



Strengths in Action

Supporting
people
in living
their best
lives



20**21/22**

**ANNUAL
REPORT**

Strengths in Action

"With the new day comes new strengths and new thoughts"

Eleanor Roosevelt

With the completion of the second "pandemic" year, Pathways continued to build upon our strengths...our fierce determination to fulfil our vision, mission and guiding principles. We successfully achieved our 5th 3 year accreditation with the Commission for the Accreditation of Rehabilitation Facilities (CARF). While many of our services and supports received high praise, the greatest strength CARF identified was that of our amazing employees.

This Annual Highlight Report showcases the many strengths our team members demonstrate every day.

"Pathways greatest strength is its employees who bring our mission of supporting people in living their best lives to life".

CARF Accreditation Report, Jan. 2022

"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".

CARF Accreditation Report, Jan. 2022

Stakeholder Satisfaction

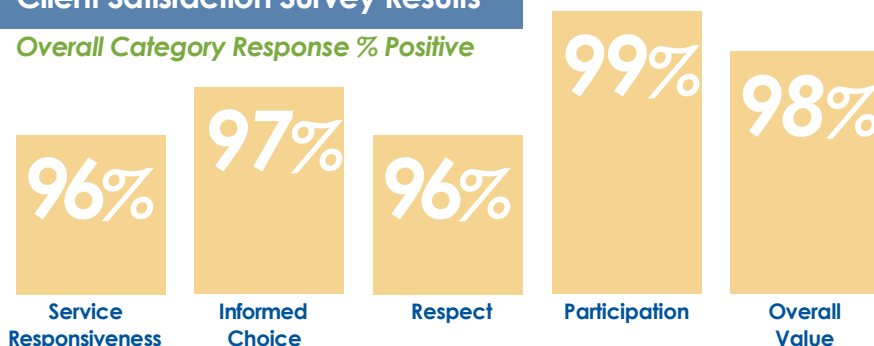
"Satisfaction is high in the community and among clients, their families, and the staff. Clients were exuberant in expressing their satisfaction with the programs and the staff members that work with them".

CARF Accreditation Report, Jan. 2022

As part of the preparation for our CARF survey, the agency conducted Client and Employee Satisfaction Surveys in the summer of 2021. In collaboration with uSPEQ, a partner organization of CARF, surveys were developed, administered and analyzed. The results of the surveys were reviewed for key themes and action planning with management and then shared with staff, clients and other stakeholders.

Client Satisfaction Survey Results

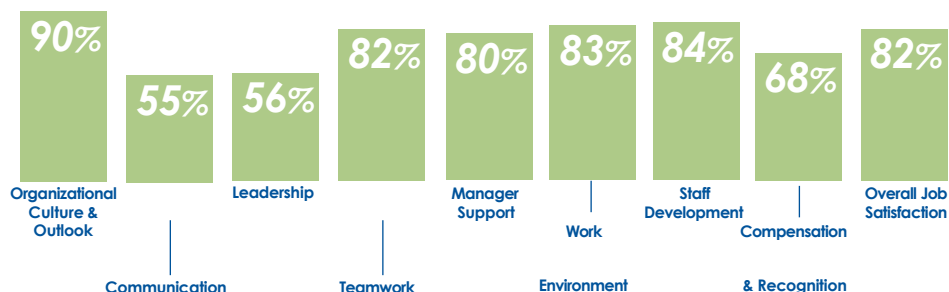
Overall Category Response % Positive



97% OVERALL SATISFACTION

Employee Satisfaction Survey

Overall Category Response % Positive



82% OVERALL SATISFACTION

Programs & Services

"Services are top quality and widely varied to meet the diverse populations served. The organization is commended for moving to greater individualized services. Examples from staff members showed clever inventiveness as they provide digitally enabled services". *CARF Accreditation Report, Jan. 2022*

Recreation and Program Facilitators conducted over **440 satisfaction surveys** on our virtual recreation programs with supported participants. With over **50 programs offered**, we were pleased to see an average of **90% overall satisfaction** with the programming.

Programs with the highest satisfaction rating:

Pet Therapy, Krazy Hair Social, Beaver Tail Baking, Valentines Bingo, Fire Prevention, Chair Yoga, Music Therapy.

Always something fun to do!



Employee Impact

"The longevity of the staff at Pathways speaks volumes to the organization and the quality of services provided. Many staff members reported being at Pathways for many years, as do many of the clients. Staff members reported being satisfied at the organization and feeling supported in their roles".

CARF Accreditation Report, Jan. 2022

We welcomed **92** new team members to the agency.

We wish our retirees well! Thank you for your many years of dedicated service to our 2021 retirees!

Janet Ashley

Michael Condran

Esty Connors

Rhonda Flieler

Lorrie Heffernan

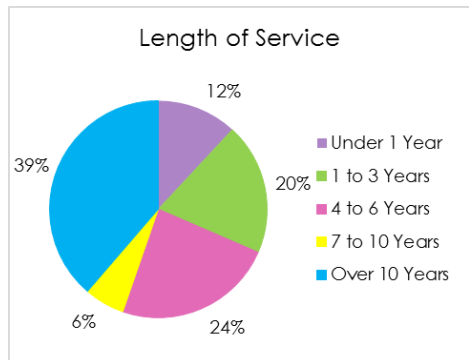
Lisa McNamara

Lisa Norgaard

Robert Shannon

Katherine Thody

Wendy Van Home



"The pride that staff members take in the accomplishments of the clients is a palpable theme across the organization's levels of service". *CARF Accreditation Report, Jan. 2022*

Employee Impact

We grew our employment partnerships

Nine new employment partnerships and positions were created for supported individuals in local businesses by Employment Facilitators of the Community Employment Program.

As of March 2021:

- 15 supported individuals were actively employed at local businesses
- 5 supported individuals were actively volunteering at local organizations and businesses
- An additional 11 individuals were off due COVID restrictions, but anticipate returning to their volunteer and employment positions in the near future



Launch of a successful partnership with
Pathways & Belleville Police Service

Annual Garden Challenge

Every spring our employees and supported individuals bring creative garden visions to life for the Annual Garden Challenge. 18 homes competed in the Colour Our World challenge.

The Winners – Bridge Street, Finlay, Cannifton



COVID Responsiveness

"Concerns for health and safety have a strong place at Pathways. The innovative perseverance of staff during COVID-19 has truly been remarkable".

CARF Accreditation Report, Jan. 2022

Pathways was selected as regional lead for Infection Prevention and Control (IPAC) and helped facilitate the logistical planning and administration of vaccinations for supported individuals across the sector. Along with our partners in the IPAC program, we have led **29 IPAC audits** across the region.

Quality Assurance / Risk Management

"Pathways utilizes a number of risk assessments to identify potential risks for client in its community housing and supported living programs. The assessments are extensive, and the results are incorporated into the clients' behaviour plans and quality of life plans".

CARF Accreditation Report, Jan. 2022

Pathways continued its strong commitment to ensuring employees are well trained and knowledgeable to provide the best possible support. Pathways clinical team developed and delivered training in behavioural techniques, controlled acts, pharmacology, and medication administration. Human Resources provided over 2800 hours of training in First Aid, Safety Care, and Crisis Prevention.

Over 40 Workplace Violence Risk Assessments were completed, with new or updated program controls and measures implemented to ensure the safety and wellness of our employees.

Leadership

"The administrative leadership team displays passionate dedication to the organization and the clients. The team's longevity of services has provided stability and enhanced the reputation of the organization in the community".

CARF Accreditation Report, Jan. 2022

After 30 years of dedication to the Developmental Services sector, over 20 of which were in leadership positions at Pathways to Independence, Lorrie Heffernan retired in December 2021. We thank Lorrie for her many years of wisdom, leadership and commitment to always build on our strengths.

Darlene McKenny having provided leadership and direction to client and clinical services as Chief Operating Officer since 2011, became Pathways 4th Chief Executive Officer.



"The board of directors is dedicated, knowledgeable, and supportive of the organization and the leadership team. The board is highly involved in succession planning and leadership transition and sees its role as one of "quiet ambassadors" for the organization".

CARF Accreditation Report, Jan. 2022

Leadership



Pathways

Board of Directors

Gail Lynch (President)

Jackie Redmond (Vice-President)

Bob Tate (Treasurer)

Mike Whiteman (Secretary)

Brian Arthur

Deanna Dulmage

Bob Kitcher

Vision

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

Mission

"We support people in living their best lives"

We serve

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



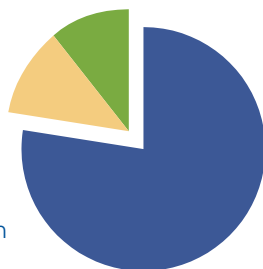
Financials

2020/21 Fiscal Year

Total expenditures were \$35.1 million, of which \$28.8 million or 82% represents salaries and benefits.

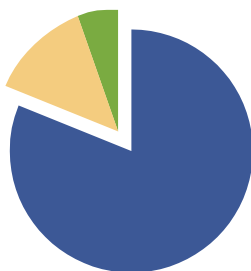
Expenditures by Service

- Community Residential 84%
- Client & Community 7%
- Administration 9%



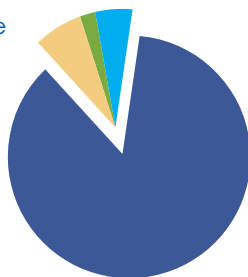
Expenditures by Sector

- MCSS/MCYS 79%
- MOH/OH 18%
- Private & Municipal 3%



Expenditures by Location

- Greater Quinte Area 88%
- Ottawa 4%
- Leeds & Grenville 3%
- Lennox & Addington 5%



Audited financial statements available upon request.



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

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

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friends of Pathways



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