

the Advocate

be at Pathways

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When the going gets tough...
the tough get **creative**,
resilient and **determined**!

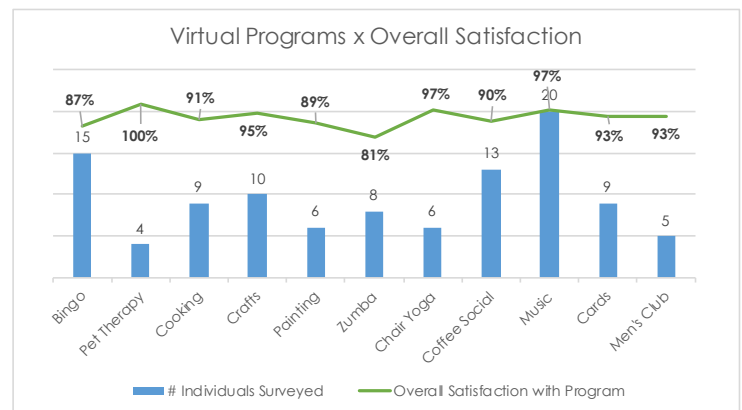
In mid-March 2020, the world seemed to turn up-side down... Pathways managers and staff went from planning a "Spring Fling" dance for all of our supported individuals to preparing our clients, employees and worksites for full lockdown to ensure everyone was as safe as possible from COVID-19. Those efforts have yet to cease as we have navigated through four waves of pandemic, several lockdowns and multiple rounds of vaccination administration over the last two years.

With the lifting of restrictions, there will be more changes to integrate into our day-to-day, but for now, let's reflect on just how creative, resilient and determined we have been and how tough we are as a team:

We became very creative
in delivering our services:

Our centre-based programs in Belleville, Ottawa, Renfrew, Quinte West and Picton closed their doors and our Recreation and Program Facilitators have done a tremendous job creating, organizing and hosting a variety of interactive and fun virtual programs to keep the people we support safe, healthy and smiling.

Every month, a new roster of programs is scheduled and our Recreation and Program Facilitator have an opportunity to bring their unique ideas and talents to the table... or should we say, screen. From Zumba to cooking lessons, crafts and coffee dates – everyone jumped on Zoom and found new ways to stay connected with friends and peers.



Quarterly satisfaction surveys are completed and results are reported to the Board of Directors as part of our Quality Assurance/Risk Management program

"I like to decorate my room with my crafts."

"It's fun learning stuff about the world."



Maggie cooking something delicious.



Adam rocking out!

We got a little competitive (and creative)!

Two summers of the annual Garden Challenge have shown some of the most creative efforts in Pathways history! Participating homes were encouraged to use only things that could be found “at home” and in 2021 were inspired by the theme, Colour Our World!

With the arrival of spring and another challenge just around the corner, here is a look back at last year's contest:

The Winners

1. Bridge Street
2. Finlay
3. Cannifton

18 homes participated – the most ever!



We became more **resilient** in the wake of change:

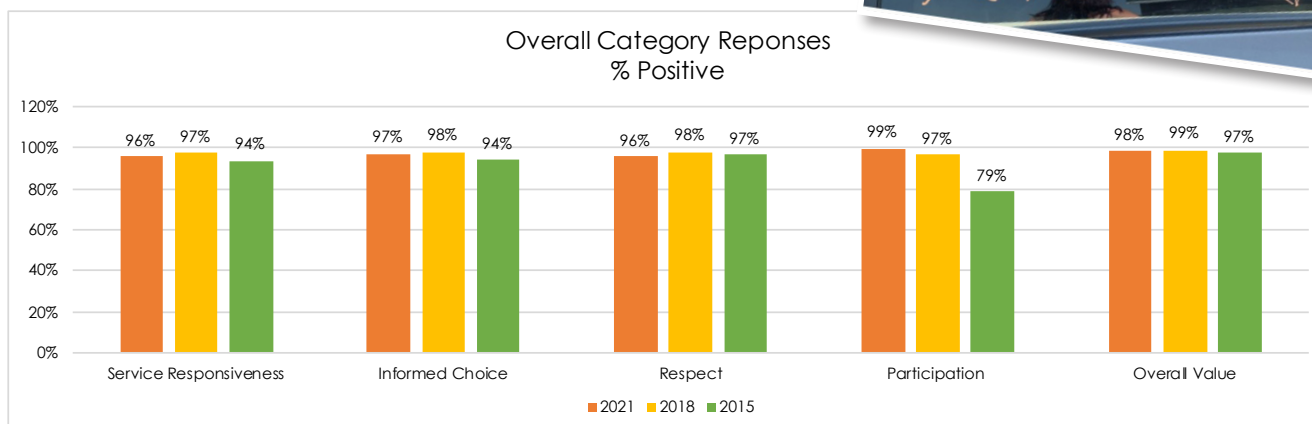
As we planned and prepared our homes, employees and supported individuals to “stay inside, practice good hygiene, and keep 6 feet away from each other”, we began to see our guiding principles comes to life at every level of the organization:

- **Collaborative multi-disciplinary planning teams formed to operationalize our pandemic plan;**
- **New professional relationships developed with our partners at:**
 - o Hastings Prince Edward Public Health;
 - o Leeds, Grenville & Lanark District Health Unit;
 - o Ottawa Public Health; and
 - o Renfrew County and District Health Unit
- **Staff members volunteered to:**
 - o Support clients who may have developed COVID-19;
 - o Grocery shop for our homes and supported independent living clients;
- **Comprehensive health and safety protocols were created and implemented for Personal Protective Equipment (PPE) and disinfecting practices:**
 - o Every staff member cleaned and disinfected our homes and worksite – several times a day!
 - o Every staff member wore PPE – face mask, face shield, eye protection, gloves and gowns (as required).

Public Health, Ministry of Health and the Ministry of Children, Community and Social Services directives required us to make adjustments to our protocols around family and social visits which was disappointing and challenging for all affected. Finding safe ways to remain connected and persevere through the temporary restrictions showed the powerful resilience of the people we support, their loved ones and our direct support staff. New and creative ways to see one another like driveway, porch and garage visits for our residential, family home and supported independent living clients as well as repurposing areas within our homes for small gatherings, all helped ease the stress and strain of not being together as often as we'd like.

In the summer of 2021, we conducted a client satisfaction survey to see how the people we support were feeling about our programs and services in light of the pandemic. Every home from Renfrew to Picton, Kemptville to Trenton and everywhere in between was visited and every supported independent living and family home client was given the opportunity to participate. We were thrilled to receive the results that there is a 97% overall satisfaction with Pathways services.

Below is a comparative table showing the results of each overall category based on the results from surveys conducted in 2015, 2018 and now 2021.



Our new look has arrived...

Be part of
Pathways
to Independence



be at home

Wherever you call home, we are there for you.



be active
and
involved

We can help you
connect with others.



be engaged

We can support you to learn something new and find your passion!



be at work

We can help you find the job or an opportunity to volunteer that's just right for you.



be independent

We work with you to understand what you want and need... and help you plan to reach your goals.

Pathways to Independence
is here to support **you**
to live your best life.

We saw **resilience**

from our Community Employment Program clients:

When the businesses and non-profit community partners of Pathways Community Employment Program faced restrictions and temporary closures over the last two years, many of the individuals utilizing the Employment Program for employment and volunteer opportunities were impacted. Despite these challenges, the Community Employment Program staff and the people they support have persevered. With spring just around the corner, the Employment Program continues to seek and support meaningful opportunities for community participation and engagement.

The ongoing restrictions at many of the Employment Program's community partners means people are still waiting to return to their work or volunteer roles, but there have still been a number of individuals working and volunteering throughout the pandemic, which is something we are very proud of. Those able to work independently continue to have daily telephone or video call check-ins with Employment Facilitators who have also ensured consistent communication with employers. Other individuals have been able to access online resources and training to continue learning and developing their skills.

One of the new community partnerships happening this spring is with the Belleville Police Service (BPS). BPS approached Pathways to be part of their Community Inclusion Program and in late 2021 the project was kicked off. A timeline was established, duties and responsibilities for the role were developed, interviews have been conducted and the successful candidate will begin working in April.

The Employment Program is optimistic that this partnership could have a snowball effect and inspire other public services and community businesses to reach out with partnership opportunities. As we move into the new season, the Pathways Community Employment Program looks forward to getting more people back out into their communities and working with local businesses to establish impactful and valuable partnerships.

be a leader



Pathways
to Independence



be a coach

be involved

be an employer of choice with Pathways



Unleash the possibilities!

Hire a person with a disability and gain these competitive advantages!



Reliable Employees • 86% higher employee attendance.



Employees Who Exceed Expectations • 62% meet expectations, 15% exceed expectations and work 46% harder than average employees.



Improve Retention • Retention rates are 72% higher among employees who have a disability.

Open New Markets • Canadians who have a disability, combined with their friends and family, make up 53% of the marketplace.

Improve Workplace Safety • 97% above average safety rating.

Do you have an employment
or volunteer opportunity
that you want to share with
Pathways to Independence?

Contact our Community
Employment Program
at 613-962-2541.

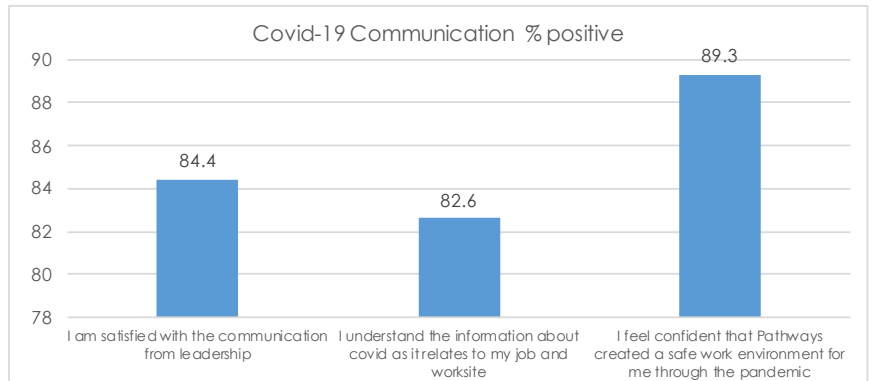
Visit us at www.pathwaysind.com

We became more **determined** to communicate effectively:

Our primary focus has always been to keep the people we support and our employees safe and healthy. Throughout the pandemic, a greater effort was made to ensure our employees were aware of all the changing guidelines and directives. We are determined to keep the communication flowing.

Daily communication from our Chief Operating Officer, Darlene McKenny, (now CEO) and subsequently Susan Miles, and more, kept everyone informed of what was being planned, and what new Provincial or sector-specific guidelines or emergency measures were being put into place to ensure everyone was as safe as possible.

We asked three questions on our Employee Climate Survey conducted in July 2021 related to COVID communication. The overall average response to those questions was 85% positive. We continue share important updates with our employees on a consistent basis.



The past two years have been tough....but we've been held together by our vision and mission and by our amazing team of dedicated professionals.

Our Vision

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

Our Mission

We support people in living their best lives.

We were **determined** to maintain our CARF Accreditation:

In January 2022, Pathways received its fifth consecutive 3-year accreditation from CARF, the Commission on Accreditation of Rehabilitation Facilities. Pathways Accreditation Report noted 20 areas of strength and 14 recommendations. Pathways has been strategizing internally to address the recommendations made by CARF so we are fully compliant with the standards.

The CARF survey of our programs and services was completed in November 2021 and consisted of document review, video call tours of program spaces and homes as well as meetings and interviews with Pathways management, direct support staff, client and family members. The Accreditation Report recognizes our incredible staff members who have provided consistent and compassionate care to the people we support and we were thrilled to hear how satisfied and happy our clients are with our programs and services.



Our favourite Area of Strength:

"One of the greatest strengths of Pathways is its staff members, who are compassionate, understanding, loving, and sincere. Staff members offer a safe and welcoming atmosphere, which clients and families feel is family-like from the administrative level through all service providers. The words and actions of the staff members demonstrate that the organization's mission, values, and goals are uppermost in their minds as they strive to provide health, wellness, and independence for the clients. Staff members are proud of their work and expressed over and over that they, "love their jobs". Staff members also reported that they feel strongly that they are really helping clients be successful and work towards independence."

– Accreditation Report, January 2022

Pathways continues to be accredited in:
Community Housing
Community Integration
Host Family (Family Home Program)
Respite Services
Supported Living

The full report can be found on our website on the CARF page.

We are **determined** to provide strong leadership:

In December 2021, Lorrie Heffernan retired from her position as Chief Executive Office of Pathways after 23 years with the organization, 11 of those as CEO. An avid traveller, Lorrie is looking forward to using her retirement to see more of the world and spend time with her family! We are grateful for her unwavering dedication to Pathways over the years and wish her a long, happy, and healthy retirement.

With Lorrie's retirement, a successor for CEO was found in Darlene McKenny, assuming the role in November 2021. Previously Pathway's Chief Operating Officer since 2011, Darlene has been providing leadership and direction to client and clinical services and working to ensure successful implementation of the agency's strategic directions. Darlene is a collaborative leader with a reputation for being knowledgeable, consistent and having a great sense of humour.

As Darlene assumed the CEO position, Pathways' own Senior Manager, Intake and Clinical Services, Susan Miles, was the successful candidate for the Chief Operating Officer position. Susan has quickly become an integral member of Pathways Executive and the organization welcomes her wealth of experience and knowledge to the position.

Congratulations to Darlene and Susan on their promotions!

Pathways Foundation

In 2020, the Pathways Foundation Board of Directors decided to amalgamate the Foundation Board into the Pathways Board. Since its inception in 2001, the Foundation Board has raised over 2 million dollars to support the purchase or renovation of many

Pathways houses to make them accessible and comfortable homes for the people we support. The Foundation Board also raised funds to financially support individuals to access community events, educational and leisure activities that they otherwise may not have been able to afford.

With grateful hearts, we say farewell and thank you to our Pathways Foundation Board members and to our donors and volunteers who have made so much possible over the last 20 years.

Board of Directors

Pathways Board of Directors continues to be steadfast in their commitment to Pathways. The Board currently has vacancies and is looking for new members – if you are interested in applying to be a volunteer member of the Pathways Board of Directors, please visit the About page on our website for the online application!

Let's continue to be creative, resilient and determined:

The last two years have been extremely challenging for Pathways and our sector as a whole. We continue to feel the impacts of COVID-19 and are constantly re-evaluating our programs and service delivery for their effectiveness, safety and satisfaction.

The organization recognizes the immense impact the pandemic has had on our staff and we are indebted to them for their dedication and resilience. It has not been easy and everyone has had to make sacrifices to keep the people we support safe and healthy. As we look towards spring and warmer days, we hope the sunshine brings more than just the flowers out of hibernation.



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Friends of Pathways



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