

A REPORT TO OUR COMMUNITY

2019-2020











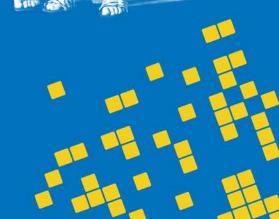




CHALLENGE



CHERISH



MESSAGE FROM THE

EXECUTIVE DIRECTOR AND BOARD CHAIR

We are proud to present our 2019-2020 annual report. As you reflect on its content, you will have the opportunity to celebrate the work of Pathways in our Sarnia-Lambton community. Through program enhancements and energies directed toward key initiatives, we have worked to improve services to benefit the children and families with whom we work. A life-needs model of coordinated, family-centred support has continued to guide our work. 2019-2020 has been a year for **CHANGE, CHALLENGE** and **CHERISHING**.

CHANGE

In September 2019, we honoured the legacy of Jenny Greensmith and her 15 years of leadership in the Executive Director role at Pathways. Jenny championed many initiatives and was recognized as a strong partner and voice for our sector. Through this change, we have been fortunate to have stability through a committed governing body and a strong leadership team. The Centre continues to embrace change proactively, participating in many community and regional planning tables in order to build and sustain strong strategic linkages in support of our Mission to serve children and youth with physical, communication and developmental challenges.

CHALLENGE

In the month of November, we challenged the organization to stand up and be evaluated by Accreditation Canada. We welcomed surveyors to our site to measure our work against recognized standards of safe, quality care. Surveyors connected with families, clients, staff and community partners, putting our practices under a microscope. We were delighted to receive the highest level of accreditation – with Exemplary Standing!

Throughout the year, we continued to challenge the community to come forward in support of the organization through fundraising and special events, including the Capital Campaign for our therapeutic pool. We are grateful that our Mission is recognized by so many in our community who came forward as donors to help us meet our fundraising goal for 2019-2020.

As this report is finalized, our global community is challenged by the impact of the COVID-19 Pandemic, requiring families and organizations to shift practices for safety. With support from local public health, government directives and guidance documents, we are confident in the ability of Pathways to navigate through these challenging days, innovating to support the families we cherish in new ways.

CHERISHING

At the centre of our work, addressing change and challenge, we cherish the Mission of the Organization, the clients we serve, and the skilled expertise of our staff. Exceptional results on our Family Survey (Measures of Processes of Care-20) confirm that families are experiencing family-centred care. Our responses on our staff Work-Life Pulse survey suggested a high degree of engagement. As a responsive partner, we have continued to listen to our families, our community and our staff and work toward solutions to move forward in support of strong outcomes.

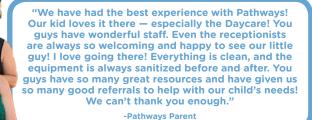
Our accomplishments as an organization are achieved by a shared commitment to our Mission, Vision and Values. This common focus of our Directors, staff, volunteers, funders and donors grounds our energies to ensure support for children and youth to help them achieve their potential for a better quality of life.

Alison Morrison
Executive Director

Mison mounder



Dean EdwardsonBoard Chair







Therapeutic Recreation Specialists Amy and Alli were trained by "Cycling Without Age Canada" founder Jane Hu on how to be "pilots" for a motor-assisted trishaw. Devin (pink shirt) got to ride with them!



CHERISH

ACCREDITED WITH EXEMPLARY STANDING

As we work to make a difference in the lives of children and youth in Sarnia Lambton who have physical, developmental, and/or communication difficulties, our voluntary participation in accreditation demonstrates our commitment to quality, safety, and accountability to our clients, families, staff, partners, volunteers, and community. Participating in accreditation is one of the most effective ways for organizations to regularly and consistently examine and improve services. Accreditation is a thorough, proven system to ensure that the programs and services we deliver are up to national and international standards of excellence.



In November 2019, we welcomed a 2-person survey team to our organization, to speak with clients and families, as well as staff, Board members, and community partners. We were pleased to showcase our organization and our work in this community. We celebrated a strong result of 99.6% of criterion met and were awarded the highest level available: Accredited with Exemplary Standing. We recognize that accreditation is not an end to itself but a journey in which organizations engage in continuous improvement with safety and quality. While we celebrate the designation, we begin work to focus on our next best – in order to better serve our community!



HIGHLIGHTS THIS YEAR

FASD Resource Hub Celebrates 2 Years

April 2020 marked the second anniversary of the Ontario Ministry of Children, Community, and Social Service's Fetal Alcohol Spectrum Disorder (FASD) Initiative. Pathways has been proud to serve as the Coordinating Agency for the FASD Initiative in Sarnia-Lambton for the last two years.

During this time, Pathways' FASD Worker has supported children and youth with FASD and/or suspected FASD through providing a reliable source of information and developing personalized service plans. Pathways has also offered many educational workshops and awareness activities regarding FASD to over 1000 profesionals and community members.

As part of the Sarnia-Lambton FASD Network, Pathways works with over fifteen other groups and individuals with lived experiences to synchronize services for families impacted by FASD. To further facilitate conversations between these families, we also regularly host support groups and "family fun days." As with all of our initiatives, the FASD Resource Hub operates under the motto "Nothing about us, without us." The Hub's programming is informed by community feedback, and we can't wait to see where this input will take us in the next two years!

Sarnia-Lambton Made a Splash: Therapeutic Pool Update

In 2018, we launched our "Save Pathways Therapeutic Pool Campaign," with a \$1.6 million fundraising goal set for completely refurbishing the 30-year-old pool. The campaign remained strong through 2019. We are now thrilled to announce that thanks to the support of generous individuals, services, clubs, organizations, foundations, and grants, we have reached over \$1.5 million in funding and began renovations this summer. This project includes extensive mechanical and electrical upgrades, allowing for fully automated water filtration, sterilization, and chemical addition systems. Proper precautions have been taken in light of the pandemic to protect workers, and the refurbishment is projected to be completed in winter 2020 for the pool to reopen in 2021.

Among one of the many initiatives that we undertook for this campaign was appealing to Sarnia City Council for capital funding. In preparation for this presentation, we released an online survey where the public could share their experiences regarding the only therapeutic pool in Sarnia. We received an overwhelming response, as over 800 citizens came forward to support the proposal and tell touching stories of how important the pool is for themselves and their loved ones. The funding request was ultimately approved, a feat that speaks to the power of community advocacy.

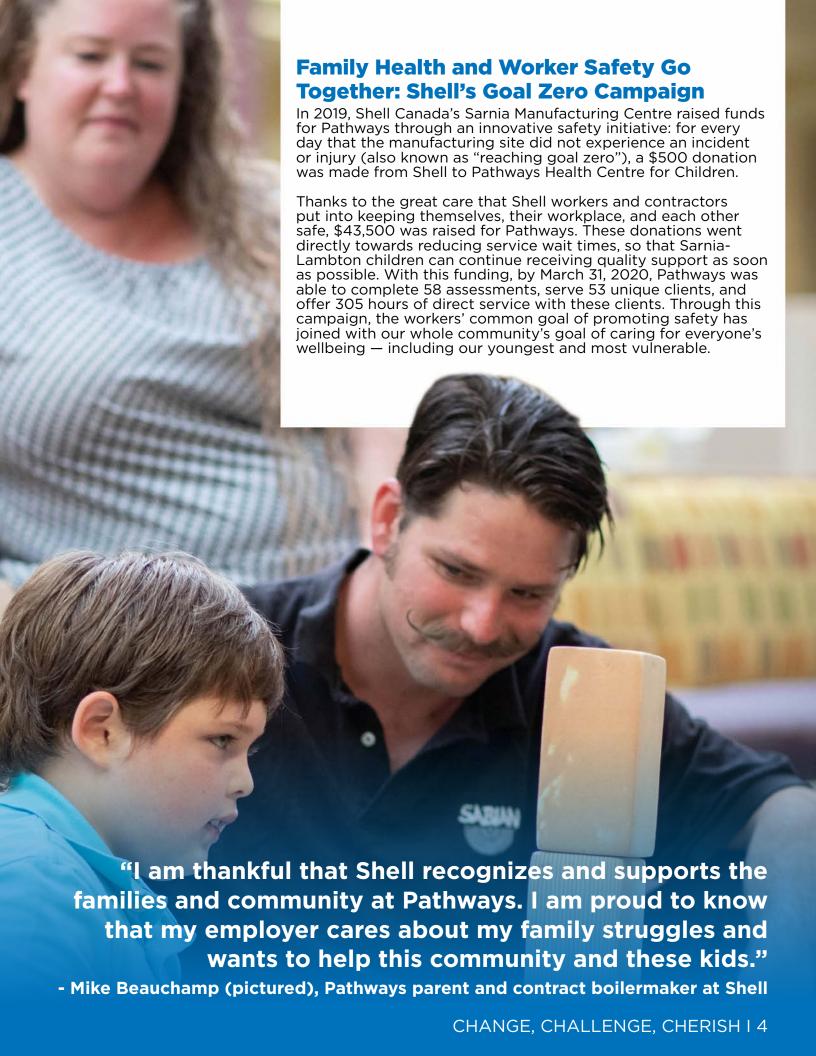


"The pool has enriched our community and helped so many in need. This is a year-round, accessible pool that requires no membership, where the children of our community can learn to swim so they can be safe in our waterways. My child learned how to swim at Pathways, where I felt safe with her care in their hands. My parents are able to stay active and mobile using the pool, all the while keeping up on their social interactions.

Thank you, Pathways."

Give Me Five!

- Community Survey Response



CONTINUED PARTNERSHIPS WITH

FIRST NATIONS COMMUNITIES

Pathways continues to work in partnership with all three First Nations in Lambton — Aamjiwnaang First Nation, Chippewas of Kettle and Stony Point First Nation, and Walpole Island First Nation (Bkejwanong Territory) — to deliver developmental services to the children of these communities. These services, funded in part by local industries (Arlanxeo, Imperial Oil, Nova, Shell and Suncor), include Speech Therapy, Physiotherapy, and Occupational Therapy. They are delivered by Pathways therapists who work alongside the Indigenous health, social service, education, and therapy support staff within each community.

A Story from Aamjiwnaang First Nation

Through Pathways' commitment to relationship-building and creating culturally appropriate services, a growing number of Aamjiwnaang First Nation clients have accessed services such as the Autism Diagnostic Hub, Coordinated Service Planning, the FASD Family Resource Worker, Audiology, and the Therapeutic Pool.

In the past year, Pathways has provided a total of 1018 face-to-face therapeutic interactions with families and children within Aamjiwnaang First Nation. This growing number has validated the need for community supports that can adequately address the child development gaps seen with Indigenous children. With the commitment of continued support from Pathways, Aamjiwnaang First Nation was able to hire two Therapy Assistants to work alongside the Pathways clinicians, with hopes to begin supporting school age children.

"Over the past few years, I've had the pleasure of being a part of the implementation of Pathways services within my home community of Aamjiwnaang.

It has been so refreshing to work with an organization like Pathways that is committed to learning and working alongside our community in a reciprocal relationship.

Seeing this new way of service delivery and having a supportive learning environment from the Pathways staff, I was motivated to continue my education in the field of child development by completing a Masters Degree in Child Life and Pediatric Psychosocial Care. Thank you to all the staff at Pathways who continue to make me feel welcome and supported during this entire journey."

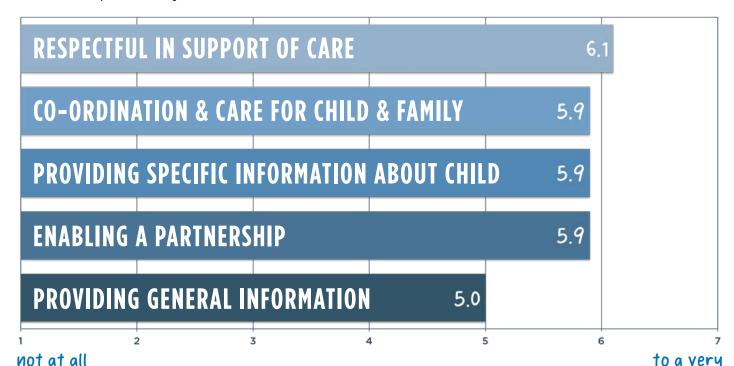
- Rachael Simon, Children/Youth Services Supervisor, Aamjiwnaang First Nation.

MEASURES OF PROCESSES OF CARE (MPOC-20)

2019-2020 SURVEY RESULTS

The MPOC-20 Survey was developed by the CanChild Research Centre as a tool to measure families' experiences with the care that they and their children have received. The survey consists of 20 questions, which are broken into five evaluative categories that are each scored on a scale from 0 to 7.

As we are always looking for input from our clients and families to improve our service delivery, Pathways launched this survey to our caseload in the winter of 2020. We are proud of the survey's results and responses suggest improvements in all categories since our last survey in 2017. Our teams are now looking to address areas of action; surveys like these are just one of the many ways in which we proactively check in with our families.



SURVEY COMMENTS

"Thank you for being real humans who deal with children. There is no one size fits all and no rulebook to follow for getting results. You get to know my child and you make him feel supported and cared for. I love the diversity of your staff, the fun, kindness, and professionalism."

"Pathways and their workers have been consistent, kind, and understanding to our family and the needs of my child. I speak highly of their professional etiquette, as well as their deep compassion. I can't say enough good things. My family thanks you from the bottom of our hearts!"

"I have had amazing care for my child at Pathways, in different areas of care as well. The treatment my child receives is top notch in terms of relevant, helpful, appropriate and professional. I could not ask for a better team for my child."

THIS YEAR BY THE NUMBERS



60,468 hours

spent working with children, youth & families



48,113 visits

CLIENTS WAITING FOR SERVICE AT END OF FISCAL YEAR

-14,728

centre referrals & admissions

54%)
of initial

of initial assessments completed within 3 months

80 days average wait for assessment

1,077
GROUP SESSIONS
PROVIDED





2,041 children

Rehabilitation Services

2,688
individual clients seen

28%

of all children in Sarnia-Lambton from 6-11 years old

> 20% of all children in Sarnia-Lambton from birth to age 5

STUDENT
OPPORTUNITIES

+ 13 post-secondary students = 2,979 hours of learning



"Volunteers are all involved for the same reason: to help the clients and families."

"I have volunteered in a variety of roles, and in each one, the role of volunteers made a significant difference." "The staff at Pathways are great and I am happy to be part of their great work! Thanks for the opportunity to be involved with an agency that is so positive."

FUNDRAISERS AND SPECIAL EVENTS

TO SUPPORT PATHWAYS

Special Events and Fundraisers are part of the fabric of Pathways, helping the organization respond to the gap between public funding available for service supports, and the needs arising in the community. In addition to our Capital Campaign for "Save Pathways Therapeutic Pool," we were able to surpass our 2019-2020 fundraising goal of \$390,000, thanks to individual donors, and the success of these events.

During these unprecedented times, it is a true pleasure to look back on these memories of the Sarnia-Lambton community coming together to support Pathways.

Celebrating 14 years with the Sarnia Street Machines

A passion for cool cars and an unwavering dedication to charity work come together in the Sarnia Street Machines, a classic car club that has been cruising the streets of Sarnia-Lambton since 1985. For over fourteen years now, the club has supported Pathways as their adopted charity, raising over \$250,000 in donations and contributing \$27,000 in just this past year alone.

The Street Machines' two annual car shows in support of Pathways have also become staple summer events. Their "Cruise in the Park Car Show" has been held for over a decade. The Street Machines' second summer show is entitled "Hot Nights, Cool Cars," and it has attracted car enthusiasts and casual admirers alike every August for the last five years. The exciting evening features over 500 classic cars, dancing, and an outdoor concert. Organizers pour their time and energy in every year not only out of their love of classic vehicles, but also out of their dedication to the Pathways community.

Mustang Sally Rally (May 2019)

On May 18, in partnership with Lambton Ford, Pathways held its 7th annual Mustang Sally Rally. Mustang enthusiasts came together to take a scenic drive around Lambton County, picking up poker cards at stops along the way to see who could get the best hand. It's always fun to talk cars while exploring our county together!

\$6,200 raised!

Sarnia Sting Golf Tournament (July 2019)

Last summer, Sarnia Sting players of the past and present — plus retired NHL players — hit the Huron Oaks links for the team's annual tournament in support of Pathways. Golf enthusiasts from all over Sarnia-Lambton joined the players for a heated 18-hole competition, a hearty chicken & rib dinner, a reception to honour the winners, and a silent auction to cap the evening off. The Sting has been a long-time partner of Pathways, and it's always a pleasure to see their star players outside of the rink and on the green.

"Give the Kids a Lift" Ironworks Bench Press Contest (April 2019)

Ironworks Fitness' 21st Annual Bench Press competition in support of Pathways was held on the 6th of April last year, and saw 30 lifters of all abilities and ages pledging funds for Pathways in anticipation of battling it out at the bench. While the March 2020 competition was cancelled due to the pandemic, we can't wait to see everyone again in 2021. Through the years, this event has helped us raise over \$250,000!





McHappy Day (May 2019)

As part of McDonald's 2019 McHappy Day, four local McDonald's restaurants gave \$1 from every Big Mac, Happy Meal, or hot beverage purchased to our "Save Pathways Therapeutic Pool Campaign." A record-breaking amount was ultimately raised thanks to the combined efforts of all the Pathways staff, volunteers, community partners, McDonald's staff, Board members, and community members that came out to support this initiative. We would especially like to thank Peter and Colleen Buckley for choosing our pool as a community cause to support!

PEMBINA's Secret Santa Shoppe (Nov + Dec 2019)

Every November, volunteers deck the halls at Pathways' Murphy Road location to transform the space into a festive holiday shop and café. For its 15th year, the Shoppe welcomed troves of little shoppers with brand-new, pre-wrapped gifts for everyone on their holiday shopping list—gifts that children can purchase for their loved ones without breaking their piggy banks, as all items have been marked down to be less than ten dollars. Volunteers (Santa's helpers) help the tiny bargain hunters around the winter wonderland and the children can take agency in honing their spirit of giving in this safe, fun, and accessible environment. Of course, no Shoppe visit is complete without a visit to the Santa Café for refreshments, baked goods, and cookie-decorating. This event has become a holiday tradition for many, and it is unique for bringing joy to the very families and children that make up the beating heart of the Pathways community.



THE BRANDS' STORY

Sixteen years ago, our twin girls, Calli and Carly were born. Blake, then two years old, was excited to welcome his baby sisters. Once born, we were shocked to learn that they both had Down syndrome (Ds). We were told that the chances of having identical twins both with Down syndrome is 1 in 1.2 million. With three kids under three, twins, and children with disabilities, our lives were very chaotic and somewhat of a blur. My learning curve about Ds was close to 90°. This is when Pathways entered our lives.

I quickly learned about many services that the girls would benefit from which are offered through Pathways. Physiotherapy, Oral Motor Therapy, Occupational Therapy, Hearing and Speech Pathology, Augmentative Communication, and Recreational Therapy, to name a few. In the beginning, not only were all these services set up and started, many of the therapists came to our house to ease the difficulty of packing up three babies many times a week to attend all our appointments. This was extremely helpful. The therapists were so knowledgeable, professional and above all, compassionate. They often were the only adults I interacted with most days. My son also received attention from them, as he didn't understand why all these people would come and "play" with his baby sisters and not him.

Since the girls were babies, we have used the pool for sensory swims, mom and tot swims, Physiotherapy, and swimming lessons. When the girls became school aged, they took part in the school-aged summer camp every year. The programming, services and employees were amazing and often the girls would remember the leaders from summer to summer. To this date, the girls participate in the recreational programs offered by Pathways. They've partaken in the iCan Bike week, Teen Junction, PD day activities for teens, cheerleading, plus others. The aquatic staff and recreational therapists are also always coming up with fun, new ideas to offer the kids year round. They are the best at what they do.

Oftentimes, it is easy to forget about all the people behind the scenes who are so integral to making Pathways run efficiently and offer all it does. The receptionist knows us by name and always greets us with a smile. Past workers and support workers often recognize the girls, say hi, and give a high five. Too many times to count, if we have a question, someone at Pathways will find me the answer or point me in the right direction. One other group of people that I cannot forget to mention is the volunteers. From young teens, to retirees, the numerous volunteers who dedicate their time to help with all the programs are invaluable. Many times, the volunteers that help with the girls have been volunteering for years and the girls know them by name. The programs that we participate in could not run without the many volunteers. It is nice as a parent to be able to watch your children partake in an activity rather than be out on the field/court helping. This could not happen without the dedication of the volunteers who truly enjoy what they are doing.

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In closing, our family has benefited so very much from Pathways and all the people who work there. Thank you to all involved at Pathways. We believe it takes a village to raise our children; you are part of our village.

- Amy and Aaron Brand

WE CREATE AN IMPACT EVERY DAY

We are always listening to our client families and developing new programs and services to meet those needs. At the same time, our most in-demand services remain constant: Occupational Therapy, Physiotherapy, and Speech Language Therapy.

to 761* over 8,934 hours occupational therapy

*Not including School-Based Rehabilitation Services

to physiotherapy

291* childr

over **2,244** hours

This year, Pathways provided:



to 1,216* over 14,503 hours

CHIPPEWAS OF KETTLE AND STONY POINT FIRST NATION

LAMBTON SHORES

PATHWAYS' NEW SERVICE REFERRALS BY LOCATION

"I honestly don't know where we or our child would be without Pathways ... Thank you for everything you do from our entire family. You have not only helped us let our child thrive but have given us a chance to learn about who he is."

-Pathways Parent



We have offered services in locations in our community

RIVER DISTRIC

13%
183 referrals

19% 270 referrals

CENTRAL LAMBTON

ST. CLAIR

BKEJWANONG TERRITORY

(WALPOLE ISLAND FIRST NATION)

2 TOTAL FROM LOCAL 27 referrals FIRST NATIONS

STATEMENT OF OPERATIONS

OPERATING FUND

REVENUE	MINISTRY SUPPORTED PROGRAMS & SERVICES
	MUNICIPAL SUPPORTED PROGRAMS & SERVICES

COMMUNITY FEE SUPPORTED SERVICES

•	5,929,324	5,172,903
7	1,858,139	1,851,171
	944,957	810,794
	8,732,420	7,834,868

2019

2020

EXPENSES

SALARIES, BENEFITS & EMPLOYEE EXPENSES **EQUIPMENT & SUPPLIES FACILITY EXPENDITURES**

CONTRACTED PURCHASED SERVICES

	6,362,523	6,397,929
\$	770,020	677,335
4	122,219	146,072
	1,730,708	697,657
	8,985,470	7,918,993
	-253,050	-84,125

182,450

70,600

DEFICIENCY OF REVENUE OVER EXPENDITURES

OPERATIONS BALANCE AT BEGINNING OF YEAR: INTERFUND TRANSFER FROM DONATIONS/EVENTS:

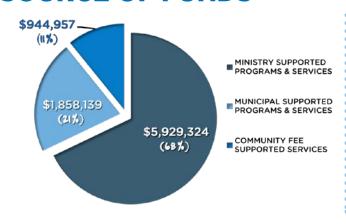
OPERATIONS BALANCE AT END OF YEAR:

0 182,450

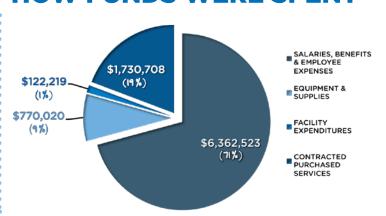
182,450

84.125

SOURCE OF FUNDS



HOW FUNDS WERE SPENT



PROPERTY & EQUIPMENT FUND

REVENUE DEFERRED CONTRIBUTION

2020 2019 83,194 87,547

EXPENDITURES

AMORTIZATION

303,438 307.558

DEFICIENCY OF REVENUES OVER EXPENDITURES

-220.244\$220,011

PROPERTY & EQUIPMENT BALANCE AT BEGINNING OF YEAR: 2,755,203 3,004,578

-29.364 INTERFUND TRANSFER FROM DONATIONS/EVENTS: -248.081

PROPERTY & EQUIPMENT BALANCE AT END OF YEAR:

2,286,878

2,755,203



DONATIONS/EVENTS FUND

REVENUE

GIFTS, BEQUESTS & FUNDRAISING **INTEREST & OTHER INCOME**

538,729 342,203 52,800 47,005 591,529 389.208

2019

2020

EXPENDITURES

THERAPY SUPPLIES AND COSTS **FUNDRAISING COSTS**

3,690 264,055 109,305 264,055 112,995

EXCESS OF REVENUES OVER EXPENDITURES

327,474 276,213

DONATIONS/EVENTS FUND BALANCE BEGINNING OF YEAR: INTERFUND TRANSFER TO OPERATING:

1,504,024 1,282,572

INTERFUND TRANSFER TO PROPERTY & EQUIPMENT:

-70 600 -54 761

DONATIONS/EVENTS FUND BALANCE AT END OF YEAR:

248,081 2,008,979 1.504.024

MEET

Brett has been a part of the Pathways community since attending the C.A.C.H.É. Child Care program, where he accessed therapies on-site and participated in sensory swims in the therapeutic pool. Now 19, Brett is still in touch with some of the friends that he met at C.A.C.H.É., as well as new friends that he met along the way as part of Therapeutic Recreation and Teen Transition programming. Activities arranged in these service areas were to support goal development and independence and included bowling, axe throwing and restaurant visits, among others.

Being a lifelong creative, Brett's favourite memory from Pathways is painting garbage cans for display throughout Sarnia through the "Garbage Can Connection" program offered in partnership with the Lawrence House. While a garbage can may seem like an unconventional canvas, it served as a great artistic outlet and conversation starter as the decorators could connect over the motifs that each of them were personalizing their bins with. The bins were then placed in public spaces around Sarnia, bringing colour and wonder across the city.

Brett was also an avid participant of the Expressive Arts program, where he starred in many variety show productions and served as a mentor to his peers. His favourite performance was 2018's "Under the Sea." He also has fond memories of performing at a provincial meeting of Children's Treatment Centres in Toronto with his friends and program instructors.

Creative Arts became an excellent platform for Brett with Brett to showcase his sense of humour; indeed, countless staff at Pathways know him for his swagger and inventiveness. As one Therapeutic

Recreation Specialist laughingly notes, "It's been 6 years since Brett got stuck with me in the world ... Brett doesn't get to see it from my eves, but I've seen his confidence grow, and he's become more open when he communicates." When asked to describe himself, Brett wittily responds, "I'm someone who doesn't like to describe himself."

Brett's growth and development supported by Pathways over the years has allowed for the fostering of friendships that extend to activities outside of the organization. Brett and his Pathways friends now regularly hang out, organizing their own activities for Friday nights. including video games and dinners out!

Brett is now looking forward to starting a 2-year Business Accounting program at Lambton College this Fall. While it will certainly be a challenging semester with the pandemic, Brett is happy with his support network and he is eager for when in-person classes will be able to resume.

Brett is thankful for all the support from Pathways through the years, and is now excited for his next adventures! We can't wait to see



OUR VISION: SUPPORTING CHILDREN, YOUTH AND YOUNG ADULTS TO ACHIEVE THEIR POTENTIAL THROUGH EFFECTIVE PARTNERSHIPS.

OUR SERVICES AND PROGRAMS

- Audiology
- Augmentative Communication
- Autism Diagnostic Hub
- Behaviour Consultation
- C.A.C.H.É. Child Care
- Coordinated Service Planning
- Family & Transition Support
- Family Engagement Services
- Feeding Services
- Infant Hearing Program
- Lifelong Learning Program
- Medical Clinics
- Fetal Alcohol Spectrum Disorder (FASD) Resource Hub

- Occupational Therapy
- Physiotherapy
- Respite Care
- School Based Rehabilitation
- Seating and Mobility
- Service Coordination
- Social Work
- Speech-Language Pathology
- Student & Volunteer Services
- Teen Transition
- Therapeutic Aquatics
- Therapeutic Recreation
- Special Needs Resource Support Services





ENFANTS AVENIRONTARIO

Pathways is a member of Empowered Kids Ontario (EKO) — the organization which represents Ontario's publicly-funded child development and rehabilitation sector. With the united voice of its member agencies, EKO promotes evidence-based investments, policies, and programs enabling smart, innovative approaches and service delivery so kids with special needs and their families live their best lives.

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PathwaysHealthCentreForChildren