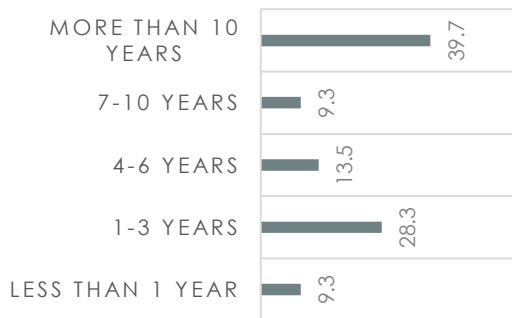
In 2018 Pathways conducted an employee satisfaction survey designed by USPEQ, a survey partner of CARF. USPEQ designs and assists in the implementation of both clients and employees in organizations around the world and prepares a benchmark survey to assist agencies in comparing their results with those of similar organizations.

The USPEQ Employee Satisfaction benchmark survey was compiled in 2017 with predominately North American results in CARF accredited Aging Services, Behavioural Health, Employment & Community Services (ECS) and Medical Rehabilitation. Sixty-four percent of the survey results came from Canadian agencies in ECS and Aging Services. The benchmark survey results were used to compare the results of Pathways employee satisfaction survey.

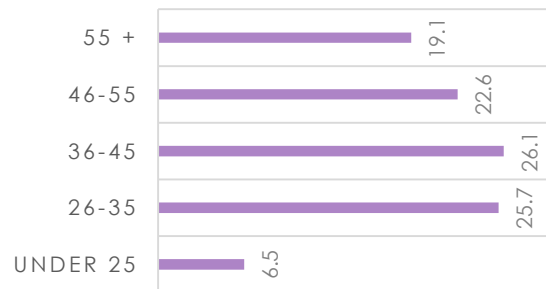
The response rate from all employee groups to the survey was 60.8%.

Demographics of Pathways Employees

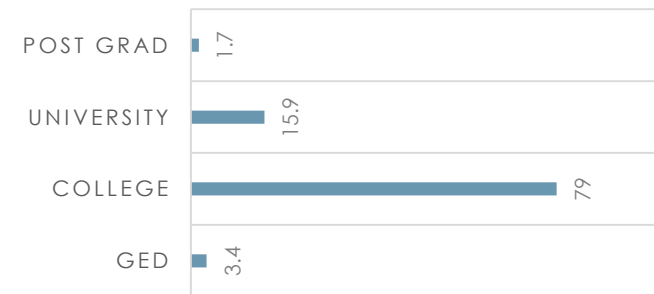
LENGTH OF SERVICE



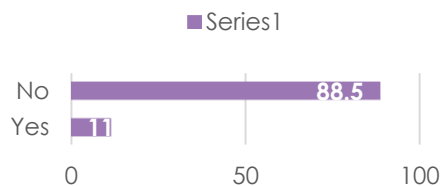
AGE



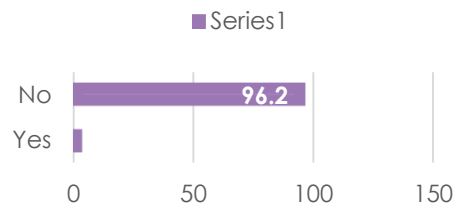
EDUCATION LEVEL



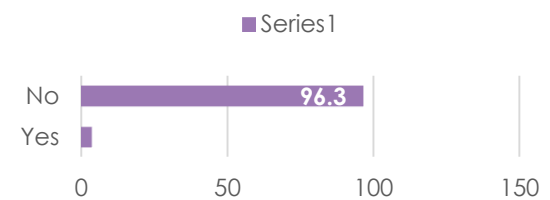
MEMBER OF A VISIBLE MINORITY



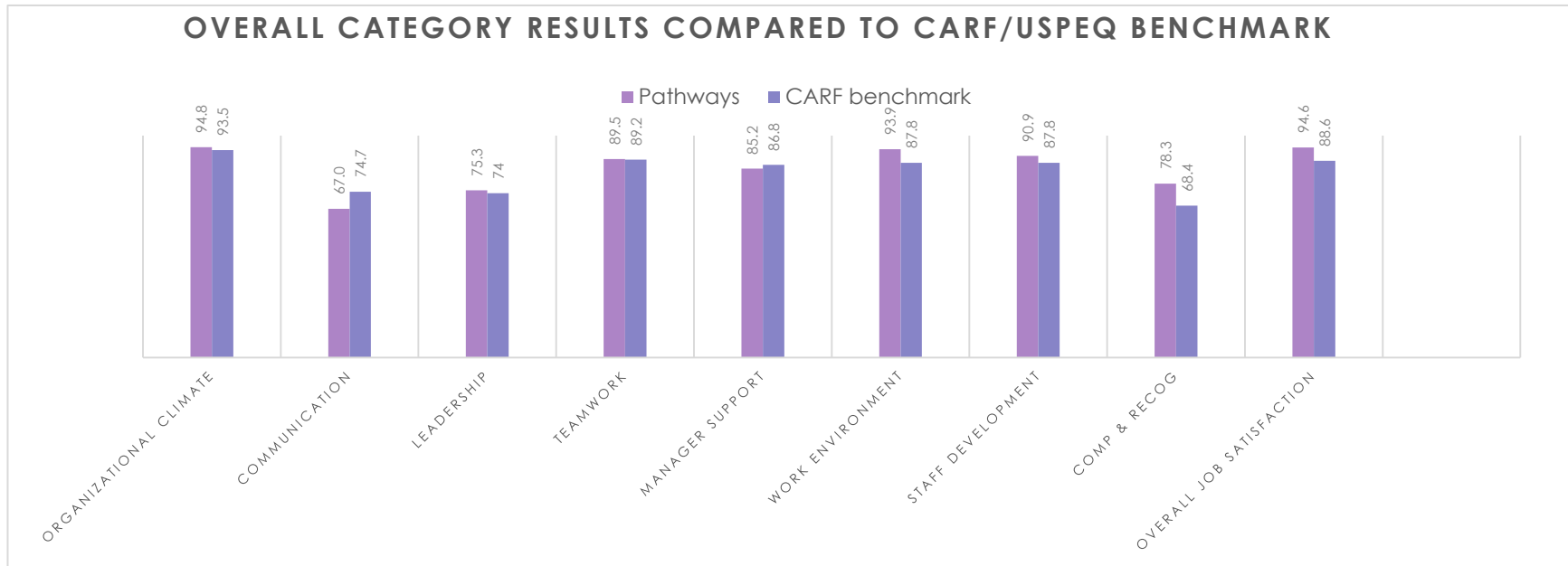
ABORIGINAL DESCENT



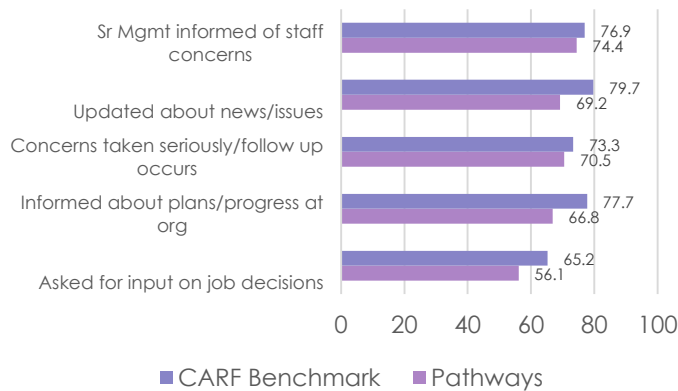
PERSON WITH A DISABILITY



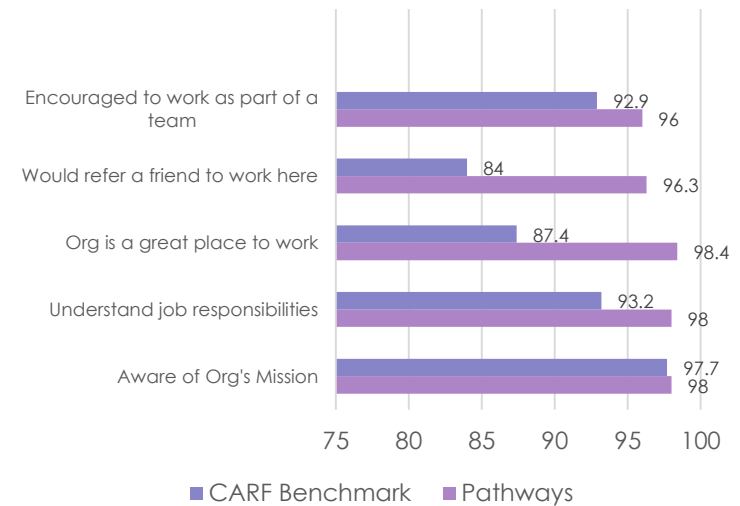
Overall Pathways survey results (% positive) compared to CARF/USPEQ Benchmark



Five Lowest Scoring Questions
Pathways vs CARF Benchmark



Five Highest Scoring Questions
Pathways vs CARF Benchmark






CARF Employee Satisfaction Survey - Action Plan and Follow Up for 2019

In late 2018, every worksite received specific web results stemming from the 2018 survey. Throughout the first 6 months of 2019 Pathways management met with staff to further explore the results of the survey and create an action plan to address key areas.

Action Plan Overview:

The initial survey was conducted September 24 – October 5, 2018 in preparation for CARF survey. The Learning and Development Manager reviewed the agency results, benchmarked results and key themes with Management team at our quarterly “Let’s Talk” meeting on November 1, 2018. Next Steps were to create an action plan to go over results and obtain feedback.

| Survey Response Action Plan | | | | | | | | | | |
|---|--|---|----------------|--|--|--|-------------|---|----------------|---|
| Develop Feedback Questions | | Meet with Staff | | | | | | | | |
| <table border="1"> <tr> <td>Target 5</td> <td rowspan="3"> Questions Developed  5 categories of questions created </td> </tr> <tr> <td>Result/Outcome</td> </tr> <tr> <td>Learning and Development Manager in consultation with executive January 2019</td> </tr> </table> | Target 5 | Questions Developed  5 categories of questions created | Result/Outcome | Learning and Development Manager in consultation with executive January 2019 | | <table border="1"> <tr> <td>Target 100%</td> <td rowspan="3"> Meet with all staff 100% All staff have opportunity to provide feedback </td> </tr> <tr> <td>Result/Outcome</td> </tr> <tr> <td>Learning and Development Manager attended staff meetings and callback meetings January to June 2019</td> </tr> </table> | Target 100% | Meet with all staff 100% All staff have opportunity to provide feedback | Result/Outcome | Learning and Development Manager attended staff meetings and callback meetings January to June 2019 |
| Target 5 | Questions Developed  5 categories of questions created | | | | | | | | | |
| Result/Outcome | | | | | | | | | | |
| Learning and Development Manager in consultation with executive January 2019 | | | | | | | | | | |
| Target 100% | Meet with all staff 100% All staff have opportunity to provide feedback | | | | | | | | | |
| Result/Outcome | | | | | | | | | | |
| Learning and Development Manager attended staff meetings and callback meetings January to June 2019 | | | | | | | | | | |
| Review Results & Gather Feedback | | | | | | | | | | |
| Overall Job Satisfaction Agree with results. Happy to be affiliated with Pathways. | | Compensation and Recognition Feel fairly compensated. Ottawa does not feel fairly compensated, believed there is a higher cost of living in the area. | | | | | | | | |
| Staff Development Staff are pleased and appreciate the training that they receive. | | Work Environment Content with the environment in which they work. | | | | | | | | |
| Manager Support Feel that communication with manager is good. | | Teamwork Feel that team work within homes amongst staff is good. | | | | | | | | |
| Leadership Definition of leadership is different for everyone | | Communication Has improved over the last couple of years. | | | | | | | | |
| Organizational Climate It appears the organizational climate is good. | | Overall Many staff are very pleased to work at Pathways. | | | | | | | | |

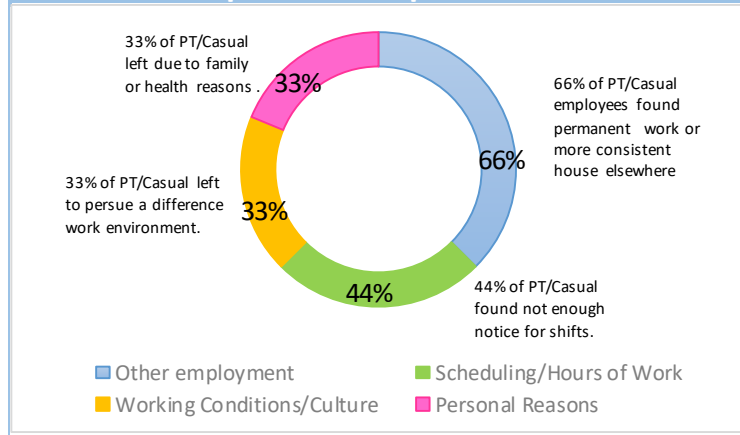
Interim Ad-hoc employee Survey Q1 and Q2 of 2019

Pathways continues to strive to improve their employees work experience by intermittently “touching base” with staff through-out the year. How are we doing? What can we do better? How can we help you?

In the fall of 2019 we reached out to employees who departed the organization to get a better sense of why they departed and to gather information to help us improve. 66% of employees left for other employment, but 100% of them enjoyed working with us and would recommend Pathways as an employer of choice. These results are better understood if we keep in mind that the employees surveyed were part-time or casual and that their hours of work fluctuate from week to week. The overall reason for departing Pathways within the first year, was for other work offering full-time or more and consistent hours.

Exit Survey Response Data

Reasons for Leaving Multiple reasons per candidate



Would Recommend Pathways

100%

Survey Response Rate

41%

Turnover Survey Statistics

| | |
|---------------------|----|
| Total Selected | 22 |
| Total Contacted | 20 |
| Total Refused | 5 |
| Total Un responsive | 8 |
| Total Completed | 9 |

Survey Respondents Average Duration of Employmen prior to exit



Action items in Response to Survey

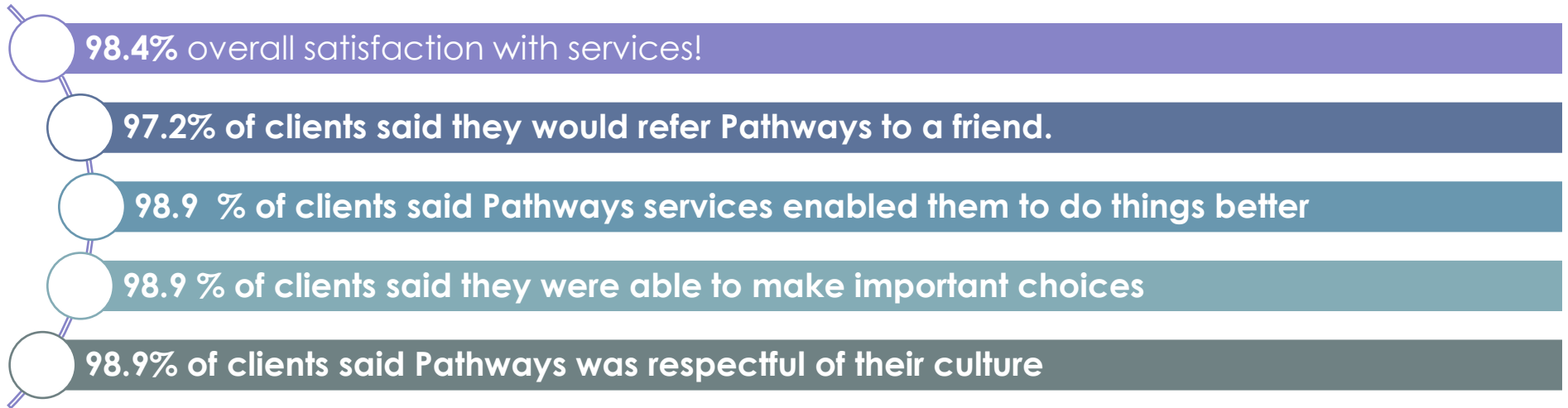
- The creation of a “Regular Part-Time” schedule to provide employees more stability with more consistent and predictable hours
- Enhanced the scheduling process by creating a “Submit and Schedule to availability” option for employees

Client Satisfaction Survey

“If I were to rate Pathways out of 10, I would give it a 10”.

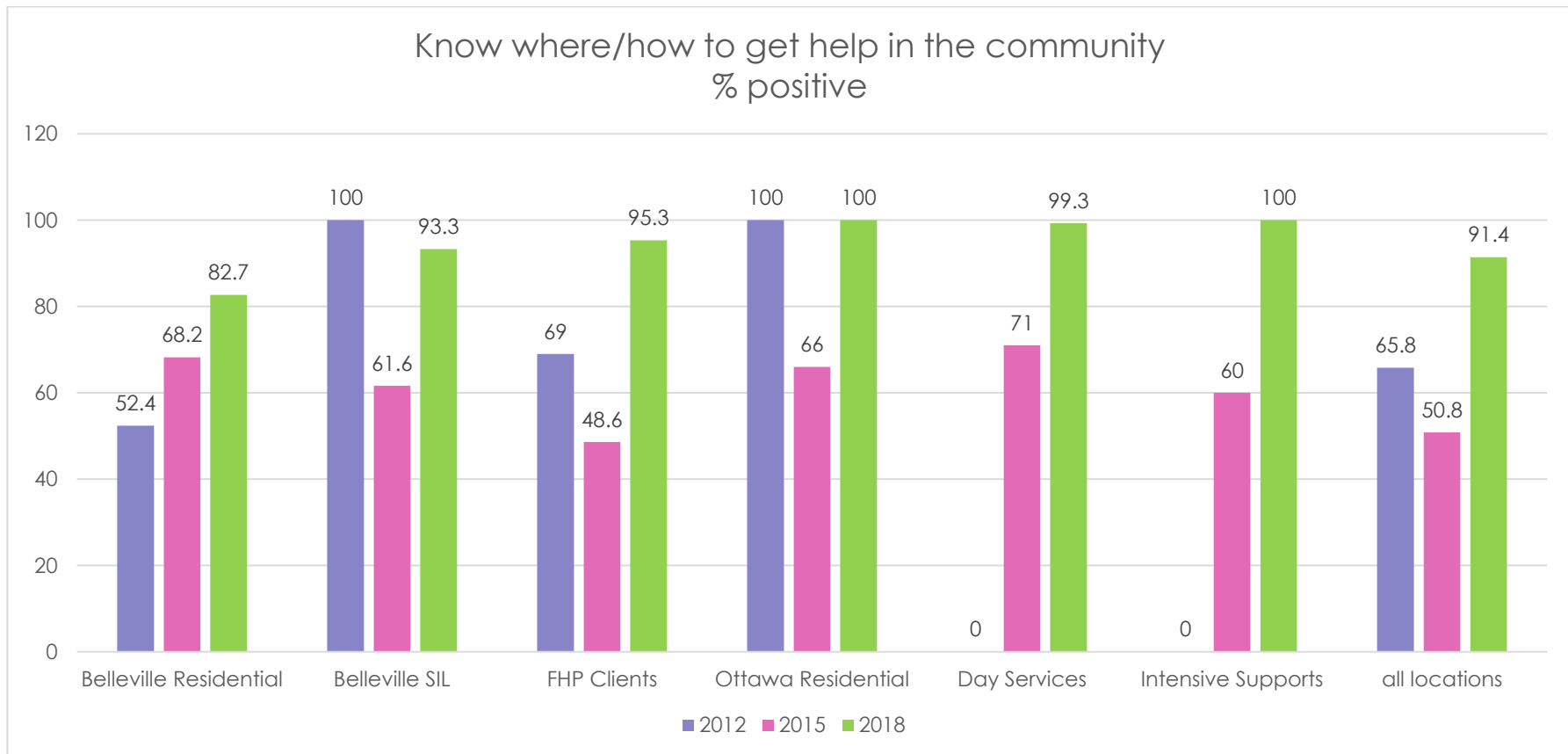
USPEQ Client Survey, Comments Section, June 2018

Over 190 (56% response rate) clients and their support staff took the time to give us their thoughts about how things are going at Pathways and answer a survey.

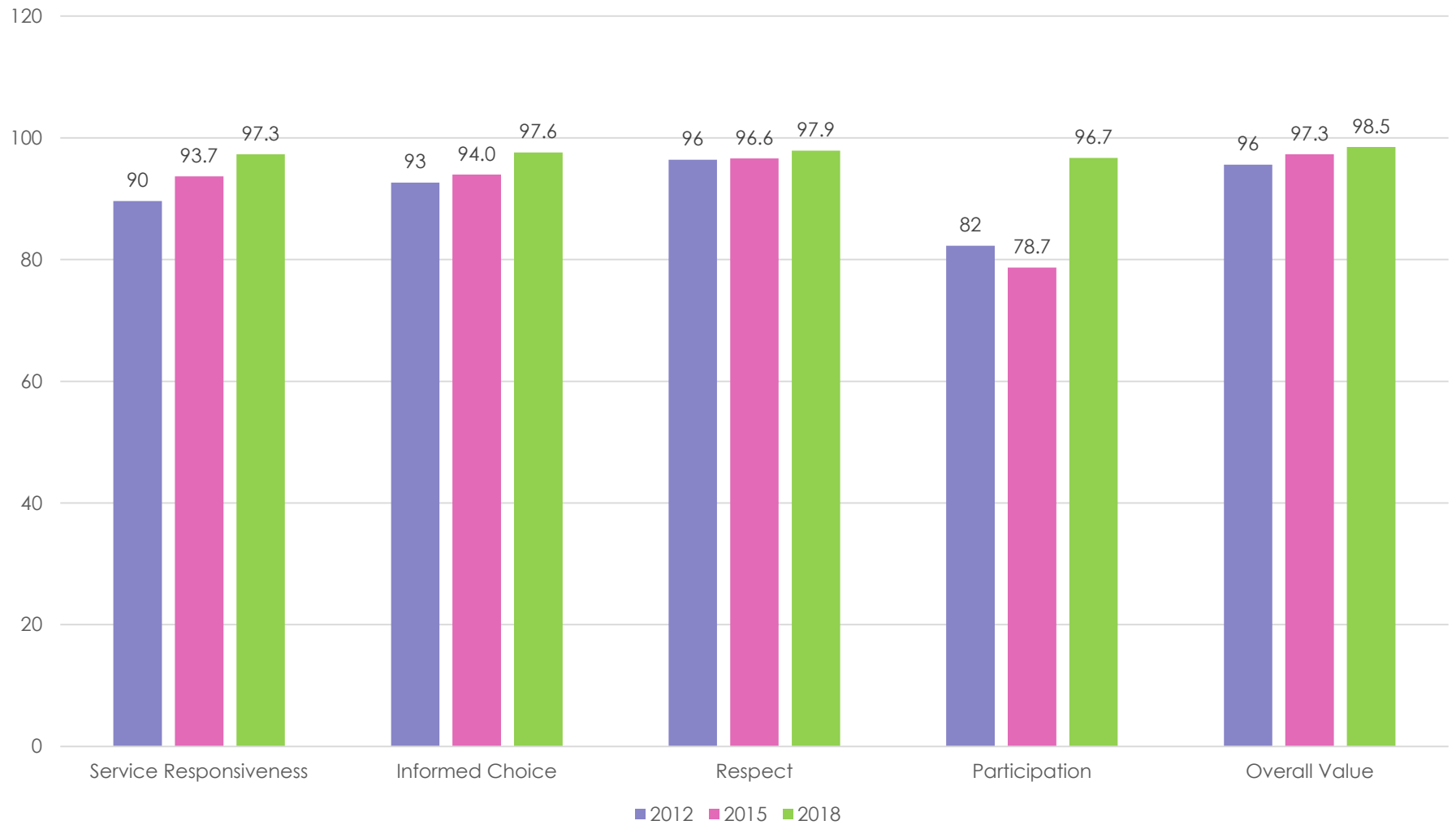


Pathways overall category results have been consistently positive since 2009 with the exception of the participation category that shows a drop from 93% positive in 2009 to 79% positive in 2015.

The key question that affected this decline in scores related to the question "I know where and how to get help in the community". Action planning with managers, staff and employees through staff meetings in 2016 and 2017, resulted in a significant improvement in this question response.

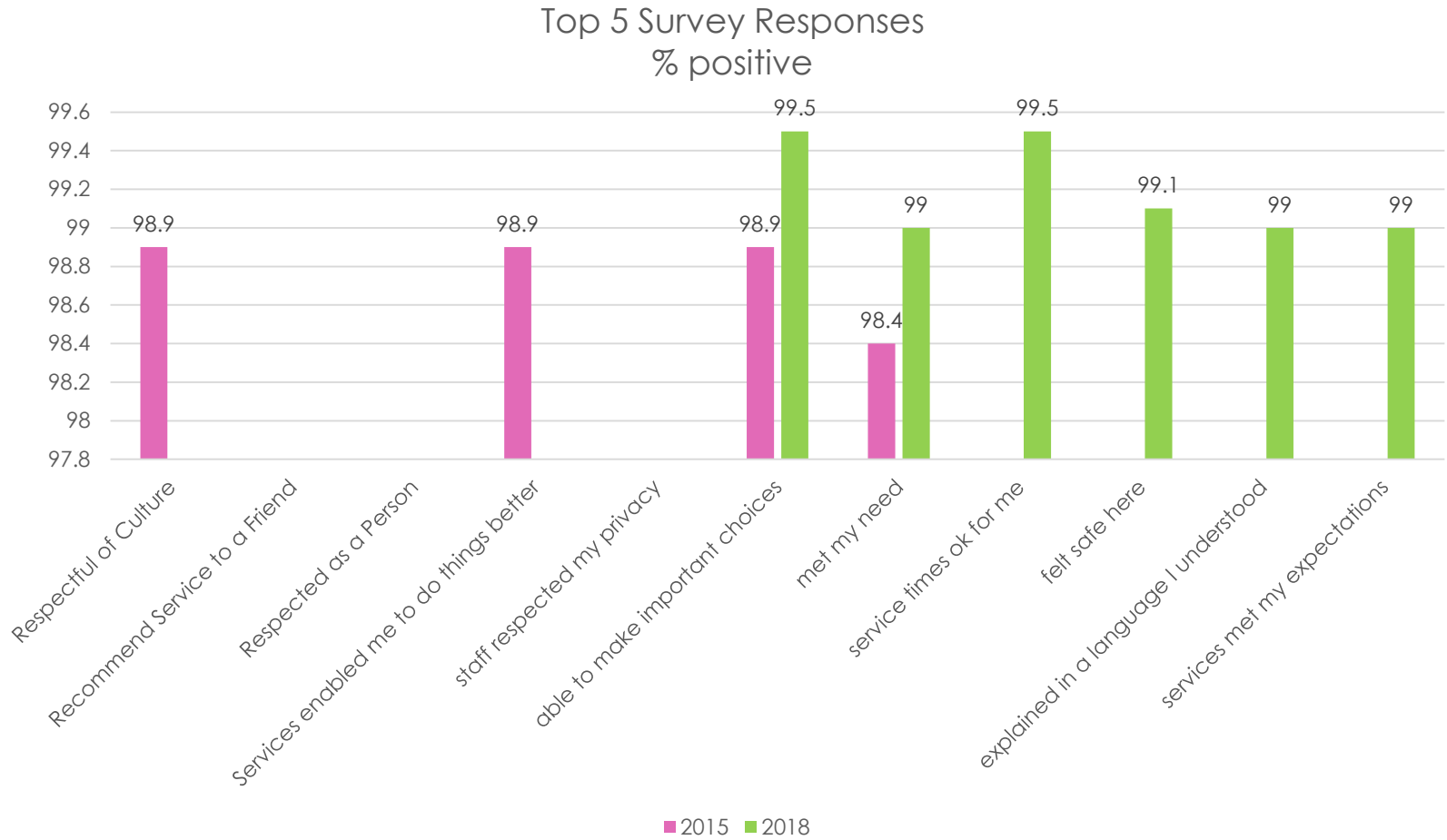


Overall Category Responses % positive



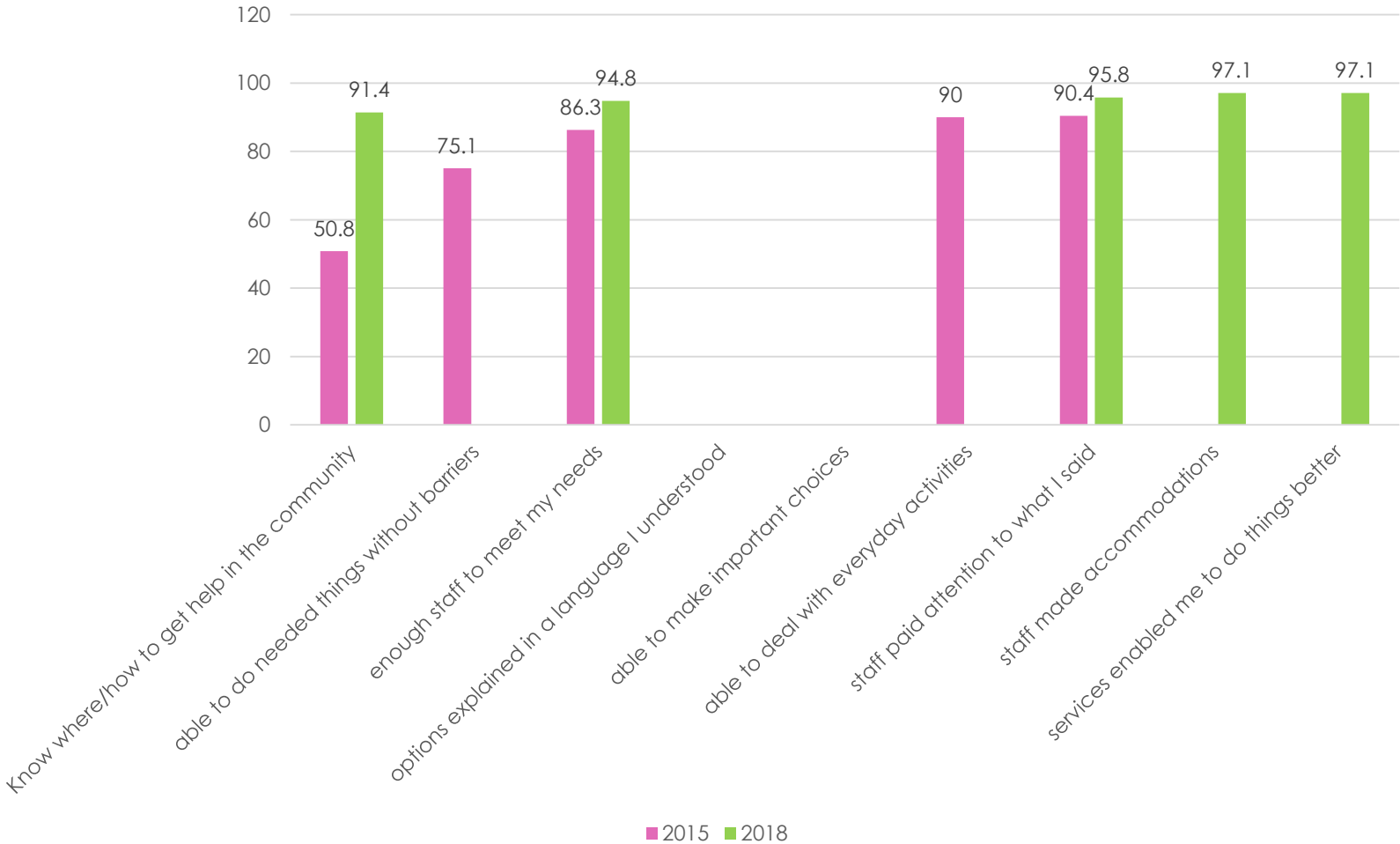
Each survey report has two quick sections that help us to understand the 5 questions that scored the highest positive responses and the 5 questions that scored the lowest positive responses.

**Top 5
Survey
Question
Reponses**



**Lowest
Scoring 5
Survey
Responses**

5 Lowest scoring questions
% positive



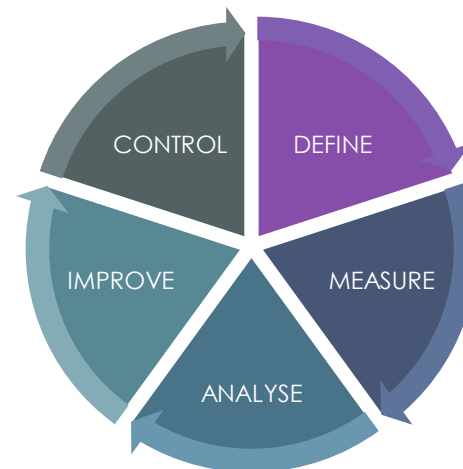
Outcomes & Indicators

Pathways to Independence is accredited by CARF for the following programs;

- Community Housing,
- Community Integration,
- Host Family Services,
- Supported Living and,
- Respite Services.

In keeping with CARF's principle of continuous improvement, every program receiving accreditation must clearly identify measurable outcome based goals and activities to build upon the delivery of services to the persons served by the agency. CARF further requires indicators for the following four categories:

1. **Efficiency:** measures resource allocation & use such as time spent, dollars spent, numbers served.
2. **Effectiveness:** measures how services and programs impact the people we support.
3. **Service Access:** measures some aspect of the barriers involved to use or access services by the client
4. **Satisfaction:** measures the extent to which the people we support and other stakeholders are happy or satisfied with the services Pathways provides.



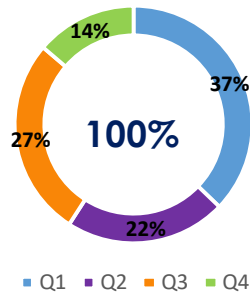
The Continuous Improvement Journey

Quality Assurance

Excellence in Our Programming & Services

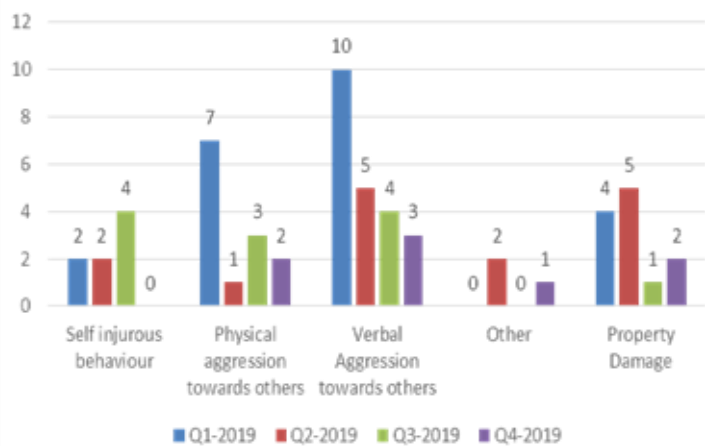
Clients have the opportunity to Direct Services

Every Client has a Quality of Life Plan



Complex Clients Demonstrate Improved Coping Skills

Incidents Reduced by 70%



Accessible & Appropriate Homes

Clients Living Independently

7

New Apartments for Clients

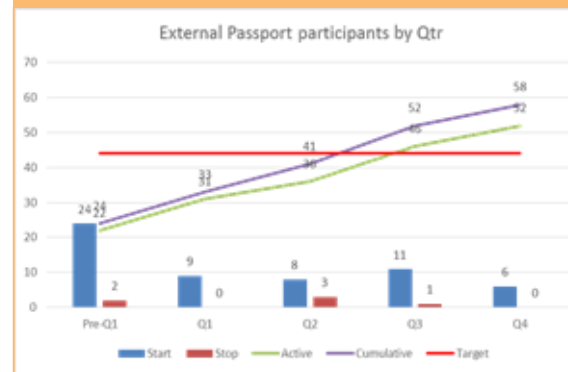
Homes Meet Accessibility Needs

95%

Renovation Projects Completed

Extending Our Reach

Extension of Passport Services



Quick Response to Clients in Crisis Calls

After hours calls responded to within

20 min

Reinforcing & Sharing our Culture

Employees Working Effectively 1st Shift

100%

Employees able to navigate SharePoint

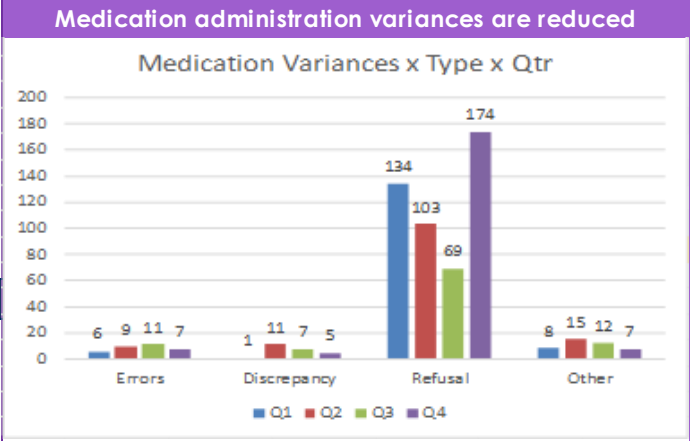
100%

Phase 1 Candidates Trained

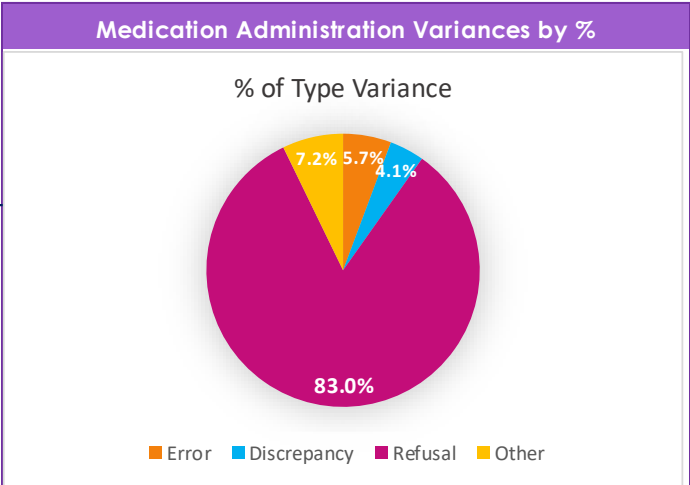
Risk Management Planning Outcomes

Risk Management

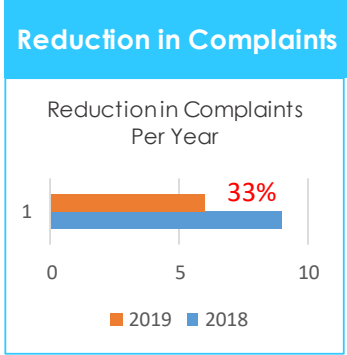
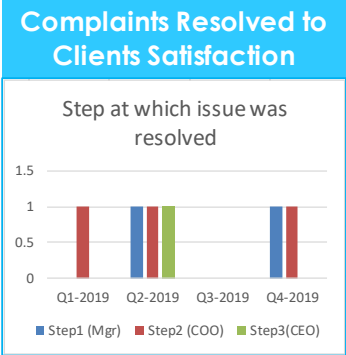
Clients Right Medication at the Right Time



ACTION
Review and monitor med schedule for each client to see what the best time of day is for them to positively respond to taking their medications



Client Complaints are Heard & Responded To



ACTION
Continue to monitor and track complaints and time to response



ACTION
Increase attributed to minor vehicle accidents; staff-client support incidents; driver training planned

Pathways

to Independence

For information about this report please contact:

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Chief Human Resources & Organizational
Effectiveness Officer
613-962-2541 ex 225
deborahp@pathwaysind.com



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