



Pathways Health Centre for Children Strategic Plan

2026-2031

Our Promise to the Future
“Go and Grow”



Prepared by:

 People Minded Business

Table of Contents

03	—	A Message from Our Chief Executive Officer (CEO) and Board Chair
05	—	Mission, Vision, and Values
06	—	The Strategic Planning Process
07	—	A Word from Families and Youth
08	—	Trends and Assets
09	—	Pathways' Strategic Priorities



A Message from Our CEO and Board Chair

With the collaborative efforts of our Board of Directors, staff, volunteers, clients, families and partners, we are thrilled to share the 2026-2031 Strategic Plan for Pathways Health Centre for Children.

At the heart of Pathways lies a commitment we make to every child who accesses our services: a promise that they will be seen, supported, and empowered to reach their fullest potential. As we embark on this new chapter, our organization stands at a pivotal moment where the needs of children, youth and families are becoming more complex and resources to support those same needs are not keeping pace. From timely access to quality pediatric developmental and rehabilitation health care, to building safe spaces for growth and discovery, to supporting our exceptional and dedicated professional employees, the challenges we face demand thoughtful, coordinated action. This strategic plan represents more than a document; it is a living commitment to the families, neighbourhoods, and generations who trust us to be good stewards of resources, and good stewards of the future.

Strategic planning is essential to carrying forward our mission with intention and impact. In a landscape of limited resources and growing demands, we cannot afford to operate reactively. A deliberate strategy allows us to align our programs, partnerships, and people around shared priorities, ensuring that every dollar spent and every hour invested moves us closer to meaningful outcomes. It provides clarity for our team, transparency for our donors, and accountability to our funders and the community we serve.

We move forward with profound hope and unwavering commitment. Hope because we have witnessed firsthand the resilience of children and their families and the transformative power of partnering together. Commitment because we recognize that hope alone is not enough; it must be matched with action and courage. To the children counting on us, to the families who place their trust in

A Message from Our CEO and Board Chair

our care, and to the partners who stand beside us: Pathways is ready to “go and grow” for you. We will work to honour this responsibility with integrity, innovation, and heart, knowing that together, we can build a tomorrow where every young person has the opportunity to reach for their fullest potential.

Sincerely,



Alison Morrison
Chief Executive Officer
Pathways Health Centre for Children



Alison Mahon
Board Chair
Pathways Health Centre for Children



Pathways' Board of Directors and Members of Senior Leadership

Our Mission:

Pathways Health Centre for Children will deliver defined services to children, youth and young adults with physical, developmental and communication needs, to help them achieve their potential for a better quality of life.

Our Vision:

Supporting children, youth and young adults to achieve their potential through effective partnerships.

We Value:

- **Partnering** with our clients, their families, and our community.
- **Advocating** for our clients.
- **Respecting** the individuality, diversity and dignity of our clients, their families, our staff and volunteers.
- **Teamwork.**
- **Nurturing** an inclusive community.
- **Educating** in an open learning environment.
- **Recognizing** the roles and contributions of our clients, their families, our staff and volunteers.
- **Supporting** opportunities that encourage health, well-being and self-esteem.

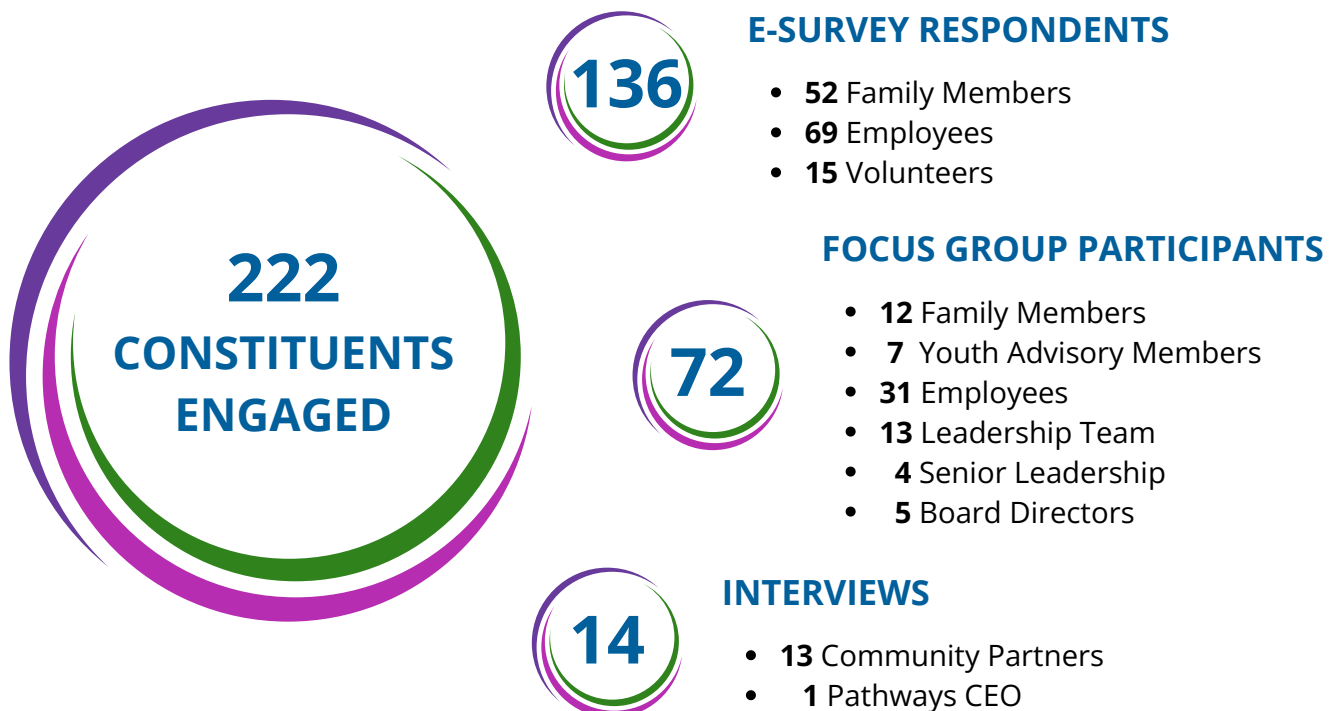


The Strategic Planning Process

Beginning in November 2025, Pathways Health Centre for Children (Pathways), supported by People Minded Business (PMB), a consulting firm with extensive experience working in children's rehabilitation and related human services sectors, undertook a strategic planning process. The stages of the process are below, to help prioritize our focus into 2031.



PMB researched the environment in which Pathways operates, including local, regional, and provincial trends. Using an inclusive process of consultation, collaboration, and co-creation, Pathways learned first-hand about what matters most to **222** people representing all the key constituent groups.





A Word from Families and Youth

Pathways' mission is to "...deliver defined services to children, youth and young adults with physical, developmental and communication needs, to help them achieve their potential for a better quality of life." It is fitting, therefore, to begin with the voices of those supported. PMB collected 52 family surveys and spoke with 12 family members and 7 youth across four focus groups.

Families and youth described Pathways as warm, welcoming, and non-judgmental, where they feel safe and genuinely known. Staff were seen as attentive, caring, and highly skilled. Family members expressed strong trust in their clinical expertise. Services were experienced as coordinated and family-centred, helping people to navigate day-to-day challenges with greater confidence. Many highlighted a sense of community and belonging, including opportunities to connect with peers and other families.

Trends and Assets

Health related organizations in Ontario are facing unprecedented levels of change and challenges. To respond to these changes, organizations like Pathways will need to continue to adapt. As part of the strategic planning process, the following trends and themes were considered:

- Growing Demand and Rising Service Complexity
- Persistent Capacity Constraints and Waitlist Pressures
- Human Resource Shortages in Specialized Pediatric Roles
- Expansion of Individualized Funding and a More Choice-Driven System
- Increasing Expectations for Timely, Transparent, and Navigable Care
- Fragmentation Across Health, Education, and Community Systems
- Rising Mental Health Needs Among Children with Developmental and Physical Disabilities
- Caregiver Strain and Shifting Family Capacity
- Technological Transformation, Including AI, Hybrid Care, and Digital Access Gaps
- Data, Outcome Measurement, and System Modernization Pressures
- Growing Expectations for Equity, Accessibility, and Family Partnership
- Ongoing Fiscal Constraint and Limited Growth in Public Funding

Each organization has a unique ability to act on the future, build on the resources, assets, and strengths it can deploy against the challenges and opportunities it is facing. Below are frequently mentioned assets that surfaced via constituent input.

- Culture of Care and Psychological Safety
- Strong Ethical Orientation and Values-Based Practice
- Strong Clinical Quality and Interdisciplinary Practice
- Trusted Leadership and Governance
- Engaged and Mission-Aligned Workforce
- Strong Community Relationships and Credibility
- Meaningful Engagement Across Families, Youth, Staff, and Partners
- Organizational Openness to Improvement

Pathways Health Centre for Children's Strategic Priorities

Guiding Lenses for Action

At the centre of everything we do is our Mission, Vision, and Values which define how we support children, youth, and families. They are grounded by four key lenses that guide how we make decisions, take action, and evaluate progress. These lenses reflect how Pathways approaches its work every day.

- **Equity and Accessibility:** Ensuring services are experienced fairly and inclusively, with attention to barriers related to geography, culture, timing, and system navigation.
- **Quality and Safety in Care:** Delivering and continuously improving high-quality, evidence-informed care that responds to the evolving needs and complexity of those we support.
- **Trusting Relationships:** Building and maintaining strong client, employee and community relationships, communicating openly, being transparent, and being clear about our role and responsibilities.
- **Clear and Consistent Communication:** Ensuring information is shared clearly and consistently so families, employees, and partners can better understand services and navigate the system.

Grounded in these lenses, the following priorities outline where Pathways will focus its efforts over the coming years. Together, they reflect our commitment to strengthening how care is experienced, delivered, and sustained across our community.



Priority 1: Enhance the Experience of Care

For children, youth, and families, the experience of care is about more than the services provided. It includes how easy it is to access support, how clearly information is shared, and how supported people feel along the way. We will strive to improve how care is experienced by making services more timely, easier to navigate, and better connected, ensuring we are hearing from children, youth, and families. We will work to improve wait times and better support families while they wait, strengthen transitions between programs and life stages, and improve our systems and tools to support how we communicate with families, so they know what to expect next. As we move forward, we will place greater focus on outcomes as we work to understand and increase the positive impact our services have in people's lives.

Priority 2: Invest in Our People and Culture

The quality of care we provide, and the relationships we build, depend on the well-being, skills, and support of our employees. We will strengthen our systems and infrastructure, so all employees have access to the tools, technology, and information they need to perform their roles, collaborate effectively, reduce administrative burden, and make informed decisions. We will invest in employee training and leadership development and create meaningful opportunities for employees to contribute to change and improvement. We will also focus on workforce sustainability, including retention, employee health and wellbeing, and workload, while recognizing the pressures facing our sector.





Priority 3: Expand and Improve Our Spaces

Our spaces shape how people experience services and how our teams deliver care. As needs grow and services evolve, we will take a thoughtful approach to expanding and improving our physical environments. This includes laying the groundwork for an additional building and repurposing existing spaces to support flexibility and team-based care. We will also consider how childcare expansion and the use of community-based spaces and partnerships can improve access and support families earlier. Our goal is to ensure our spaces reflect how care is delivered today and how it will need to be delivered in the years ahead.

Priority 4: Strengthen Financial Sustainability

Demand is growing, and the needs of children, youth, and families are becoming more complex. At the same time, resources remain limited. To continue providing high-quality care, we need to strengthen our financial sustainability while remaining grounded in our commitment to equity, access, and our mission. This includes increasing the availability and accessibility of purchased services, diversifying our revenue sources, and advocating for sustainable funding and system conditions that reflect the realities of the children, youth, and families we support. We will continue to be careful stewards of public and donor funding, with a strong focus on transparency and accountability.

Programs & 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.



Services We Provide:

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



519-542-3471



www.pathwayscentre.org



1240 Murphy Rd.
Sarnia, ON N7S 2Y6

ACCREDITED WITH
EXEMPLARY STANDING



ACCREDITATION
AGRÉMENT
CANADA