



Annual Management Report





First and foremost,

Pathways management would like to take this opportunity to thank our staff for their boundless dedication to our mission during one of the most challenging years we have faced as a collective. There have been many lessons learned from 2020. Thank you for your perseverance and creative efforts to continue to deliver high quality, safe and engaging services and supports to our supported individuals. Pathways would not be possible without each and every one of you.

Thank you to our clients, their families and support networks for the trust and support you have placed in Pathways as we navigate through these challenging times.

We will continue to put the health and safety of our clients and staff first, and ensure you are being informed and involved as we move forward into 2021.

Why this Report?

- CARF and the Continuous Improvement Journey
- Vision, Mission & Guiding Principles

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- Overview of Services & Characteristics of People we Support

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- Cultural Competency & Diversity Plan
- Accessibility Plan
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- Stakeholder Engagement & Feedback
- Client Satisfaction Survey
- Employee Satisfaction Survey

Why this Report?

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 fourth, three-year accreditation from CARF in December 2018 for the following programs:



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, Mission & Guiding Principles



Supporting people *in living their best lives*

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

Who are we?

Pathways to Independence is a community based agency providing assisted community living services and supports to 294 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, employment and recreation programs, psychiatric counselling and behaviour therapy, court and justice-related services, and respite.

Operating in the Eastern Region of Ontario, with offices in Belleville and Ottawa. 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

33

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



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

We employ 488 dedicated professionals.

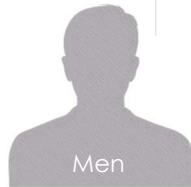


Women

100



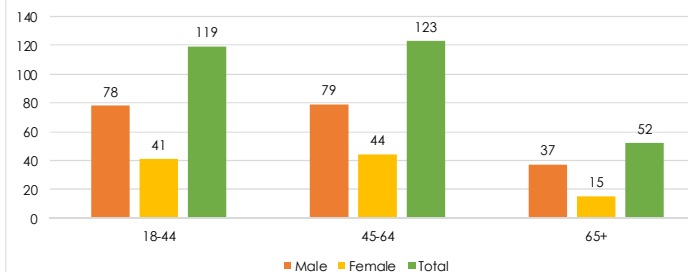
& 194



Men

We support 294 men & women living with acquired brain injuries and/or developmental disabilities who may also have complex needs.

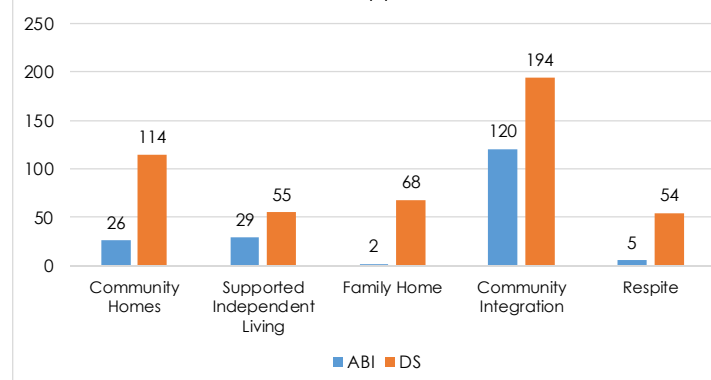
Ages of Persons Served



488



Overview of Supported Persons



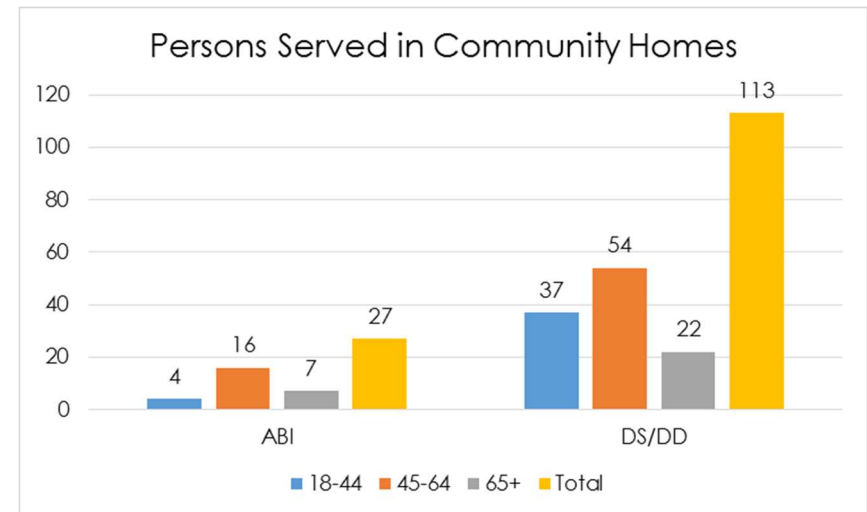
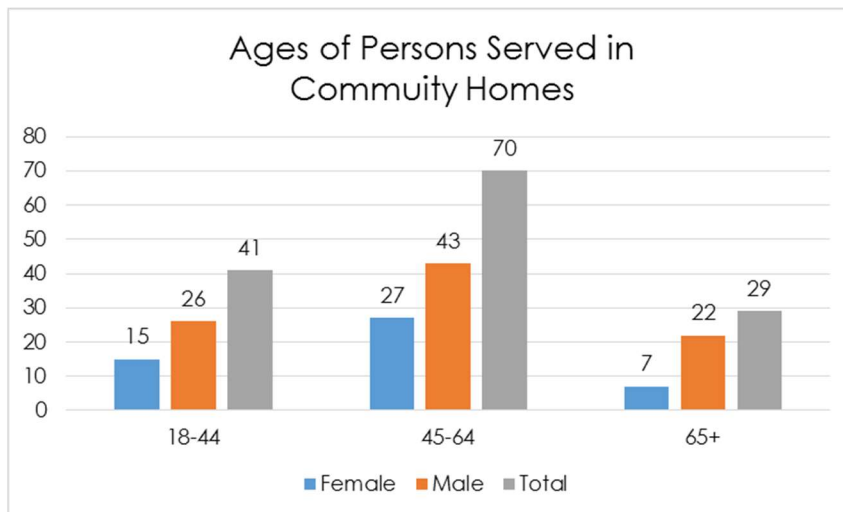
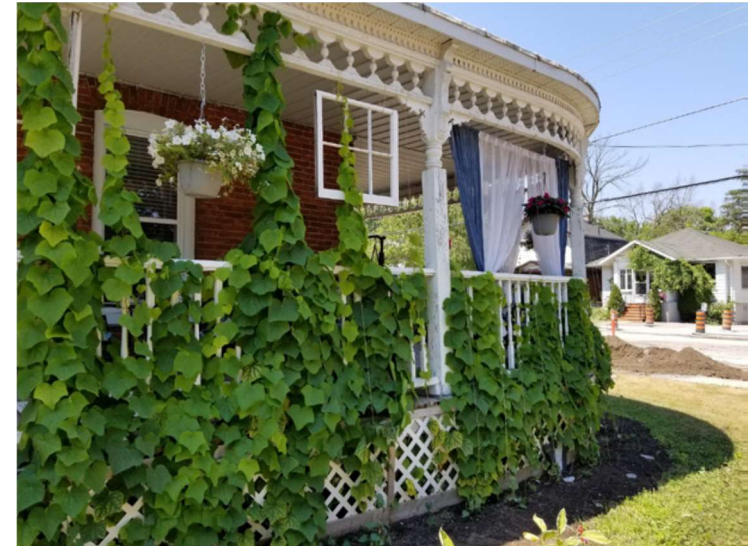
Overview of Services & the People we Support

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.

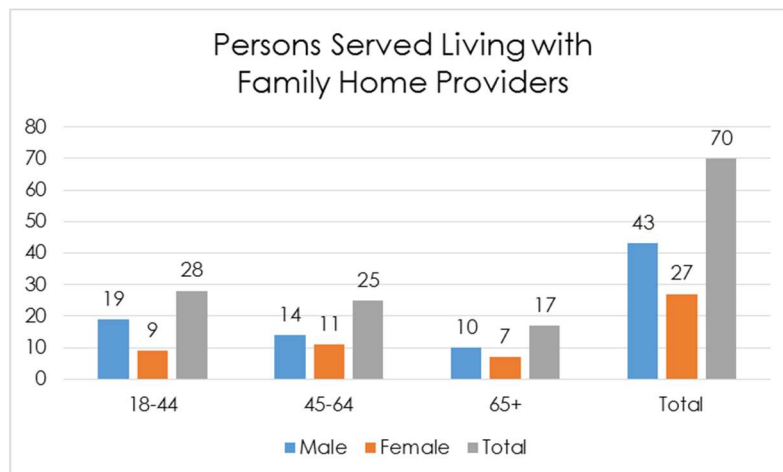
In 2020 Pathways operated 28 community homes:

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



Family Home (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.



Pathways served

70

Supported persons by

40

Family Home Providers

be involved



Pathways
to Independence



be supportive

be rewarded

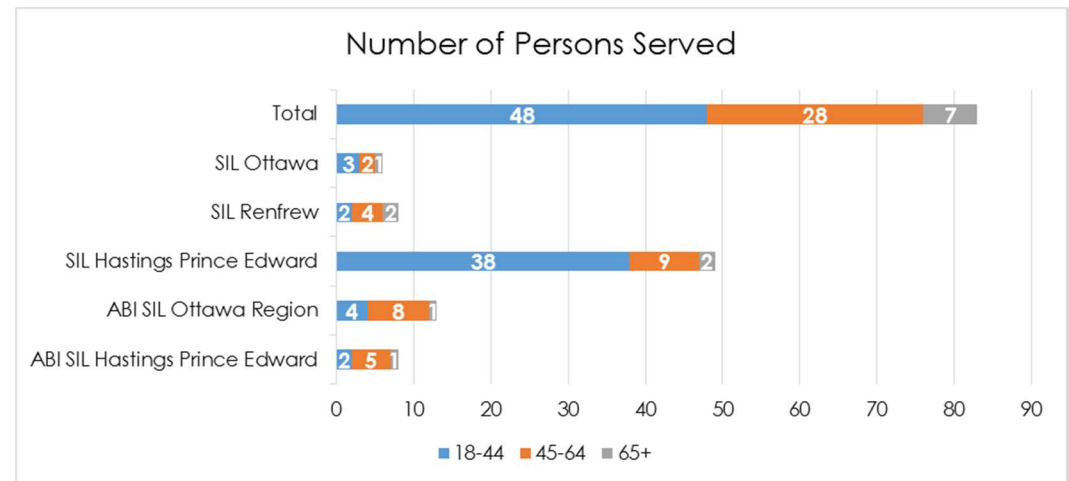
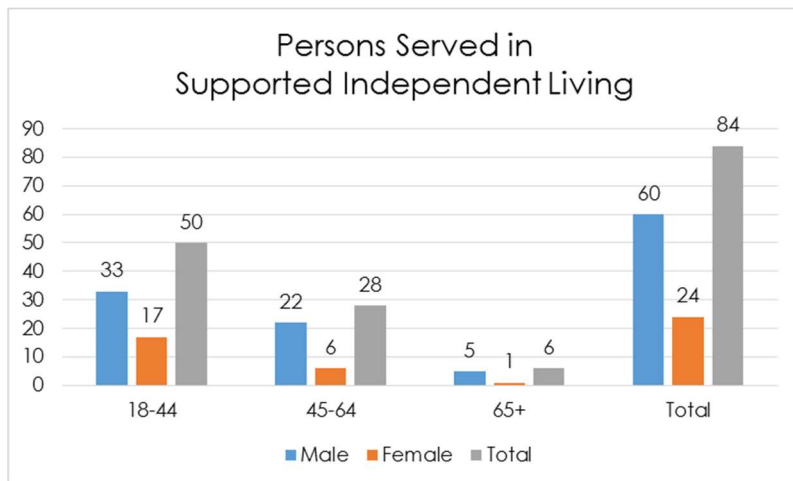
be a
family home
provider



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.

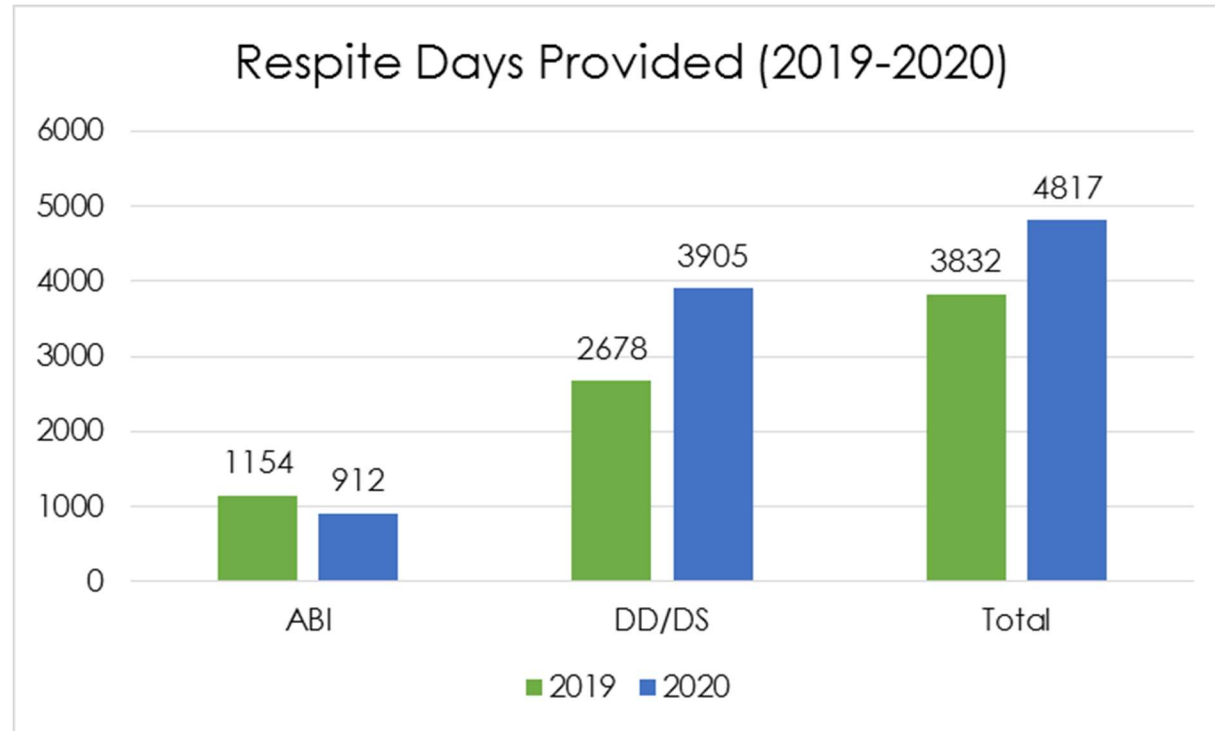
The agency provides Supported Independent Living programs for clients with acquired brain injury in Belleville and Ottawa, and for clients with developmental disabilities in Belleville.



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 4817 days of respite were delivered over the fiscal year.



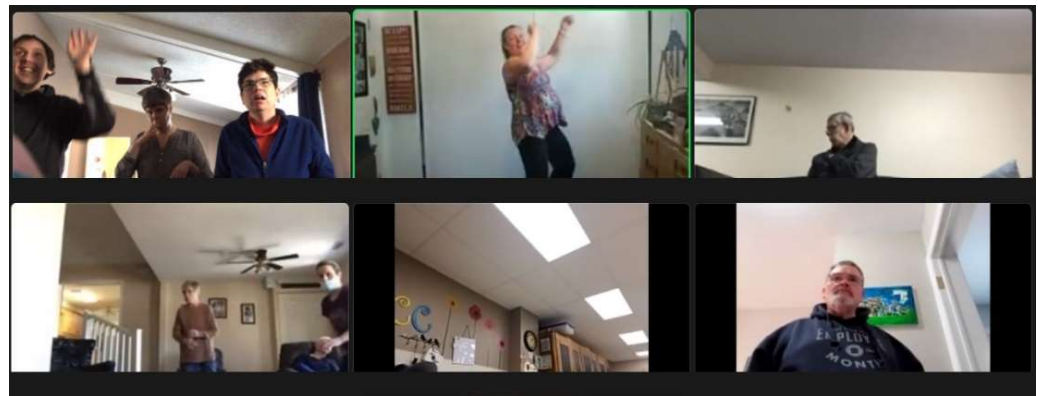
Program Services

Our centre-based and community-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. Due to the COVID pandemic, centre-based programs were not available and community-based programs were severely limited due to safety and public health restriction.

Pathways Recreation and program facilitators offered many unique and fun programs virtually to keep supported individuals engaged and connecting with family, friends and peers.

Virtual programs offered in 2020 included:

- ❖ BINGO!
- ❖ Pet Therapy
- ❖ Learning to Cook
- ❖ Crafts
- ❖ Painting
- ❖ Coffee Social
- ❖ Zumba Dance Classes
- ❖ Chair Yoga
- ❖ Musical Instrument Playing
- ❖ Card Making – Friends for Kindness Program
- ❖ Men's Club



Pathways has over 150 clients participating in the Passport Program. These individuals may choose to use their funding to pay for these community-based programs. Funding for this program comes directly from the provincial government and it is up to the person who receives the money to decide how they would like to spend it. Participants with Passport funding can live independently and need not be involved in any other Pathways program.

Where are we going?

Strategic Plan

2020 marked the end of Pathways three year strategic plan. A new process to develop the next strategic plan was developed, however implementation of the process was deferred by the Board of Directors due the impact of managing the pandemic. The agency focused on keeping the people we support and our employees safe and healthy and continued to implement the goals and objectives established in the strategic and operational plans.

Highlights of these initiatives include:

Excellence in our Programming & Services

- Shift to virtual program delivery for supported individuals in group and supported independent living environments.
- Shifted to virtual clinical and medical appointments for supported individuals.
- Maintained the annual garden challenge in a "safe" way to keep clients and employees active and involved in keeping their homes beautiful.

Accessible and Appropriate Homes

- Opened a new home for supported individuals.
- Partnered with Youth Hub to gain two apartments.

Extending our Reach

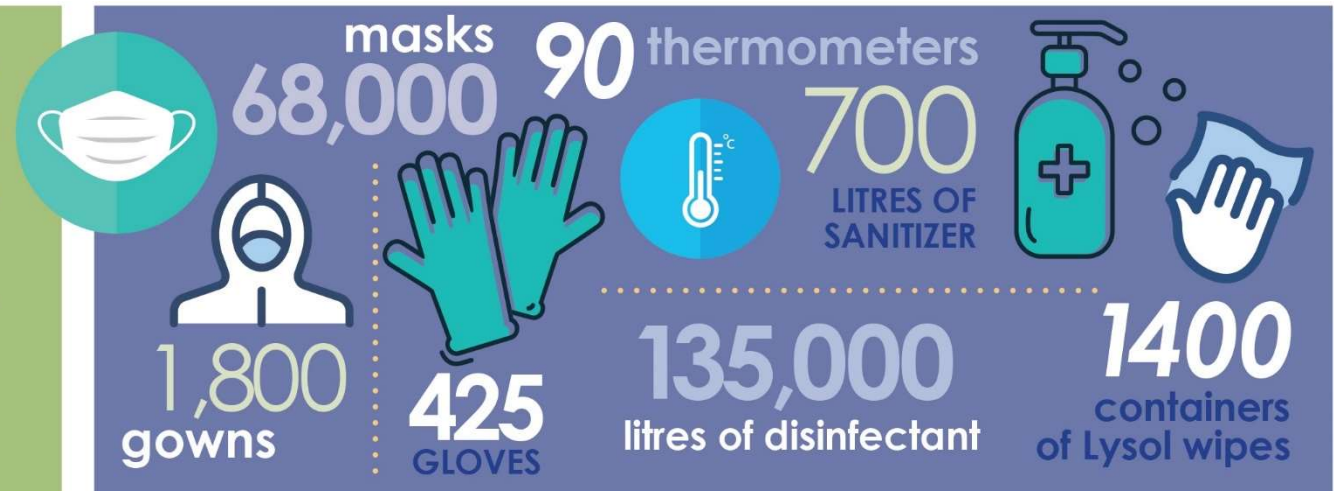
- Continued SharePoint development and implementation.
- Co-led provincial Developmental Services vaccination Committee.
- Identified as regional lead for Infection Prevention and Control Practices (IPAC).
- Initiated local action team to mitigate risks from homeless population at main office building.

Reinforcing & Sharing our Culture

- Implemented agency-wide workplace violence and risk assessment program and control measures.
-

Staying safe and having fun

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



Plus approximately 3,000 smiles and 800 virtual hugs.



Cultural Competency and Diversity

Listening and Learning

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.

An organization implements a cultural competency and diversity plan that:

1. Addresses 3 key areas:
 - a. Persons served
 - b. Employees
 - c. Other stakeholders
2. Is based on the consideration of the following areas:
 - a. Culture
 - b. Age
 - c. Gender
 - d. Sexual orientation
 - e. Spiritual beliefs and,
 - f. Socio-economic status.



Respect for diversity is embedded within Pathway's 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 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.



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.

Cultural Competency and Diversity Plan – 2020 Achievements

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	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.	CH	2019	Ongoing		N/A	N/A
Quarterly Update	Q1 Undeliverable due to COVID		Q2 Undeliverable due to COVID	Q3 Undeliverable due to COVID		Q4 Undeliverable due to COVID			
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	ES	2018	Q1 2020		N/A	N/A
Quarterly Update	Q1 Right Track training video – speak up, social distancing, QLP, privacy, safety and religion		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	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 2020: ✓ Cooking classes Learning through Arts and Music workshops ✓ Virtual tours of countries monthly	SD & Program Team Staff	2018	2020	Ongoing	200.00	200.00
Quarterly Update	Q1 Drumming classes held		Q2 Virtual Cooking Classes held	Q3 Virtual Cooking classes held		Q4 Virtual cooking classes held			
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.	SD & Program Team Staff	2019	2021		200.00	200.00

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
Quarterly Update	Q1		Q2	Q3 Attendance at Festival 2020 was not possible due to COVID			Q4		
Year End Report Back	Pathways is committed to supporting attendance at community festivals and funding for same is allocated annually. Once it is safe to do so, events will be scheduled.								
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	SD & 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. Continues each year								
Culture	Celebrating our Diversity	Providing Diversity Training to supported individuals	Provide table top activities to develop cultural sensitivity and to learn to appreciate differences	SD & 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. Diversity training opportunities offered virtually each month.								
Culture	Celebrating our Diversity	Sharing Diversity and Inclusivity Updates across the organization	Providing Diversity and Inclusivity Updates to Managers at Quarterly management meetings	KG	2020	Ongoing	Ongoing		
Quarterly Update	Q1		Q2	Q3 .			Q4		
Year End Report Back	On hold due to COVID								

Accessibility

Recognizing and Mitigating Barriers

Pathways Accessibility Plan addresses accessibility issues at our community homes, 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.

AODA's Integrated Accessibility Standards have general requirements that are embedded in the 5 identified areas above.



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

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 **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 **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 – 2020 Achievements

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	Housing Development Committee to continuously review our current housing (suitability/accessibility/site) to support strategic planning and ensure accessibility	Committee has not met due to COVID. Committee to reconnect in 2021 and provide direction on future meetings, goals and outcomes.	BC	2019	2021	On going		
Quarterly Update	Q1 Committee on hold due to COVID	Q2 Committee on hold due to COVID	Q3 Committee on hold due to COVID	Q4 Committee on hold due to COVID					
Year End Report Back	Housing committee developed and three meetings were held. Committee currently on hold and will look at further meetings in 2021								
Architectural/ Built Enviro Barrier	Pathways homes renovated to accommodate accessibility	Washrooms renovations at Crofton. Adding mag locks to Dundas Street to assist in client protection.	Crofton washroom will be completed in the spring of 2021. Dundas mag lock system to be completed in spring of 2021.	BC	2019	2020	April 2021	22000	
Quarterly Update	Q1	Q2	Q3	Q4 Washrooms at Crofton and Mag locks at Dundas proceeding.					
Year End Report Back	Work completed								
Architectural/ Built Enviro Barrier	Pathways homes renovated to accommodate accessibility	West St completed – 6 accessible bedrooms and two accessible washrooms	West St completed Q2	BC	2019	2020	2020	200000	150000
Quarterly Update	Q1 West St renovation to begin spring 2020	Q2 Renovation completed by June 2020	Q3 West Street Completed	Q4					
Year End Report Back	This large project began in Q4 - March and was over 90% complete by fiscal year end with final renovation concluded Q1 June 2020.								
Transportation	Ensuring safe and barrier free transportation of clients	Ensure all vehicles are appropriate for clients' needs. Ensure safety devices are installed	All wheelchair vans inspected. Added safety shields to 5 vehicles for client and staff protection.	BC	2019	2021	2021	10000	
Quarterly Update	Q1 All Wheelchair vans inspected	Q2 Installed safety glass in Cannifton wheelchair van	Q3 Installed safety glass in College Van All Wheelchair vans inspected	Q4 Installed safety glass in Haig Rd van					

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
Year End Report Back	Installing safe protective barriers in multiple vans has add to the safety and security for both clients and staff.								
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 Increase lighting to ensure safety and add fencing	"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. Added new LED lighting to all parking lots and around the main building. Installed fencing behind the office to add additional protection.	BC	2019	2020	2020	35000	
Quarterly Update	Q1		Q2 Parking arm installed	Q3 Lighting and fencing installed		Q4			
Year End Report Back	All 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.	JM	Ongoing	Ongoin g	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.	DP CR	2018	2020	Ongoing	N/A	N/A
Quarterly Update	Q1 On hold due to COVID		Q2 On hold due to COVID	Q3 On hold due to COVID		Q4 On hold due to COVID			
Year End Report Back	Review of all pertinent forms was conducted and newer, more simplified versions were created and completed. Further analysis to identify other documents on hold due to COVID								
Information/C ommunicatio n Barrier	Strengthening the access to services and information that is	Review of the Accessibility for Ontarians with a Disability Act's requirement to ensure all employees who have an	Continue to identify and work directly with Identified employees who require accessible information and ensure that they fully	DP JM	2018	Ongoin g	Ongoing	N/A	N/A

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
	convenient, clear and understandable	identified disability have access to the agency's emergency measures information in a format that is accessible to them.	understand the policies and procedures of the agency. Provide accommodations in the interview process for employee with learning disabilities.						
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 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	DP CR	2018	2020	2021	N/A	N/A
Quarterly Update	Q1 On hold due to COVID	Q2 On hold due to COVID	Q3 On hold due to COVID	Q4 On hold due to COVID					
Year End Report Back	On hold due to COVID								
Information/Communication Barrier	Strengthening the access to services and information that is convenient, clear and understandable	Ensure Pathways website content is compliant with AODA regulations. Under new AODA requirements, organizations must ensure the accessibility of any web content that they own. In addition, any content that they do not own, but have control over as a third party, must also be accessible	To meet the deadline WCAG 2.0 standards, Pathways has begun all back end work to ensure that their website, including web-based apps, are accessible.	DP CR	2021	2021	2022	N/A	N/A
Quarterly Update	Q1	Q2	Q3	Q4 Back end work completed					
Year End Report Back	In Q4 all back end work was completed by external service provider. New website under development with text hovering explanations over images to explain content for the visually impaired.								
Attitudinal Barrier	Perceptions of persons with developmental disabilities, acquired brain injury and those with dual diagnosis in	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.	DP MR SD		Ongoing	Ongoing	N/A	N/A

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
	the broader community		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"><i>Home to Heart poinsettia fundraiser</i>; Pathways art show and sale held at Pathways head office						
Quarterly Update	Q1 On hold due to COVID		Q2 On hold due to COVID	Q3 On hold due to COVID			Q4 On hold due to COVID		
Year End Report Back	All events halted due to COVID and no social gatherings								
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 budgets \$5,000 for a variety of events and activities for supported individuals Unfortunately due to COVID, we did not access this fund in 2020-21.	SH PM		2020	2021	Ongoing	0
Quarterly Update	Q1 On hold due to COVID		Q2 On hold due to COVID	Q3 On hold due to COVID			Q4 On hold due to COVID		
Year End Report Back	Unfortunately due to COVID these funds were unable to be accessed								
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 Engage Individuals in a virtual format in order to continue social interaction	1. Further development of passport program by introducing virtual programming. 2. Continue to promote events, activities and accomplishments of the agency and people we support through marketing events, materials and social media.	RB SD		2020	Ongoing	N/A	N/A
Quarterly Update	Q1 Ongoing		Q2 Ongoing	Q3 Ongoing			Q4 Ongoing		
Year End Report Back	Pathways continues to create and develop new virtual programming opportunities to support individuals and promote social inclusion								
Community Integration	Perceptions of persons with developmental disabilities, acquired	Promote and assist supported individuals to be successful volunteers and employees	Pathways supported individuals are successful employees and volunteers within their communities –	RB SD	Pre 2013	Ongoing	Ongoing	N/A	N/A

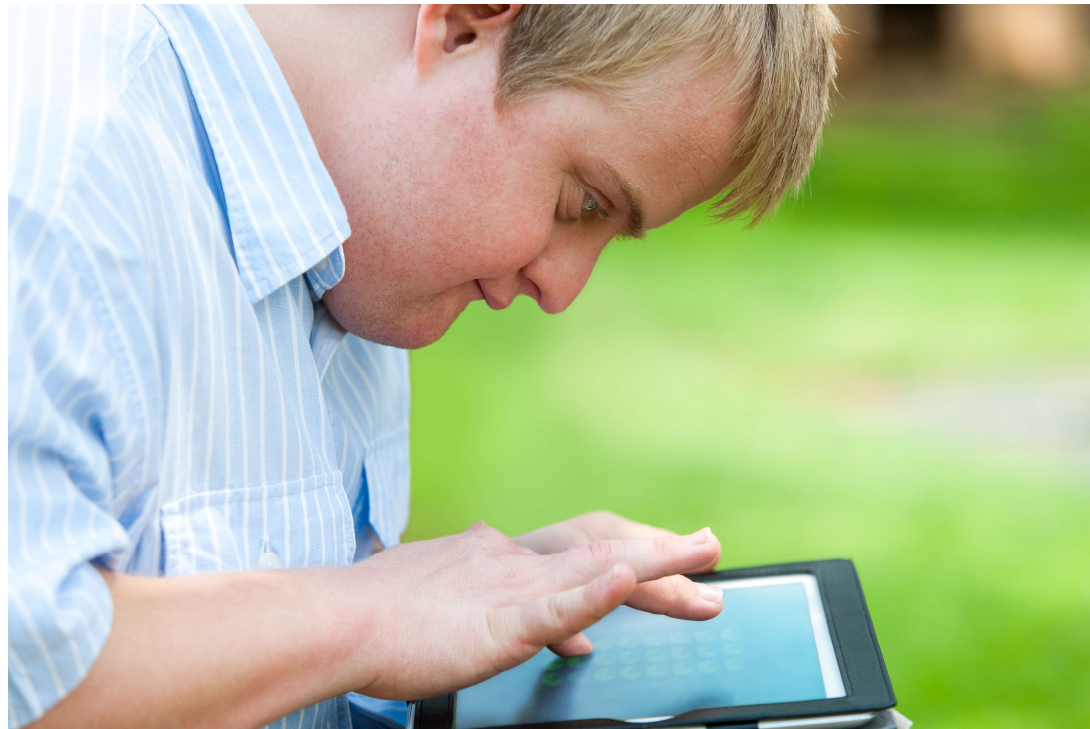
CARF or AODA Standard	Program/Area of Focus	Issue Identified/Objective	Status/Action completed	Person Accountable	Time Frame (eg. mm/yyyy)			Cost/Resource (FTE & \$) In thousands	
					Year Initiated	Target Date	Date Completed	Estimated	Actual
	brain injury and those with dual diagnosis in the broader community	and contributing members of 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						
Quarterly Update	Q1 On hold due to COVID		Q2 On hold due to COVID	Q3 On hold due to COVID			Q4 On hold due to COVID		
Year End Report Back	Supported individuals for pathways did not work due to COVID.								

Technology & Systems

Planning for Now and the Future

The necessity of reliable, secure and accessible technology and system support is more important than ever, at Pathways and around the world. In March 2020, with the shift of our office staff to working from home and community programming pivoting to online platforms, our technology infrastructure was put to the test. In 2019, our Technology and System Plan was created to be innovative, collaborative, flexible and focused on service-delivery. Throughout 2020, a number of projects and initiatives were completed in pursuit of those principles.

The plan ensures that Pathways' technology and systems are practical, well defined and position both IM&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.



Technology & Systems 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	
Communication Technologies	SharePoint - Electronic Forms	Develop and launch 3 internal driven workflow forms on SharePoint	Open source/ free application was researched: Form-tool selected to create electronic forms. Multiple forms generated: Stationary Supplies (Fin), Employee Change Form (HR), New Employee Form (HR), Maintenance Request (Testing March 31 st)	Sr. Mgr. IMT	2019	Jan 2020	2021	
Quarterly Update	Q1 1 form in Test		Q2 1 form in production, 1 in test	Q3 2 forms in production, 1 in test		Q4 3 forms in production, 1 in test		
Year End Report Back	There are 3 active forms in production – completed							
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	2020	Deferred	
Quarterly Update	Q1		Q2	Q3		Q4		
Year End Report Back	On hold due to costs involved of integrated with SharePoint solution.							
Services purchased or contracted	SharePoint Implementation of six units.	SharePoint areas of focus: Finance; Human Resources; IMT; Management; Operations; Board of Directors.	Management/office Introduction - Completed Training of executive team for Board held with Brazen Bytes – Completed. Training for phase one staff scheduled. Deferred due to Covid 19 pandemic	Zycom Vendor Sr. Mgr. IMT	2017	2020	2021	
Quarterly Update	Q1 Phase one with management staff - deferred due to COVID		Q2 EA Training – SharePoint, One Drive, Teams. Board training completed.	Q2 Board portal fully operational.		Q4 New “Executive” unit created, design work started.		
Year End Report Back	General staff training on hold due to COVID, Some executive & admin assist have had “Board” related site on SharePoint training completed. Board portal fully operational. Work on the Executive unit will continue next fiscal.							
Services purchased or contracted	NAVEX Policy Tech Migration to Cloud	Premise based solution and support to expire in June 2020. Vendor provides migration path to cloud solution.	Met with vendor regarding migration. Test environment established. Records tested. Records migrated. System live in cloud.	NAVEX, Zycom Sr. Mgr. IMT	2020	Jun 2020	Jun 2020	~13000/year

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	
Quarterly Update	Q1 Vendor informs of necessary migration, migration planning		Q2 Migration of premise solution to cloud	Q3 N/A		Q4 N/A		
Year End Report Back	NAVEX Policy Tech successfully migrated to cloud, no training required as most changes transparent to user. New administrative features.							
Software	2008-2016 Server Upgrade	Substantial uplift from MS server 2008 to 2016 on several virtual or hosted devices. Virtual desktop Images used by staff were upgraded.	Software and licenses purchased Installed, upgraded by Zycom Images updated.	Zycom Sr. Mgr. IMT	Mar 2020	Mar 2020	Mar 2020	
Quarterly Update	Q1 Servers upgraded from 2008 to 2016		Q2 Minor revisions to virtual desktop image	Q3 N/A		Q4 N/A		
Year End Report Back	Servers upgraded and images updated.							
Hardware	UPS replacement & installation of server room environmental monitoring gear	During the 2008-2016 server upgrade, sufficient downtime was reserved for UPS replacement and installation of network monitoring hardware: video, temperature & humidity	Replacement UPS requirements scoped. Servers taken offline (scheduled upgrade). UPS replaced. Server room environmental monitoring solutions installed, configured.	Vendor Sr. Mgr. IMT	Mar 2020	Mar 2020	Mar 2020	
Quarterly Update	Q1 Devices installed, configured, tested		Q2 Devices remotely monitored	Q3 Devices remotely monitored		Q4 Devices remotely monitored		
Year End Report Back	Devices, installed, configured in Q1, devices remotely monitored at intervals throughout each quarter for variability or after power outages. All environmental results fell within acceptable range.							
Hardware	Wireless Access Point and Cabling	During office move to new areas formerly leased by Walsh and Associates, Wireless Access points upgraded throughout building, additional cabling was completed.	Dated wireless access point locations identified & replaced with updated technology. Additional cabling installed in new office areas.	Vendor Sr. Mgr. IMT	2020	2020	2020	
Quarterly Update	Q1 WAP installed		Q2 Cabling installed in some new office spaces	Q3 Additional Cabling installed		Q4		
Year End Report Back	Wireless Access Points replaced and additional cabling or new office areas installed.							
Software	Abilitii	Internal leave tracking system corrupted. Solution Identified for absence tracking Solution implemented (Abilitii)	Vendor engaged, ADP absence reports authored for export, ADP export & scripting authored, tested, validated.	Vendor, HR, Sr. Mgr. IMT	2020	2021	2021	
Quarterly Update	Q1 Reports and Scripting authored, tested		Q2 System in place	Q3		Q4		

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	
					Additional reports & scripting done, tested				
Year End Report Back	Abilitii leave tracking system in place, online, accessible.								
Hardware	Server Replacement	Replace aging Nutanix server (3 modes)	Purchased and installed in March 2021		Vendor, Sr. Mgr. IMT	2021	2021	2021	\$54,000
Quarterly Update	Q1		Q2		Q3			Q4	
Year End Report Back	SELHIN approved purchase.								
	Server upgrade completed.								

How are we doing?

About 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

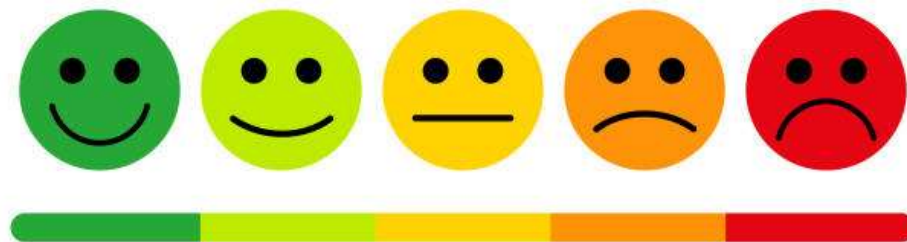
Stakeholder Engagement and Feedback

Alignment with CARF principles

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 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.

In 2020, Pathways received enquiries regarding becoming a family home provider, and if our Snoezelen room was open.

Our Snoezelen room was not open during the pandemic and the enquiry regarding the Family Home Program was followed up by the Manager of the program.

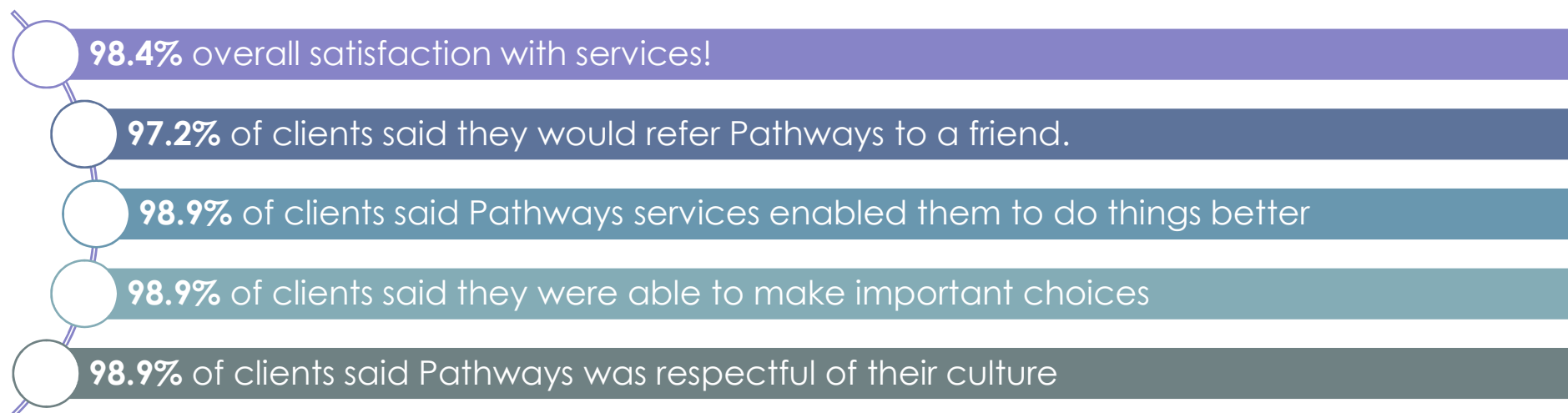


Client Satisfaction Survey

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

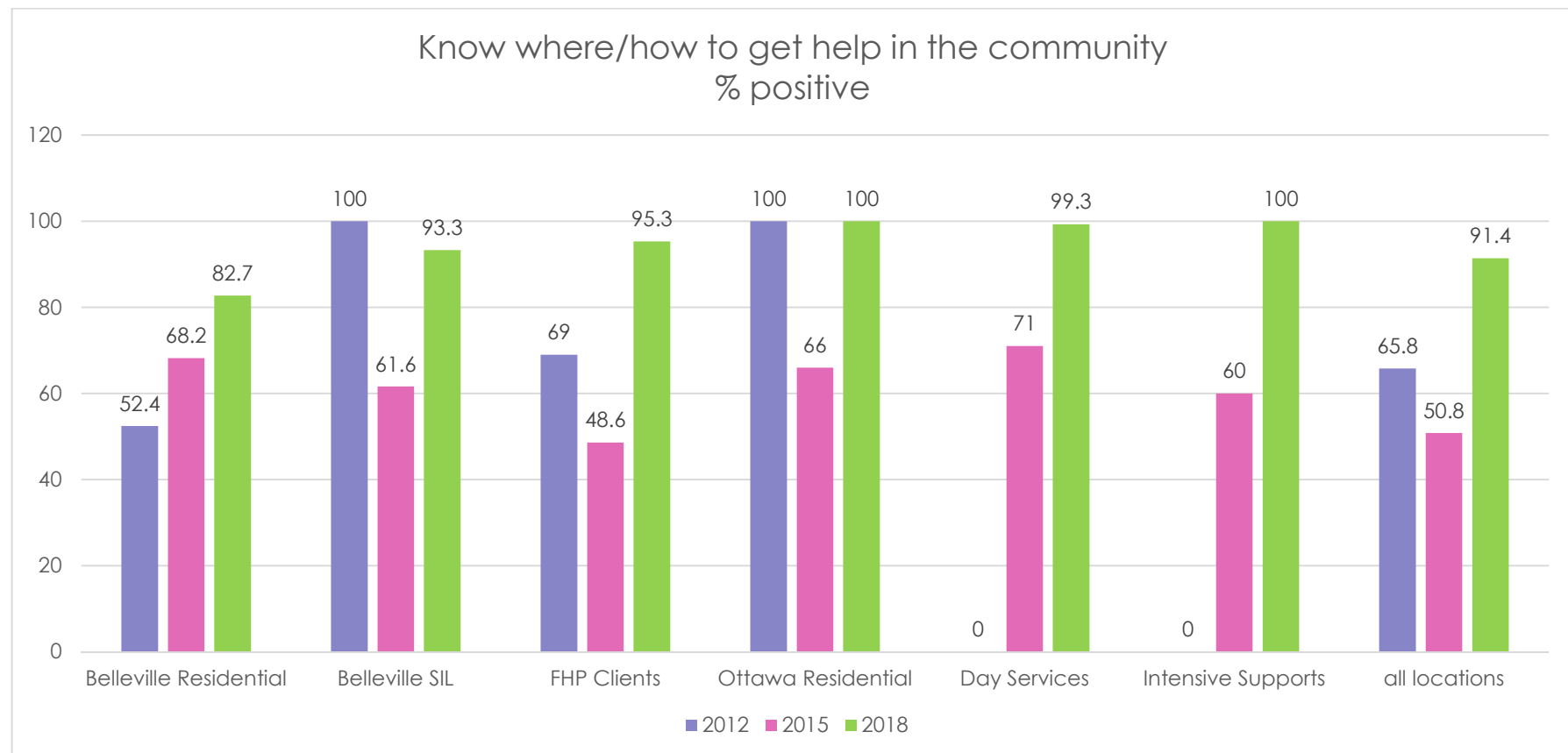
USPEQ Client Survey, Comments Section, June 2018

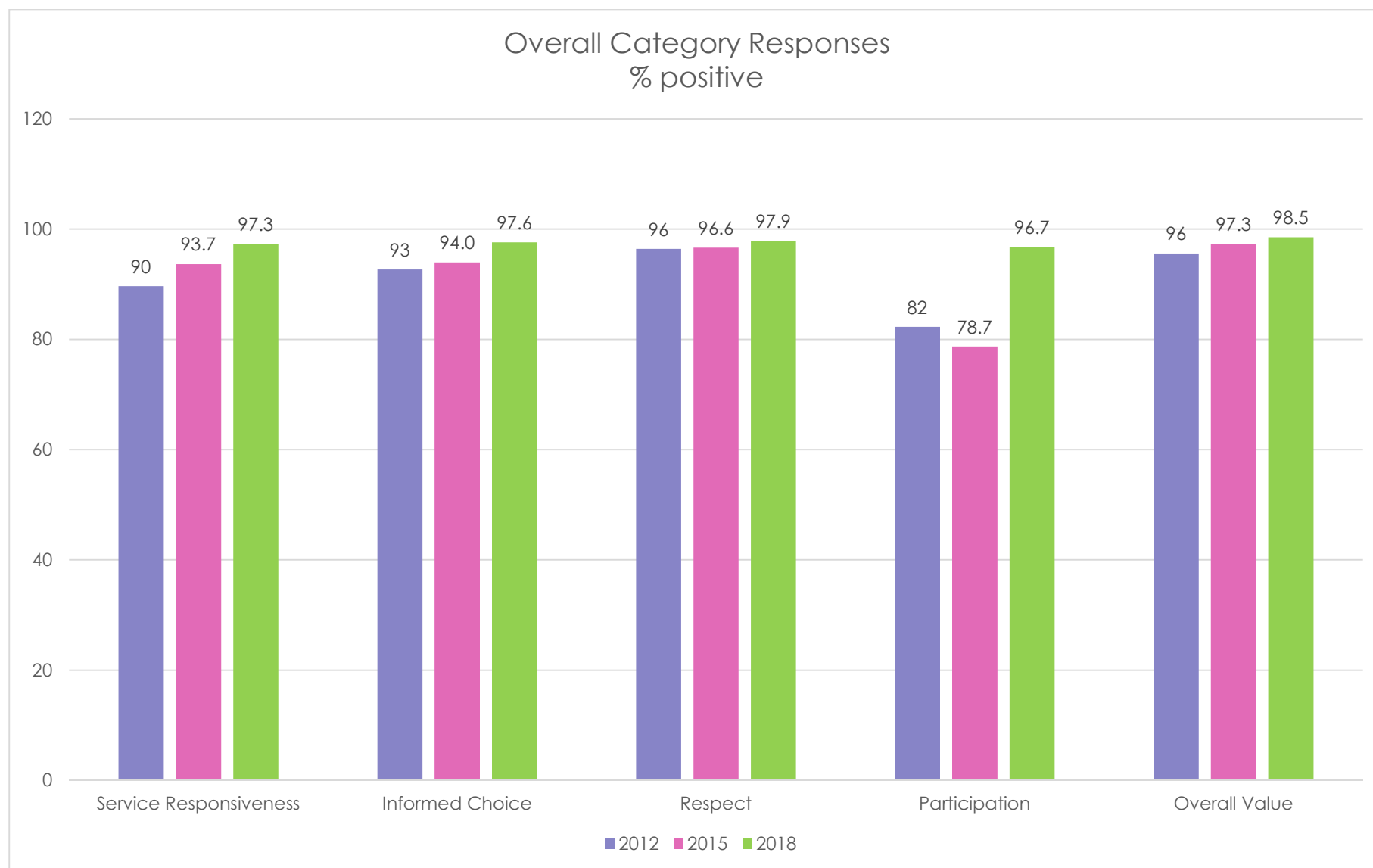
Over 190 (56% response rate) clients and their support staff took the time to give us their thoughts about how things are going at Pathways and answer a survey.



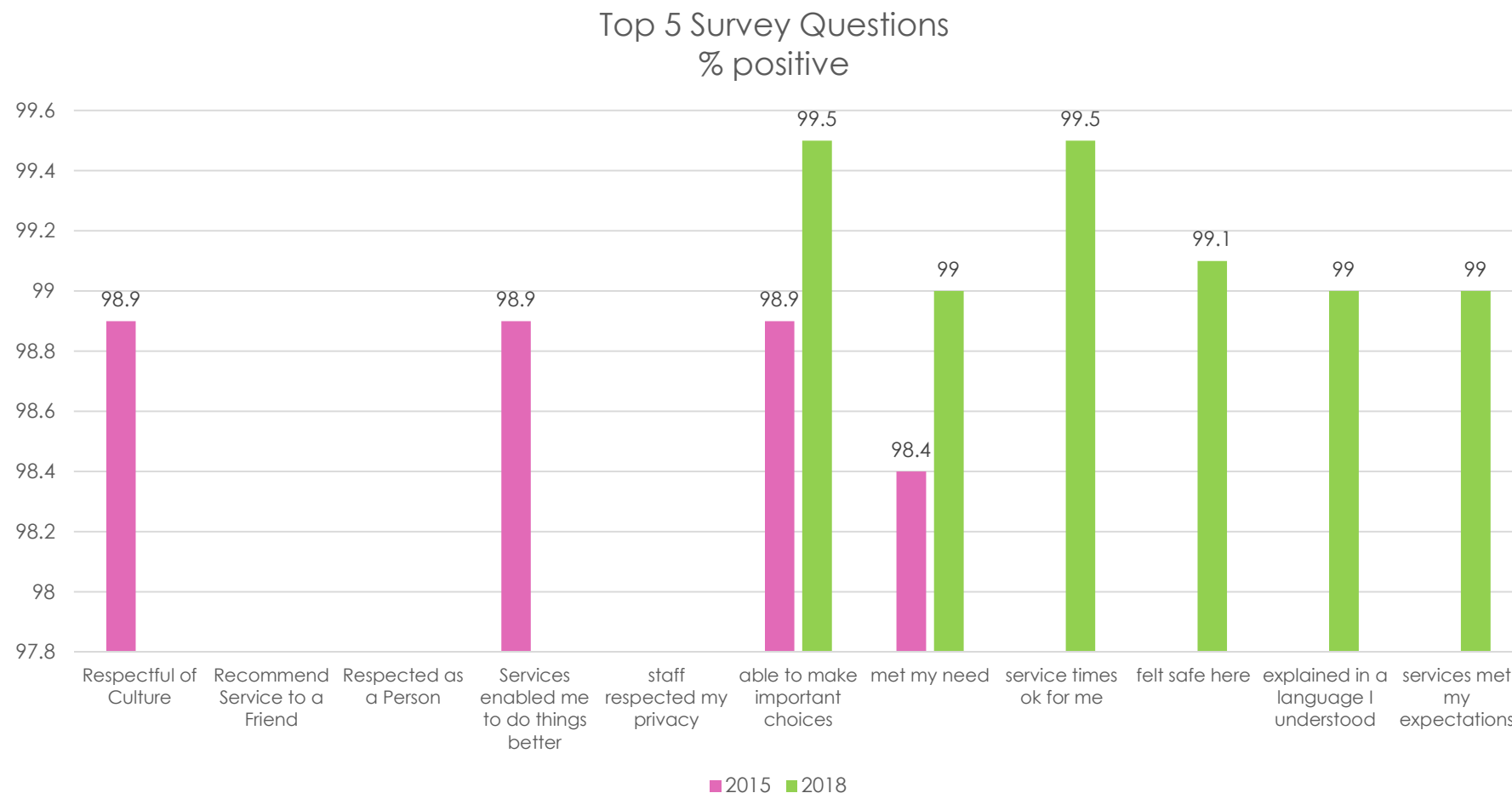
Pathways overall category results have been consistently positive since 2009 with the exception of the participation category that shows a drop from 93% positive in 2009 to 79% positive in 2015.

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.

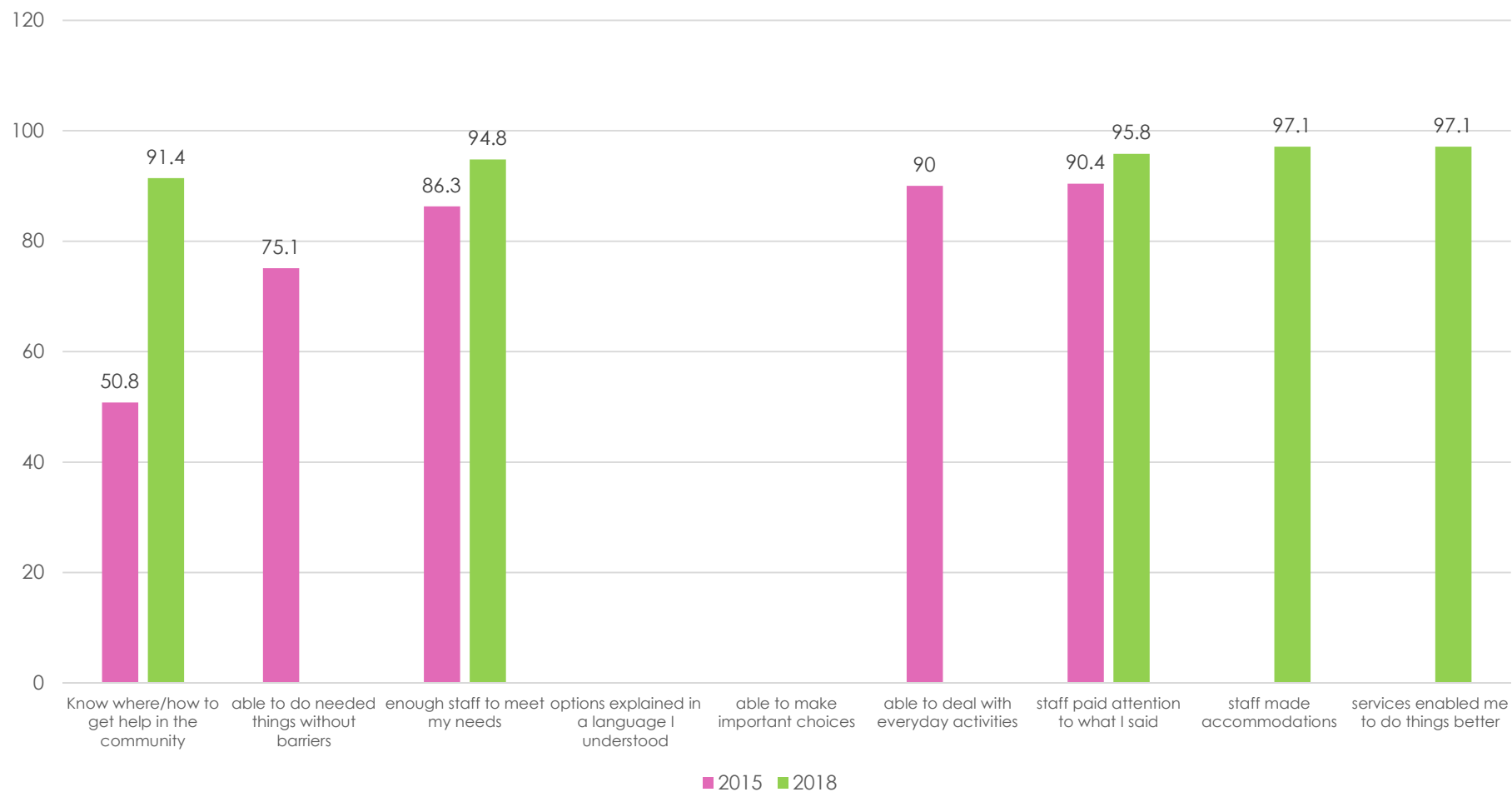




Each survey report has two quick sections that help us to understand the 5 questions that scored the highest positive responses and the 5 questions that scored the lowest positive responses.



5 Lowest Scoring Questions % positive



Employee Satisfaction Survey

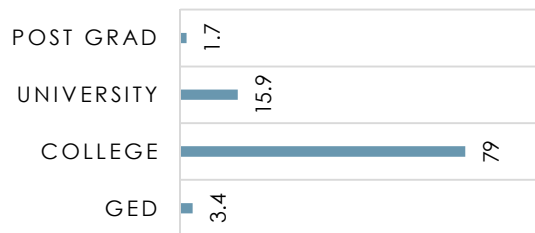
In 2018, Pathways conducted an employee satisfaction survey designed by USPEQ, a survey partner of CARF. USPEQ designs and assists in the implementation of both clients and employees in organizations around the world and prepares a benchmark survey to assist agencies in comparing their results with those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

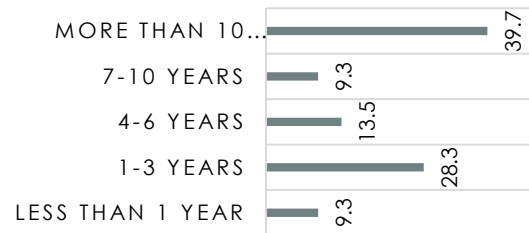
The response rate from all employee groups to the survey was 60.8%.

Demographics of Pathways Employees

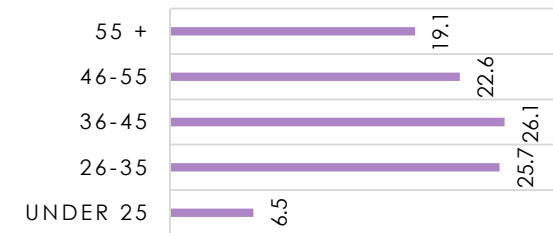
EDUCATION LEVEL



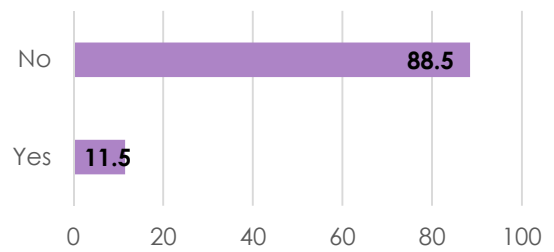
LENGTH OF SERVICE



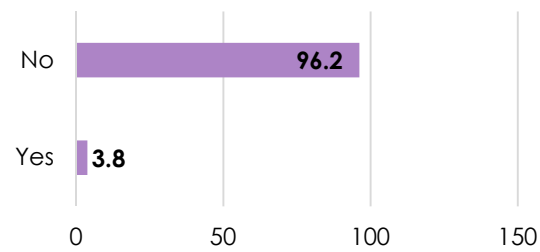
AGE



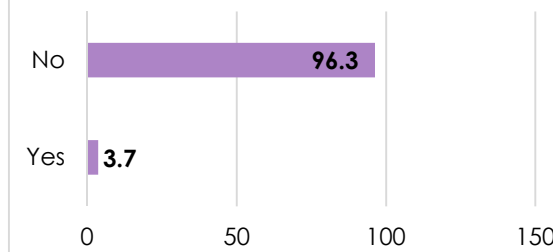
MEMBER OF A VISIBLE MINORITY



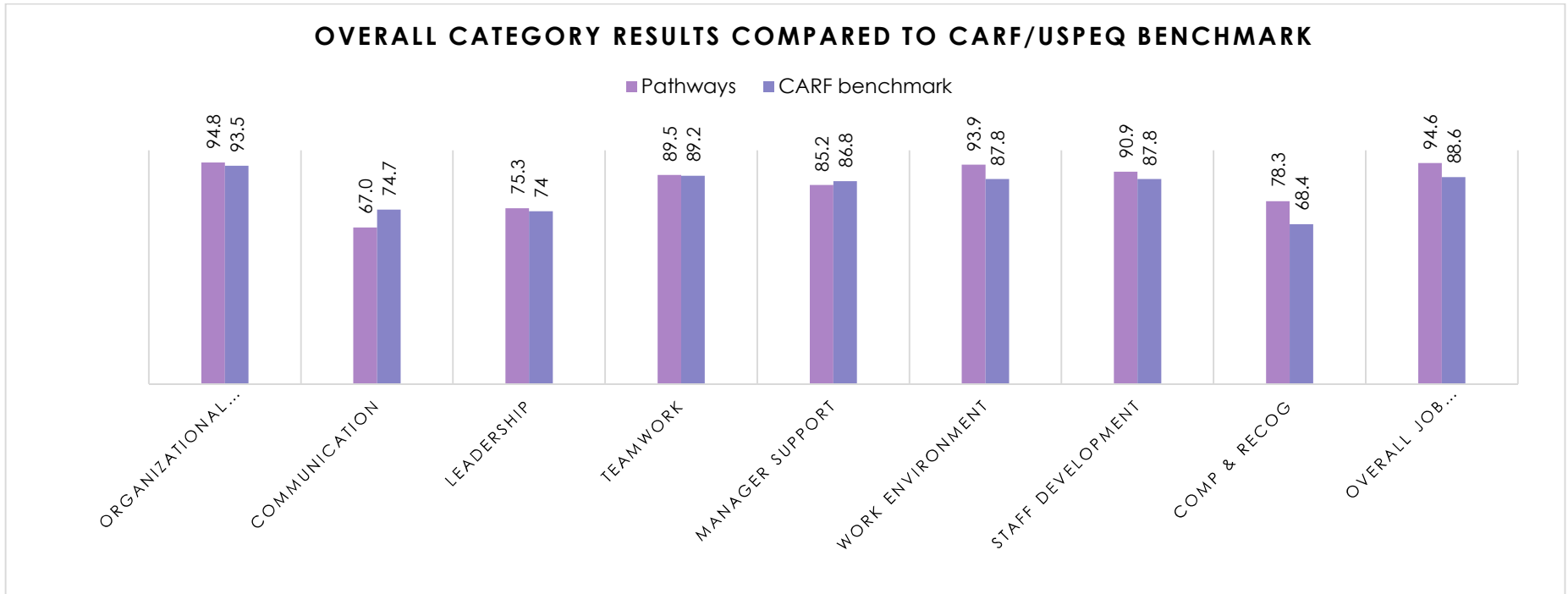
ABORIGINAL DESCENT



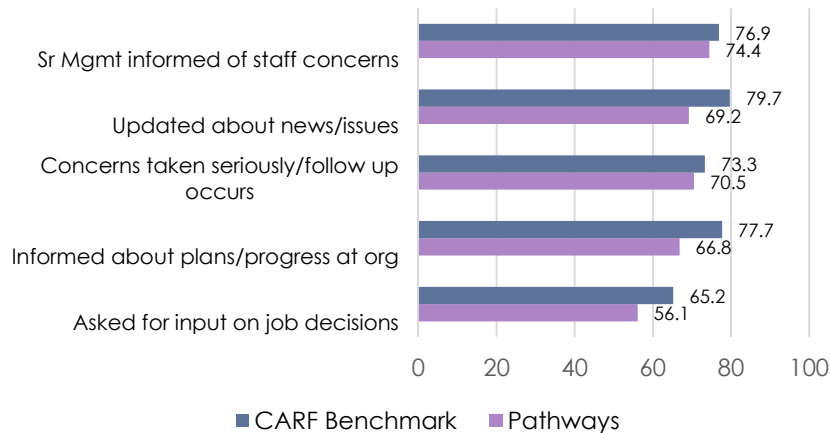
PERSON WITH A DISABILITY



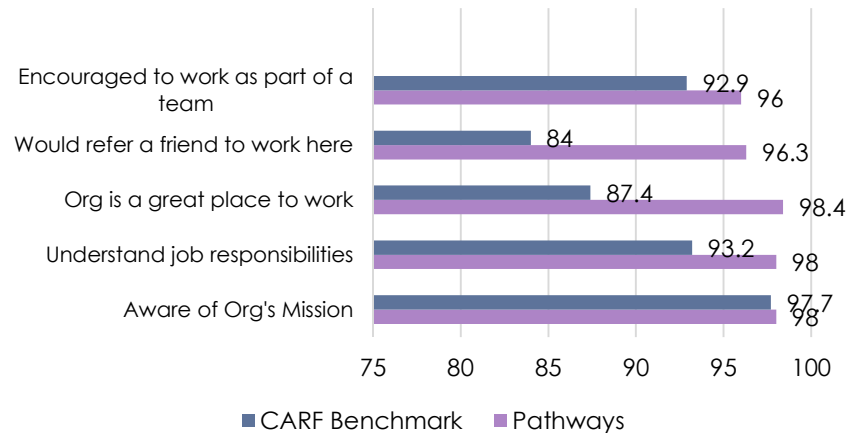
Overall Pathways survey results (% positive) compared to CARF/USPEQ Benchmark



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 2020

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

Outcomes & Indicators

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

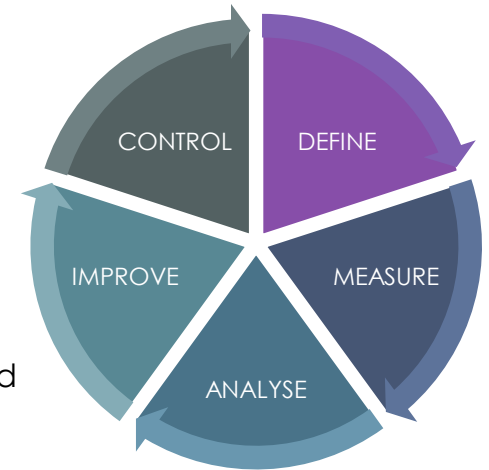
- Community Housing,
- Community Integration,
- Host Family Services,
- Supported Living and,
- Respite Services.

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 following three pages highlight the outcomes of the Quality Assurance and Risk Management indicators for 2020.

The Continuous Improvement Journey

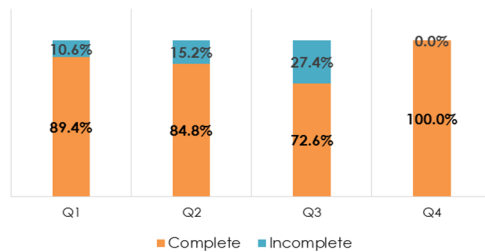


Quality Assurance

Excellence in Our Programming & Services

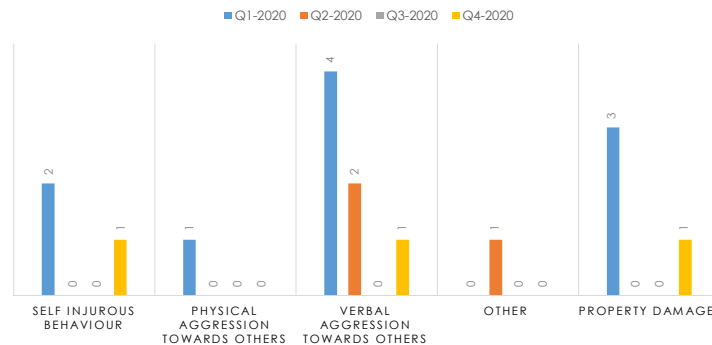
Clients Have the Opportunity to Direct Services

Every Client has participated in a Quality of Life Plan



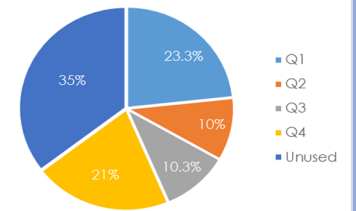
Complex Clients Demonstrate Improved Coping Skills

NUMBER OF INCIDENTS



Expansion of Passport Services Increase the Usage of Passport Funding

64% of Passport Funds Spent



Extending Our Reach

Employees Able to Use & Update forms in SharePoint

Develop & launch internal workflow forms on SharePoint

Target: 3 Launched: 5

Quick Response to Clients in Crisis Calls

After hours calls respnded to within

100% within 20 min

Accessible & Appropriate Homes

SIL Clients have New Apartments

Clients Transition to more Independent Living

Target: 4 Completed: 6

Reinforcing & Sharing Our Culture

Employees Working Effectively 1st Shift

88%

Provide More Online Training Resources to Staff to Facilitate Access & Reduce Cost

Transition new or revised programs to online learning

Target: 3 Completed: 5

Employees Able to Navigate SharePoint

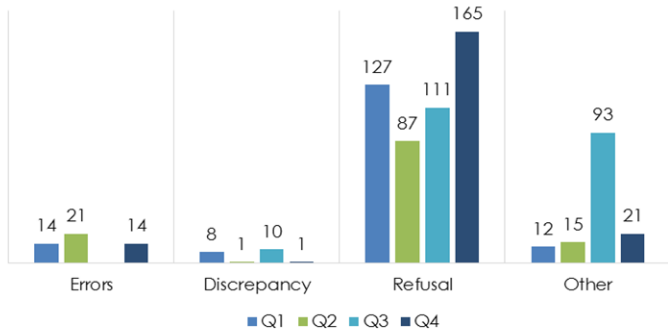
Deferred

Risk Management

Clients Receive Right Medication at the Right Time (5 R's)

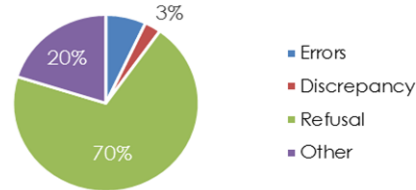
Medication Variances are Reduced

Medication Variance by Type by Qtr



Medication Administration Variances by %

% of Variance Type

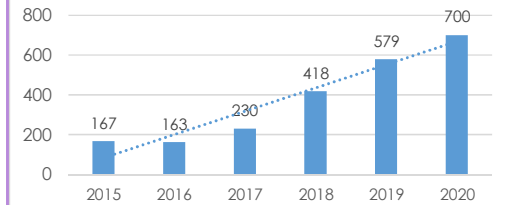


ACTION

Continue to monitor and track variances.

Year Over Year

Medication Variances by Year



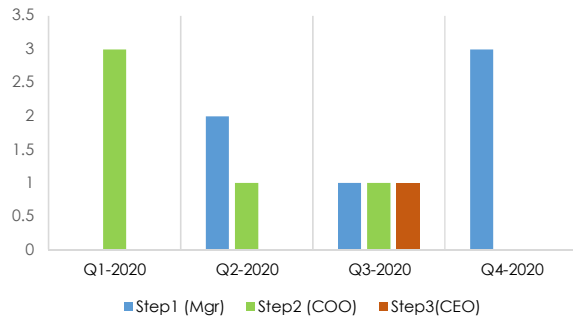
NOTES

Managers are alerted when there is a med variance and complete tracking form as they happen.
The Client Services Team discusses and reviews this information regularly to determine training needs.
Most refusals are associated with SIL clients.

Client Complaints are Heard & Responded To

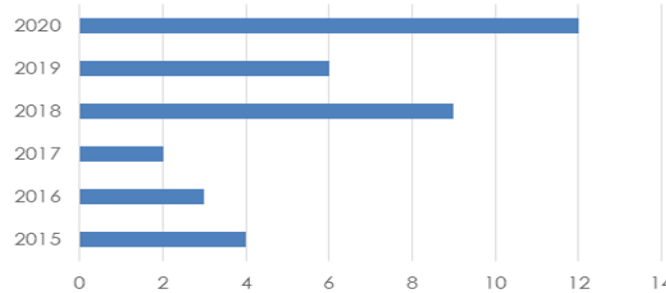
Complaints Resolved to Client Satisfaction

Step Complaint was Resolved



Year Over Year

Reduction in Complaints



ACTION

Continue to monitor and track complaints and time to respond.

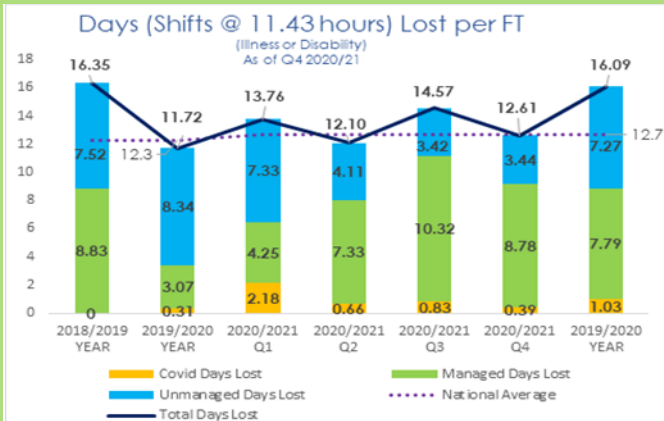
NOTES

Most complaints related to COVID-19 restrictions and procedures. All complaints resolved so client's satisfaction.

Risk Management

Employees Are Healthy and Attend Work as Needed

Reduction in Sick Time Hours as a Result of Ability Management Program



ACTION

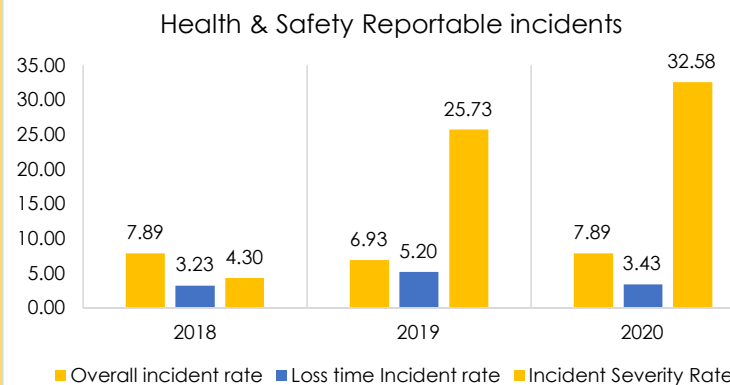
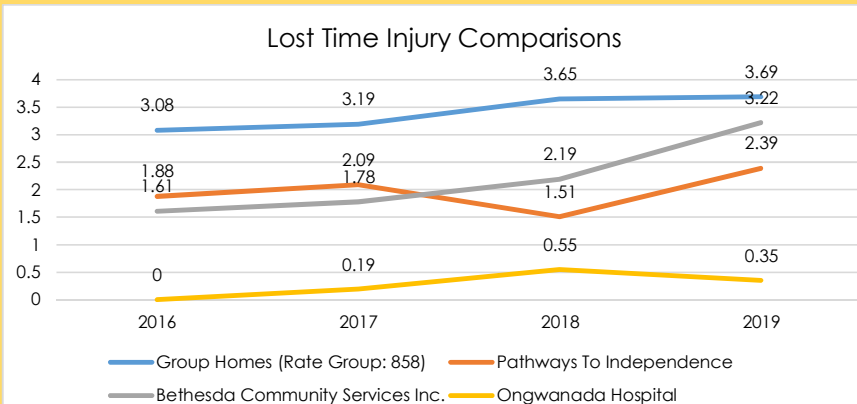
Continue to track and provide staff with supports and services via Lifeworks program.

NOTES

Dollars paid and days lost continues to increase, due largely to COVID and employees staying home when ill or self-isolating. In addition, the outcome of Kemptville incident on staff health. Overall, an increase in the number of hours that are managed with supporting med doc.

Employees Experience Safe Working Conditions

Reduction in Lost Time Incidents



ACTION

Complete Workplace Risk Assessments at all worksites.

NOTES

Ministry of Labour compliances notices fully met as of October 2020 regarding Kemptville incident. Working group performing Workplace Risk Assessments.



For information about this report
please contact:

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Organizational Effectiveness Officer
613-962-2541 ex 225
deborahp@pathwaysind.com



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