

“When patterns
are broken **new**
- Tuli Kupferberg **worlds**
emerge”



Pathways
to Independence

**2018 ANNUAL
REPORT**

“Continuity gives us roots, change gives us branches to help us to grow to reach new heights”



In partnership with Hastings County, Pathways completed the construction of 6 new townhomes in Belleville. Designed to bring people together, and continue to develop independent living skills, the new homes have created new neighbours...some of whom were former roommates. Norm and Ray have lived together for several years...

enjoying each other's company or occasionally getting on each other's nerves. Wanting their own place was important to both of them, but they didn't want to be too far apart... the solution? Separate apartments, shared porch!



In keeping with our strategic goal of creating accessible and appropriate homes, Pathways also opened 2 homes in 2018, and is working to re-design and renovate two of our older homes to make them more accessible.

“Great things never came from comfort zones”

2018 saw the closure of Helen's Bakery and Café, the Pathways Car Wash and the transition of the Pathways Cleaning Crew supported employment programs.

The 70 individuals who worked in these programs said goodbye to their “workplaces”, friends and colleagues and took a big leap into new and exciting opportunities in their communities.

What happened next? Several people polished up their resumes, and with the support of Pathways Employment team, found positions with many of our local businesses. Some chose to “retire”- 28 years of washing cars and baking cookies can be exhausting! And others, are volunteering and participating in new activities. Life changes, we've said goodbye to our comfort zones and are looking forward to new great things.



“Growth and change is never by sheer chance, it is the result of forces working together” - James Cash Penney

One of Pathways guiding principles is to “achieve more together”. Partnerships with clinical service providers, housing initiatives with Hastings County, and those with local community services have created a wide variety of excellent services and supports for the people we serve in all of our communities.



In 2018, Pathways worked closely with the Ottawa Hospital Robin Easey Centre to increase transition services for people with complex needs arising from acquired brain injuries. This service supported the transition of a person with a brain injury from a group living environment to their own apartment, helping them to rebuild their independence on step at a time.

**“It is more rewarding to watch money change the world than watch it accumulate”
- Gloria Steinman**

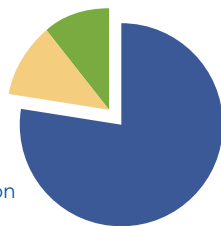
Financials

2017/18 Fiscal Year

Total expenditures were \$29.9 million, of which \$23 million or 77% represents salaries and benefits.

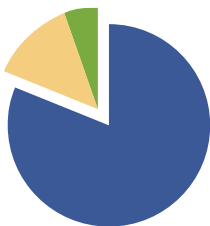
Expenditures by Service

- Community Residential 81%
- Client & Community 10%
- Administration 9%



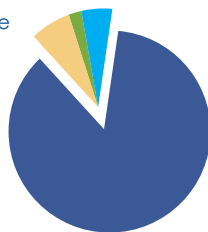
Expenditures by Funder

- MCSS/MCYS 77%
- MOH Long-Term Care/LHIN's 19%
- Private Sector 4%



Expenditures by Location

- Greater Quinte Area 87%
- Ottawa 5%
- Leeds & Grenville 2%
- Lennox & Addington 6%



Audited financial statements available upon request.

“We are better than we were yesterday but not as good as we will be tomorrow.”

Boards of Directors

We benefit tremendously from the efforts and support of our volunteer Boards of Directors. We appreciate their commitment of time and energy to help us to continue to build support and provide services for the people we serve.

Pathways Foundation Board of Directors

After serving on the Board of Directors for many years, Jack Arthur retired from the Pathways Board. Jack worked with all three of Pathways Chief Executive Officers and has been instrumental in guiding its growth shaping the future of the agency. We thank Jack for his



Jack Arthur
(President of Foundation Board)



Board of Directors

Jack Arthur (President)
Robert Price (Vice-President)
Doug Bellwood (Secretary-Treasurer)
Debbie McKinney
Leanne Dean

many years of dedicated service and commitment to the people we support. Jack continues to serve as the President of the Pathways Foundation Board of Directors.

The Pathways Foundation Board of Directors, with the help of over 50 volunteers & donors helped to raise over \$40K for the Foundation in 2018. The Foundation's mandate is to enhance the quality of life of people supported by Pathways to Independence and those supported by partner organizations. The Foundation raises money for two primary causes: The Community Access Fund and to build or buy accessible housing for the people we support.

Pathways to Independence Board of Directors



Left to Right seated: Gail Lynch, (President), Lorrie Heffernan, CEO, Jackie Redmond (Vice-President) Brian Arthur. **Back Row Left to Right:** Deanna Dulmage (Secretary), Bob Kitcher (2nd Vice-President), Gord Leverton (Past President), Shara Jones, Jo-Ellen Whiting (Treasurer).

Gord Leverton was board President for two years, and is now completing his tenth year of service to the agency as the Past President. We thank Gord for his guidance and support over the years. As the new President of Board of Directors, Gail Lynch brings many years of experience in both the developmental services and public sector to the Board.



THANK YOU...

to all of our volunteers and donors for your ongoing commitment to the people we support.

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”

“Why fit in when you were born to stand out?” - Dr. Suess



Commission on the Accreditation of Rehabilitation Facilities (CARF)



Pathways received its 4th three year accreditation from CARF at the end of 2018. The accreditation report notes over 23 agency strengths and received only 4 recommendations for improvement. Pathways services and supports received many compliments, but it was recognized that it is Pathways employees who bring our mission of supporting people in living their best lives to life.

"Pathways is complimented for maintaining dedicated and knowledgeable staff members who are person centred and place significant emphasis on providing high quality services and supports". (CARF Survey Report, 2018)

In preparation for our CARF survey, Pathways completed a client and employee satisfaction survey in 2018. We were thrilled with the results...over 99% client satisfaction with Pathways services, and 95 % overall satisfaction from Pathways employees.

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

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



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Friends of Pathways



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