



2021-2022 REPORT TO OUR COMMUNITY



Moving Forward

Territorial Acknowledgement

Pathways Health Centre for Children acknowledges our obligation to truth and reconciliation and acknowledges that the land on which Pathways stands and serves is part of the ancestral land of the Chippewa, Odawa, and Potawatomi peoples, referred to collectively as the Anishinaabeg. It is through the connection of the Anishinaabeg with the spirit of the land, water and air that we recognize their unique cultures, traditions, and values. Together as treaty people, we have a shared responsibility to act with respect for the environment that sustains all life, protecting the future for those generations to come.

Everyone Welcome

Through the leadership of our Board of Directors and the Centre's Equity, Diversity and Inclusion committee, we recognize that equity, diversity, and inclusion efforts will be an ongoing journey of learning and work for all staff. This year we were able to provide training and education for staff regarding:

- the impact of residential schools and colonialism
- racism
- trauma informed care

Through cultural safety training, community resources and honest conversations with staff, Pathways has taken steps to foster a space of inclusion and respect. This past year we developed a new graphic to symbolize our commitment to our community. We proudly display this graphic on our building and website.





Alison Morrison
Chief Executive Officer

Message from the Chief Executive Officer & Board Chair



Warren Kennedy
Board Chair

Forward. In a year that continued to be complicated by COVID-19, we set our focus on moving **forward** for the families we serve. We are proud of the work accomplished in this most extraordinary year; work not only of our incredible expert staff, leadership and Board of Directors, but also, the work of our clients and their support systems. We are pleased to share this “2021-2022 Report to Our Community”, rich with stories of movement and action focused on helping the over 3,700 children and youth of Lambton County to reach their potential!

Moving **forward** with children and families this year meant continued shifts and adjusted service delivery approaches in response to fluctuating pandemic restrictions. Our dedicated staff, driven by passion and commitment found creative ways to work through PPE and virtual therapy platforms to help children reach their goals. With infection prevention and control practices including enhanced cleaning, daily health screening, isolation requirements and vaccinations, we were so pleased to move **forward** across the year to return to more in-person services.

In the summer of 2021, we celebrated the Government of Ontario announcement of an investment in the child rehabilitation sector. It has been many years since any increase in funding, placing considerable pressure on services with large caseloads and growing waitlists. Pathways received \$1.1M from the Ministry of Children, Community and Social Services to help support service delivery. The funding will also be used to move **forward** our work as a SmartStart Hub. Planning has been underway to prepare for the launch later in 2022, that will see SmartStart Hubs across the province deliver a consistent and streamlined service experience for families, with a clear entry point to special needs services that support children and families to get the help they need sooner.

Moving **forward** in 2021/2022 also had our community splashing in the pool again, after completion of the \$1.6M complete refurbishment project. We have heard from many that this therapeutic pool is a treasured resource for Sarnia-Lambton, and as pandemic restrictions lifted, folks of all ages were pleased to take advantage of the warm water and accessible environment.

Our work on Equity, Diversity and Inclusion continued with training for the full staff and the Board of Directors. Truth and Reconciliation work had our team participate in a Kairos Blanket Exercise where we learned of the historical and ongoing impact of colonialization. Trauma Informed Care and the San'yas Indigenous Cultural Safety Online Training was also prioritized for staff learning. Reflection and acknowledgement of the harms and mistakes of the past, and of our present, is a starting place for considering how we can each, in our own way, and as an organization, move **forward** in a spirit of reconciliation and healing.

We had the opportunity this year to set in stone, a legacy sign celebrating the founding and continued support to Pathways from the Rotary Club of Sarnia. Thank you to Rotarians, and the many generous donors who continue to believe in us, supporting programs and initiatives to help our children and families.

The shared commitment to our Mission, Vision and Values by our Directors, staff, and volunteers, grounds our energies to ensure support for children and youth to help them achieve their potential for a better quality of life. As we look **forward** in 2022/23 fiscal year, we set our focus on activities to help us achieve our strategic goals. We do so with a sense of hope that the challenges of the last 2½ years of the pandemic are fading, and with a sense of pride and strength, and a renewed awareness that together, we can move **forward** for those we serve!

Set in Stone

Pathways would not be where it is today without partnership, specifically without the continued support and relationship between the organization and The Rotary Club of Sarnia. To memorialize and acknowledge this ongoing commitment to the children and youth in Sarnia-Lambton, Pathways, in partnership with The Rotary, installed a legacy sign at the Murphy Road entrance.

Over 50 years ago, a group of people from Sarnia volunteered to drive families to London so children with disabilities could receive therapy services. Hoping to bring that support to Sarnia, The Rotary set out to open a local Children's Treatment Centre. Pathways Health Centre for Children opened in 1975 on land leased from The Rotary Club of Sarnia, an arrangement that still holds strong today.

Continued investments over time by The Rotary Club of Sarnia have supported several expansions as well as the lead donor of the recent therapeutic pool refurbishment.

Thank you to The Rotary Club of Sarnia for being visionaries of a better Sarnia-Lambton! The continued partnership makes a world of difference for the children and youth in our community.



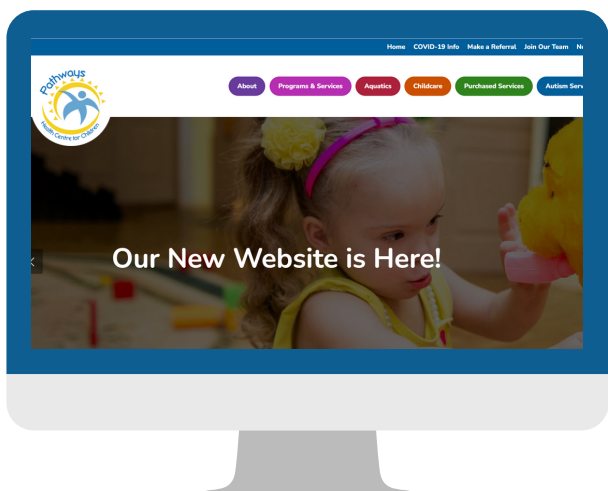
"We are happy to enable this work with our donations that come from the hard work of our membership in continuously raising funds to help our community. Pathways is a special place in our community, a legacy we can be proud of."

-- Mike Elliott, 2021 President of the Rotary Club of Sarnia



MPP Bob Bailey & CEO Alison Morrison

This is such exciting news for Pathways – something we have advocated for, with the support of MPP Bob Bailey. An investment this size speaks to the importance of Children's Treatment Centres and the value we bring to children with special needs and their families. This is about helping children and helping families!



Hitting Refresh

If you visited the Pathways website this year you might have noticed our exciting transformation! www.pathwayscentre.org had a complete refresh in 2021-2022 to create a strong resource for parents, caregivers and community members. After a comprehensive procurement process, CR Creative was chosen to help develop our vision for a fun, colourful, user friendly and informative website. The new site was built with family and staff input and holds referral information, developmental milestones, guidelines, resources, programs, fundraising and event information.

Accessibility and ease of use was a priority in this redesign, and we're proud of our AODA compliant site. From translation and search services, and frequently asked questions, to ways to connect, we hope the easy-to-use refreshed website is a resource our community can rely on.

We give thanks for the kind donations of the Sarnia Community Foundation and The Rotary Club of Sarnia who helped make this website vision come to life.

Pathways Pool Re-opens

After a \$1.6M refurbishment and closures due to pandemic restrictions, Pathways was excited to move forward and reopen our therapeutic pool in the summer of 2021.

The complete renovation involved extensive improvements to the thirty-year-old pool infrastructure. This included mechanical and electrical upgrades, as well as allowing for fully automated water filtration, sterilization and chemical systems. The pool continues to be fully accessible with a ramp, water wheel chairs, a ceiling lift transfer system, and accessible change rooms.

The therapeutic pool is an integral service to the Sarnia-Lambton community and a service Pathways is proud to offer. From Parent and Tot classes, swim lessons, pediatric rehabilitation, sensory swims, and community groups for fitness and rehabilitation; our therapeutic pool has something to offer everyone!

Thanks to the generous support of the Sarnia-Lambton Community; from piggy banks to pocketbooks, and from grants to lead donors like the Rotary Club of Sarnia, together the community said this pool matters! Every smile on a swimmer's face is thanks to those donations!



“ I would like say what a great experience I had during my first hydrotherapy appointment at Pathways. I was very nervous heading into my first appointment, but that nervousness was totally gone once we walked in and met Deb...Deb was so very kind and made us feel extremely welcome during our time there. She may not think she did anything, but to me she did everything; she made me feel comfortable and welcome! ”
~ A thankful client

Voices of Pathways

Mabel ~ a family story



At two-years-old, Mabel has been with Pathways for most of her young life. After being introduced to the Centre as a baby for an infant hearing screening during the pandemic, Mabel is now working to develop her skills through four services: Physiotherapy, Occupational Therapy, Speech-Language Pathology and Special Needs Resource Support. Although services began virtually, Mabel's mom, Pam, said there were advantages to meeting over Zoom in the beginning: "...less travel time and easier to manage with a newborn. I feel like we were brought in at a good time."

For Pam, one of the best parts of working with Pathways has been the supportive discussion about milestones and the developmental journey. "The staff at Pathways have helped set Mabel her own timeline for milestones, so we can see progression in a way that makes sense for us."



In May, Mabel and her family sold tulips to raise money for Pathways!



Mabel's growth is seen not just in Centre, but at home too. Around her brother, Mabel is always trying to join activities, in typical younger sibling fashion. From waking up with a smile on her face, to pretending to read the newspaper, Pam says Mabel is "all-around, a happy kid".

Looking at next steps, Mabel's short-term goals are focused on mobility, hoping that new skills will help her to keep up with her brother. Long-term, Mabel's parents seek to support her to participate fully in life and the community.

"In and out of Pathways, Mabel's determination and passion, even for ketchup, is infectious!"

Voices of Pathways

Xavier ~ a client Story

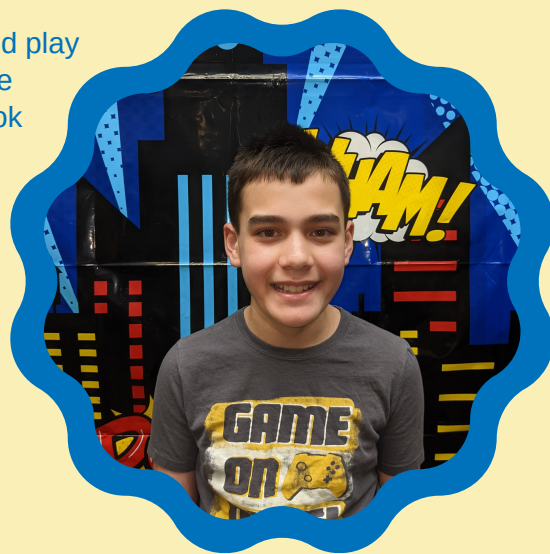
I've been at Pathways since I was 3 years old. I am now almost 13 and I want to tell you that I've been working hard at swimming and getting help from swimming teachers. In swimming there was bobbing I did and glides on water. I am looking forward to swimming this year. I learned drumming last year - that was pretty fun! I learned Bingo and that was also fun.

I want to tell you more about Expressive Arts and all the fun I did thanks to all the staff. I made new friends and danced and sang with courage and had lots of fun last year. It was great! I made three friends at Expressive Arts, (E, G, and Z). I was so excited about the show in April and I did very good on stage, dancing and singing. I went into the rehearsal and there were four volunteers to help me with singing and dancing. I'm glad you helped me make friends and sing and dance last year.

I'm glad for my speech therapist to play with me and learn how to talk, sing and play when I was three years old. I went to daycare and people were kind at daycare and took care of me. You helped me over the years and I'm so happy. You took great care of me with all of the activities you had me in last year. ~ Xavier

We are grateful for what you do for the community, most particularly for the families you serve. Without services such as these, children like Xavier would not have the opportunity to grow and become all they can be.

~ Xavier's Mom, Rebecca



Dana ~ a staff story



It has been a privilege to work at Pathways for over 30 years now. I remember my first impression of Pathways staff. Everyone was friendly and caring and went out of their way to make people feel comfortable. I still feel the same. That is the beating heart of this place. It is no wonder that my closest friends are co-workers here. Not only are they caring, but I have come to appreciate how hard-working and resilient they are as well. They are also incredibly intelligent and generous with their knowledge. I feel blessed to have had such good support from my directors and supervisors during all my years here.

I have worked with so many families that I respect and admire. Now, I get to see the children of the clients I first saw when I started working at Pathways! Parenting is the toughest job in the world, in my opinion, and we get to see some amazing parents and awesome, adorable kids. One of the best perks of my job is getting a smile or hug from a client! When I retire, I look forward to staying in touch by doing more volunteering at Pathways. It is the least I can do to give back to a place that has given me so much. ~ Dana

As an Audiologist, Dana has served Pathways clients for 31 years, helping thousands of children in need of hearing supports. From newborns to youth, Dana's work has included prevention, identification, assessment, treatment and (re)habilitation of hearing difficulties. She has also provided education, counseling and consults to many community partners. Her commitment to excellence alongside her genuine and empathetic nature exemplifies the Pathways culture of quality, care and connection!

Supporting Children with Autism

The transition to the comprehensive needs-based family centred Ontario Autism Program (OAP) saw new supports launched through Pathways this year. We expanded our team to include a Supervisor of Autism Services and expanded the role of our Family Engagement Coordinator to include Autism Liaison, supporting families navigating autism services.

Purchased Services

In response to family direct funds for core clinical services, Pathways was happy to slowly start offering Speech-Language and Occupational Therapy as part of our purchased services offerings. Purchasing services is not new for Pathways, already offering fee-for-service programs like C.A.C.H.É Childcare, the Lifelong Learning Program and Therapeutic Aquatics. Pathways will continue to put any profit made towards maintaining high-quality services for clients and staff.

Entry to School

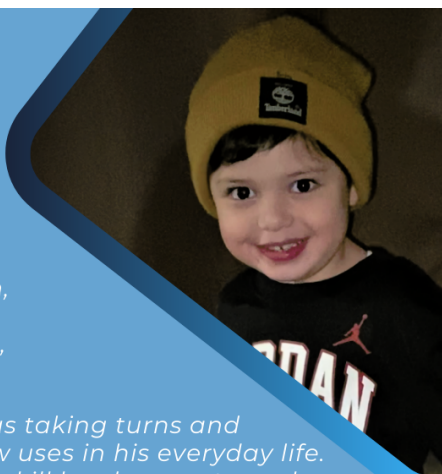
An intensive entry to school program was offered for children registered in the OAP entering school for the first time in 2022. This program is a six-month, group-based, skill-building program, focused on helping children develop school-readiness skills. After completing the group-based part of the program, children participate in the second part of the program, which provides them with individual transition supports as they enter school.

Meet Sebastian

"Hello, my name is Andrea and my son was a part of the JASPER program for about a year. I have nothing but truly amazing things to say, not only about the program, but also his Behaviour Therapist that supported him all throughout, Elizabeth.

Sebastian learned so much, such as taking turns and requesting objects in which he now uses in his everyday life. Since Sebastian is non-verbal, this skill has been extremely beneficial and I can't thank this program enough! He started off hardly knowing how to play and interact and now he loves learning how to play and babbling in conversation with whoever is sitting with him. I am very grateful and appreciative for all the time, kindness and patience Sebastian was given and highly recommend this program!

I can't thank this program enough and look forward to continuing to practice what I have learned from them here at home with him."



Caregiver Mediated Early Years Program

This year, Pathways began to partner with TVCC (London) to provide the Caregiver Mediated Early Years program to caregivers of young children diagnosed with autism and registered with the OAP. Through these programs, caregivers learn therapeutic strategies and specific techniques based on their child's individual needs. The programs aim to build caregivers' capacity to support their child's skill development. We were thrilled to have two staff trained this past year to deliver JASPER (Joint Attention Symbolic Play Emotional Regulation) and Pivotal Response Training as part of our support to children registered in the OAP.

"I always leave Pathways feeling confident about my parenting. They have the most supportive staff."
~ An appreciative parent

Diagnostic Hub

This year we celebrated that Pathways was approved to increase the capacity of our Autism Diagnostic Hub services by 50%, supporting a total of 36 assessments. Local Paediatrician, Dr. T. Lacroix was welcomed to the Centre as part of the Hub to support this increase, in addition to the services provided by visiting Paediatrician Dr. E. Roach-Fox.

Moving Forward Strategically...

Beginning in September of 2021, Pathways, with the assistance of Toronto social consultancy, Mendicant Group, worked through a number of steps to arrive at a new Strategic Plan for 2022-2025. The Plan was developed with the input of many, with careful consideration of trends shaping the sector, and challenges and opportunities facing the organization. The outcome of the work was a confirmation of the core purpose of the organization, the populations we serve and the goals we seek to achieve for those we serve by the end of the 2024-25 fiscal year.

Pathways serves children with physical, communication and developmental needs, and their families. The core purpose of Pathways is to stand beside families to share their challenges and understand the hopes and aspirations they have for their children. We respond by developing and offering connections, services and facilities that can help those children reach their fullest potential.

The Strategic Plan, illustrated through stepping stones for Pathways offers 3 Strategic Outcomes. Based on the outcome statements set in the plan, Key Performance Indicators (KPIs) will be used to track activities, report to the Board of Directors and monitor progress. Pathways has long been recognized for its ability to evolve and respond to needs in our community. We are not growing if we are not constantly learning and evolving. Here we GROW!

**Be more
inclusive and
accessible**

**Engage
with clients
and their
families
earlier**

**Foster a
progressive
and
innovative
workplace
culture**

"I cannot say enough good things about the services we have received at Pathways! They always greet my child as if she is the most important person in the room. This encourages my daughter to participate in the activities they have set out."

~ A grateful caregiver



The supports and services Pathways offers would not be possible without the people in our community. We rely strongly on the donations of those in Sarnia-Lambton who find it within themselves to give back to our organization: corporations, small-businesses and individuals alike.

100 Women Who Care

Pathways was grateful to receive over \$7,500 this year from 100 Women Who Care Sarnia, a community organization of women who come together regularly to make a difference, supporting identified needs in Sarnia-Lambton. This funding enabled the purchase of a stove and hood vent for the Lifelong Learning Program (LLP). The LLP social enterprise provides young adults with special needs opportunities to grow independence and self-confidence. The stove is a wonderful addition to the life skills activities in the program! Thank you to the 100 women making a difference in the lives of the people at Pathways.

*"Pathways has been the best thing to happen to our family. I cannot thank all staff enough for their knowledge, kindness, compassion and understanding."
~ A grateful family member*

\$7,500



Feeding Our Community

In the same way donating feeds the soul, part of Pathways fundraising this past year was feeding Sarnia-Lambton through meals with the Dante Club and Burns Restaurant & Catering. The meals sold brought in over \$12,500.



\$12,500

Secret Santa

'Twas the night before the Secret Santa Shoppe and all through the Centre, not a person was stirring...but the elves were very busy!

Pathways was overjoyed to welcome the community back into the Secret Santa Shoppe in 2021. After running a drive-through version of the event in 2020, we reimagined the in-person Shoppe experience and turned our large Lambton Room into a winter wonderland for 10 wonderful days.

This tradition has been a favourite in our community for over 15 years now and offers an opportunity for children to shop for their loved ones independently, with the help of an elf, of course! At times our elves are challenged with redirecting children to gifts felt to be a better fit for those on the list but ultimately, we leave it up to the young shoppers as they are often adamant that Dad really wants nail polish and Mom needs, yet again, another ice scraper!

Eighty six volunteer elves kept the Shoppe running, collectively donating 681 hours of their time; over 750 children made purchases for their loved ones! Thanks to the gracious response, Pathways was able to raise \$42,000.

From story books to hockey tickets, we hope all 3,718 presents sold made someone smile during the holidays!

\$42,000



Annual Donor Solicitation

Near the end of the year, Pathways takes part in an annual donor solicitation campaign by reaching out to those who have supported our organization previously. This year, Pathways raised more than we have in previous years, bringing in over \$41,000 to continue the vision of our organization.

\$41,000

Thank you, Sarnia-Lambton, for your generosity!

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Our Year in Numbers

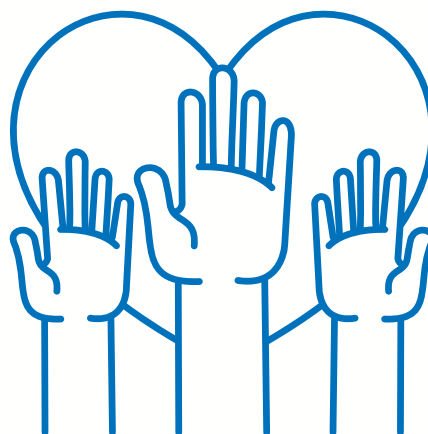
"I've always been made to feel like a friend. Every encounter is warm and welcoming."

~ A happy client

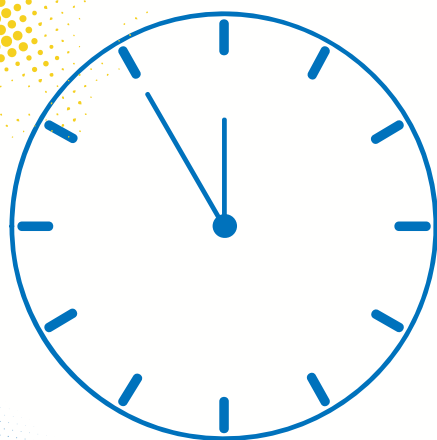


40,443 visits

53%
of initial assessments
completed within 3 months



939
volunteer
hours



hours
spent
working
with
children,
youth,
and
families

58,215

4,703

virtual sessions for therapy
& assessment

Our Year in Numbers

96

*average days wait for
assessment*

548



*clients
waiting for
service at
the end of
the year*

*We just finished the “More
than Words” program for
our child and it was life
changing. It taught our
child how to play and
taught me how to
communicate with my
non-verbal child.
~ A grateful caregiver*



1,192

new clients to Pathways

3,754

individual clients seen

28%

*of all children in
Sarnia-Lambton
from 6-11 years of
age*

20%

*of all children in
Sarnia-Lambton
from birth-5 years
of age*

*"Every member of the Pathways team is
incredibly thoughtful and
compassionate. I cannot express that
enough in words."
~ A grateful parent*

4,968

*Centre referrals
& admissions*



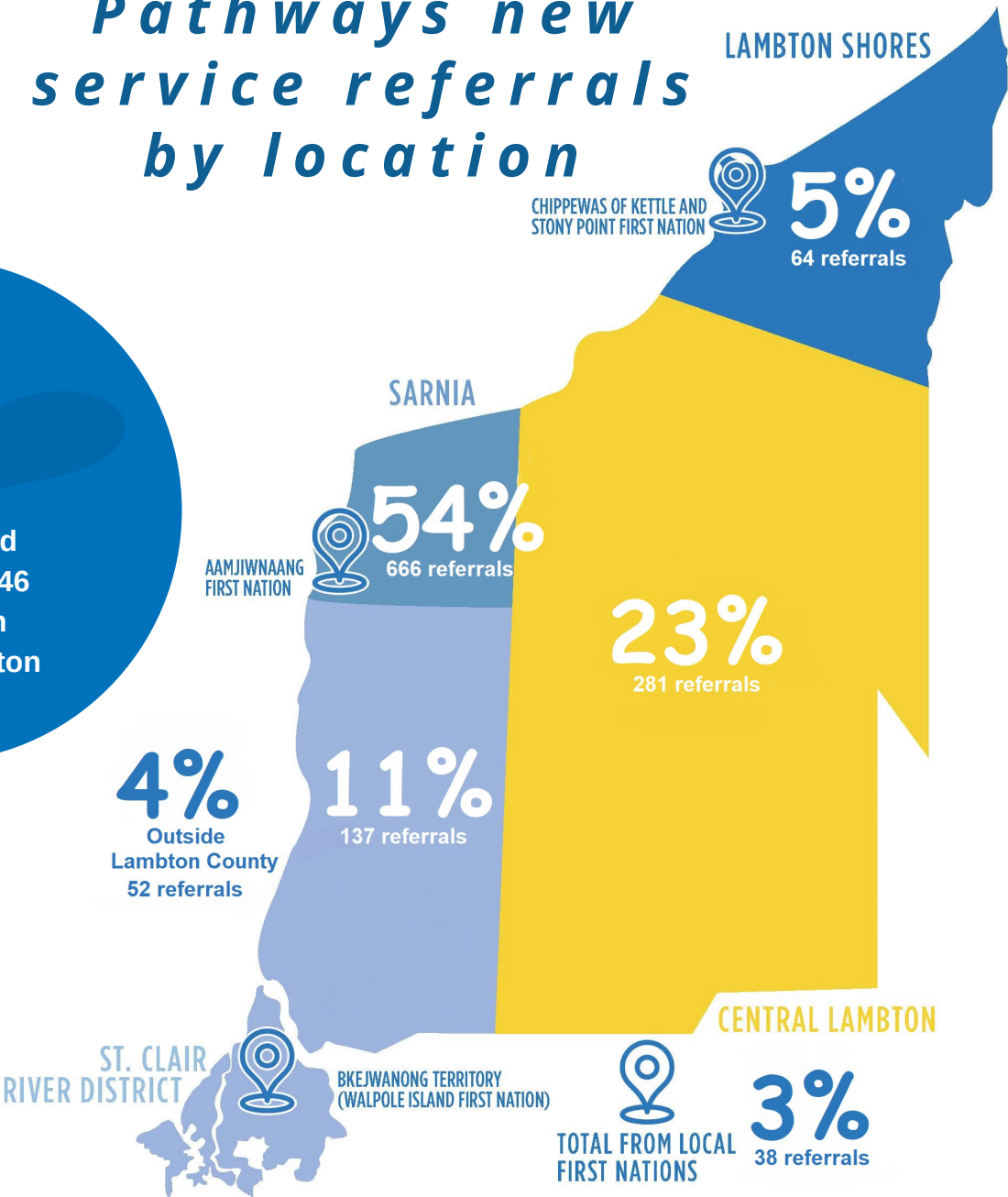
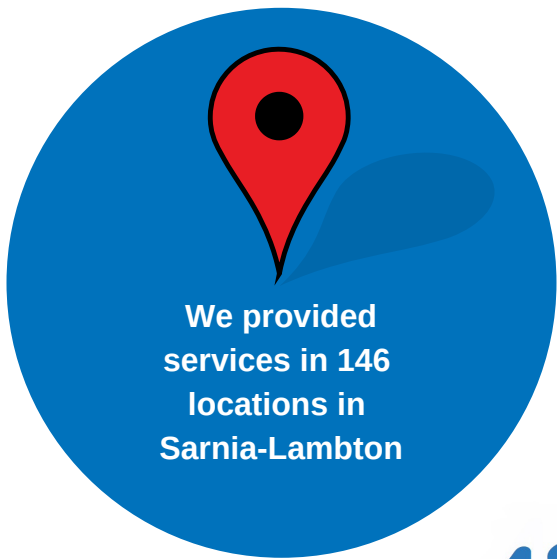
We are always listening to our client families and developing new programs and services to meet those needs. At the same time, our most in-demand services remain consistent: Occupational Therapy, Physiotherapy, and Speech-Language Therapy. This year Pathways provided...

Occupational Therapy to 2,108 children with over 14,627 hours of service

Physiotherapy to 448 children with over 3,166 hours of service

Speech-Language Therapy to 1,674 children with over 13,543 hours of service

Pathways new service referrals by location



Statement of Operations 2021/2022

Operating Fund

Revenue

Ministry Supported Programs & Services	\$ 6,554,689
Municipal Supported Programs & Services	\$ 1,970,377
Community Fee Supported Services	\$ 1,411,222
Total Revenue	\$ 9,936,288

Expenditures

Salaries, Benefits & Employee Expenses	\$ 8,040,071
Equipment & Supplies	\$ 1,163,194
Facilities Expenditures	\$ 262,588
Contracted Purchased Services	\$ 132,022
Total Expenses	\$ 9,597,875
Fund Activity for Fiscal Period	\$ 338,413

Property & Equipment Fund

Revenue

Deferred Contribution	\$ 107,736
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Expenditures

Amortization	\$ 421,115
Fund Activity for Fiscal Period	-\$ 313,379

Donations/Events Funds

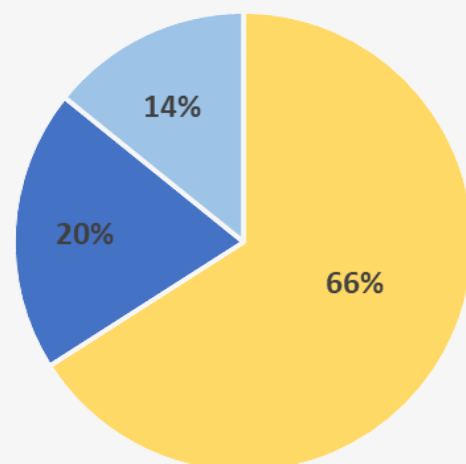
Revenue

Gifts, Bequests & Fundraising	\$ 452,022
Interest & Other Income	\$ 8,820
Total Revenue	\$ 460,842

Expenditures

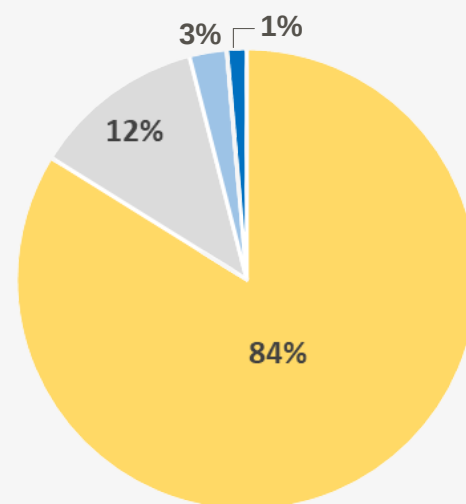
Fundraising Costs	\$ 285,949
Fund Activity for Fiscal Period	\$ 174,893

SOURCE OF FUNDS



- Ministry Supported Programs & Services
- Municipal Supported Programs & Services
- Community Fee Supported Services

HOW WE SPENT FUNDS



- Salaries, Benefits, & Employee Expenses
- Equipment & Supplies
- Facilities Expenditures
- Contracted Purchased Services



PROGRAMS AND SERVICES

Pathways Health Centre for Children is a family-centered community agency that serves Lambton County children and youth with physical, developmental and communication needs and their families, as well as adults for some specialized services.

- Audiology
- Augmentative Communication
- Autism Diagnostic Hub
- Autism Supports
- Behaviour Consultation
- C.A.C.H.É. Child Care
- Coordinated Service Planning
- Family and Transition Support
- Family Engagement Services
- Feeding Services
- Fetal Alcohol Spectrum Disorder Resource Hub
- Infant Hearing Program
- Lifelong Learning Program
- Medical Clinics
- Occupational Therapy
- Physiotherapy
- Respite Care
- School Based Rehabilitation Services
- Seating and Mobility
- Service Coordination
- Social Work
- Special Needs Resource Support
- Speech-Language Pathology
- Student and Volunteer Services
- Teen Transition
- Therapeutic Aquatics
- Therapeutic Recreation



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