



*Setting the pace in Independent Living*

***Independent Living:  
A Choice for  
Everyone***



**Annual Report  
2011/2012**

## Our Mission

Leading and innovating to advance the quality of programs and services to support people with physical disabilities to live independently.

## Our Vision

Independent Living: A Choice for Everyone

## Our Value Statements

- **Community** of Inclusivity
- **Collaboration** with Partners
- **Commitment** to Choice & Excellence
- **Courage** to Thrive and Grow

## Our Guiding Principles

- PACE's consumers identify and direct how their needs are met.
- PACE provides customized services to meet consumer needs.
- PACE is consumer driven and always seeks new and creative ways to provide services.
- PACE values input from consumers, Board members, staff and volunteers.
- PACE respects the rights of consumers, staff, Board members and volunteers.

## Board of Directors 2011/12

|              |   |
|--------------|---|
| Chairperson: | Laura Visser  |
| Vice Chairs: | Michelle Samm<br>Bill Noble<br><i>as of March 26, 2012</i>  |
| Secretary:   | Karen Atkin   |
| Treasurer:   | Jeremy Grafstein  |
| Directors:   | Sam Savona<br>Evelyn Li<br>Emily Sternberg<br>Wendy Cole<br>Greg Kaplan<br>David Aronoff<br><i>as of March 26, 2012</i><br>Joanne Wilson<br>(ExOfficio) |

## Management and Administrative Team 2011/12

### Head Office

*970 Lawrence Ave. W, Ste 210, Toronto ON, M6A 3B6*

Joanne Wilson, Executive Director

Kim Knox, Director, Operations

Shirley Rokos, Director, Supportive Housing

Tracy Howell, Director, Attendant Outreach

Radka Poliakova, Office Manager

Carolyn Ross, Human Resources Manager

Kimberly Gooder, Human Resources Generalist

Danielle Daoust, Manager, Employee Health, Safety and Wellness

Maunda Williams, Manager, Finance

Zhanna Shobick, Financial Generalist

Sue Cockburn, Manager, Consumer Resources

Eva Miodonski, Coordinator, Consumer Resources

Tom Riley, Administrative Assistant

### Bathurst/Prince Charles

*3270 Bathurst St., Toronto ON M6A 3A8*

Maureen Leuschner, Program Manager

Esther Idowu, Project Coordinator

### Bello Horizonte

*1500 Keele St., Ste. 206, Toronto ON M6N 5A9*

Cara Reid, Program Manager

Sonia Pirrotta, Senior Program Coordinator

Liz Quinn, Project Coordinator

### Caboto

*3050 Dufferin St., Ste. 107, Toronto ON M6B 4G3*

Stephen Fadipe, Program Manager

Esther Idowu, Project Coordinator

### Outreach Program

*970 Lawrence Ave. W, Ste 210, Toronto ON, M6A 3B6*

Chris Duda, Scheduler/Payroll Manager

Helen Marques, Senior Program Coordinator

Laura Gideon, Outreach Coordinator

Romeo DiCamillo, Outreach Coordinator

Gladys Gallardo Roy, Administrative Assistant/  
Scheduler

### Windward

*34 Little Norway Cres., Ste. 310, Toronto ON M5V 3A3*

Kevin Smith, Program Manager

Eva Miodonski, Project Coordinator



# THE STRATEGY MAP

And achieve our vision and mission.

Our Vision:  
*Independent Living: A Choice for Everyone.*

Our Mission:  
*Leading and innovating to advance the quality of programs and services to support people with physical disabilities to live independently.*

To meet the needs of the consumers we serve.

## Agency of Choice - Consumer Outcomes

We support consumers' individual lifestyle choices.

We are transparent, trusted and responsive.

We advocate for evidence-based expansion of funding, services and resources.

And use our financial resources wisely.

## Organizational Viability & Sustainability - Financial Outcomes

We optimize resource utilization and demonstrate value for money.

We grow and diversify revenue sources.

We are accountable.

So, we can excel at executing our **PROCESSES**,

## Quality & Service Excellence - Operational Enablers

We continually improve PACE processes and practices.

We build and strengthen collaborative value-added partnerships.

We innovate.

We will build a strong organizational foundation,

## Innovative Leadership - Organizational Capacity Enablers

Our workforce is passionate, skilled and engaged.

We operate in a culture based on values and high performance.

Our information technology infrastructure creates and adds business value.

By acting on our values and beliefs.

Our Value Statements:  
*Community of Inclusivity; Collaboration with Partners; Commitment to Choice & Excellence; Courage to Thrive and Grow*

## Report by Laura Visser, Board Chair and Joanne Wilson, Executive Director

Board of Directors' most significant achievements in 2011/2012:

### Strategy and Quality:

- Accreditation – Governance surveys
- Ethical framework for Board decision making
- Partnership discussions to enhance the ability to meet current and emerging needs of consumers

### Monitoring:

- Board Policy review
- PACE Balanced Scorecard review and Key Performance Indicators (KPI)
- On-going financial monitoring and reporting

### Board Development:

- Review of Board Skills Matrix – to identify skills for new board members and recruitment
- Board Education on Governance, Political Acumen and PACE services



## PACE IL

PACE Independent Living is a non profit community support service organization established in 1981 to provide support services to adults with physical disabilities. PACE became an accredited agency with Accreditation Canada in 2010.

If I have seen farther than others, it is because I was standing on the shoulder of giants.

Isaac Newton

### *In the coming year:*

Working Groups to address four board goals:

- Quality Improvement and Risk Management
- Board Succession and Performance
- Strategic Discussions
- Financial Acumen

Operational Accomplishments in 2011/2012 as set in PACE's strategic plan Imagine!

## Consumer Pillar - Agency of Choice

*During the past year:*

### Community engagement

- Seniors cluster services
- Action plan to address consumer satisfaction issues, including hand-washing, complaint process, problem solving, lifts and transfers
- Developed Consumer safety and management system
- Consumer high risk activities plans at all projects

- Increased profile of Attendant Services and reduced the waiting list
- Assured compliance with Accessibility for Ontarians with Disabilities Act (AODA), Customer Service Standard

*In the coming year:*

- Pilot the seniors project – cluster model
- Create training opportunities to increase skill level of staff
- Will continue increasing the profile of Attendant Services and reducing the long waiting lists for services

## Financial Pillar - Viability and Sustainability

*During the past year:*

- Building to ensure the viability through new and innovative partnerships
- Developed and implemented new strategic plan
- Built org goals based on strategic pillars
- Identified opportunities – partnerships and integration (St. Clair West, Aphasia Institute,...)
- Partner with Canadian Paraplegic Association Ontario to backfill to create opportunities

*In the coming year:*

- Continuing to build new and innovative partnerships
- Continuing to develop and implement PACE's Strategic Plan

## Operational Pillar - Quality

*In the past year:*

- Revise current complaint management system
- Identified the priorities for 2011 – 2013 risk management plan
- Developed Quality Committee with Terms of Reference including QI and Risk management and Ethics
- Created HRCQI Committee that standardized procedures and protocols
- Governance and staff surveys – in prep for Accreditation survey in May 2013
- Membership on several community and LHIN based committees

Leadership: the art of getting someone else to do something you want done because he wants to do it.

**Dwight D. Eisenhower**

*In the coming year:*

- Implement and track complaints
- Implement risk management plan
- Continue to prep for Accreditation Canada survey in May 2013
- Continuing committee work
- Tracking of Adverse Events

## Organizational Capacity Pillar - Innovative Leadership

### *In the past year:*

- Project team created to coordinate intranet system within PACE and one-time funding received and hardware/software purchase to move it forward
- New IT service provider
- Developing the integrated solution for databases – centralize all relevant data
- Established working group to develop a robust performance management and development program
- Created and formalized value statements
- Reviewed mission, vision and principles
- Action plans for staff high risk activities at all projects
- New claims management system for WSIB
- Revised policies – Retirement process, smoking, consumer complaint process
- 30th anniversary celebration
- Leadership retreat – improved management skills
- Training opportunities for all staff

Leadership and learning are indispensable to each other.

**John F. Kennedy**

### *In the coming year:*

- Implementing the intranet system throughout the organization
- Database(s) implemented to increase our accountability and transparency – centralize all relevant data
- New performance management implemented including annual goals linked to strategic pillars
- Continued training opportunities through PSW training funds
- Develop Talent Management Plan

## Community Engagement Opportunities

- Consumer meetings at all projects
- Staff meetings held quarterly at all programs
- Seniors cluster model focus groups
- Strategic plan presentations throughout the organization
- Updated web site including increased accessibility
- Quarterly newsletters
- Participation on numerous community committees
- Work experience opportunities for people with disabilities returning to workforce



“I alone cannot change the world, but I can cast a stone across the waters to create many ripples.”

Mother Teresa

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## Milestones

- 1981 PAMT (Participation Apartments Metro Toronto) opens the Saunders Project
- 1982 PAMT is incorporated
- 1983 Caboto Terrace Project opens
- 1987 Windward Project opens
- 1993 PAMT takes over management of Bathurst/Prince Charles Attendant Services Project and Outreach Program
- 1996 Bello Horizonte Project opens (Huntington Disease Program and Enhanced Service needs)
- 1997 Outreach Project expansion occurs
- 2001 PAMT officially changes their name to “PACE Independent Living”
- 2004 Further Attendant Outreach expansion occurs
- 2005 PACE begins providing services in Women’s Shelters to support women with physical disabilities fleeing abusive situations
- 2005 PACE begins providing back office support to North Yorkers for Disabled Person in Finance and Human Resources
- 2006 PACE begins working in partnership with COTA to provide services to people with dual diagnosis of Acquired Brain Injury (ABI) and a physical disability at the Evangel Hall Project
- 2006 PACE begins providing back office support in finance to Participation House Toronto (PHTPA)
- 2006 PACE registers to become an accredited agency with Accreditation Canada (formerly CCHSA)
- 2007 PACE takes over managing services for the McLeod House Group Home (ceased to operate March 31, 2007) and the consumers move to the Bello Horizonte Project
- 2008 PACE introduces the Consumer Resource Program
- 2008 PACE initiates the Employee Wellness Program
- 2008 PACE successfully completes Accreditation Canada’s Primer Survey
- 2010 Arts Carousel integrates into PACE and consumers move to PACE’s Outreach services
- 2010 PACE achieves full Accreditation status with Accreditation Canada
- 2010 PACE participates in the Pilot Project for the implementation of the Provincial Common Assessment Tool (Inter RAI-CHA)
- 2011 PACE celebrates 30 years of outstanding services!
- PACE begins pilot for seniors cluster model of services

*The supreme purpose of history is a better world.*

Herbert Hoover



# Financial Statements

## PACE INDEPENDENT LIVING

### Statement of Operations

Year ended March 31, 2012, with comparative figures for 2011:

|  |                  |                  |                  |              | 2012             | 2011             |
|--|------------------|------------------|------------------|--------------|------------------|------------------|
|  | Attendant care   | Outreach         | Administration   | Other        | Total            | Total            |
| <b>Revenue:</b>  |                  |                  |                  |              |                  |                  |
| Eligible expenditures reimbursed   | \$ 4,383,638     | \$ 2,326,518     | \$ 1,408,910     | \$ -         | \$ 8,099,066     | \$ 7,974,449     |
| Interest   | -                | -                | 9,254            | -            | 9,254            | 7,882            |
| Other  | 102,835          | 65,754           | 114,473          | -            | 283,062          | 198,597          |
| Amortization of deferred contributions related to capital assets                   | -                | -                | -                | 3,307        | 3,307            | 3,307            |
|  | <u>4,486,473</u> | <u>2,392,272</u> | <u>1,532,837</u> | <u>3,307</u> | <u>8,394,689</u> | <u>8,184,035</u> |
| <b>Expenses:</b>   |                  |                  |                  |              |                  |                  |
| Employee salaries and wages  | 3,533,389        | 1,987,327        | 925,501          | -            | 6,446,217        | 6,359,150        |
| Employee benefits  | 682,564          | 347,981          | 142,454          | -            | 1,152,999        | 1,119,678        |
| Sundry   | 112,576          | 38,245           | 260,717          | -            | 411,538          | 319,885          |
| Building and grounds   | 74,316           | 43,365           | 96,446           | -            | 214,127          | 209,226          |
| Supplies   | 57,401           | 2,498            | 32,544           | -            | 92,443           | 89,223           |
| Equipment  | 21,475           | 11,394           | 40,746           | -            | 73,615           | 83,479           |
|  | <u>4,461,721</u> | <u>2,430,810</u> | <u>1,498,408</u> | <u>-</u>     | <u>8,390,939</u> | <u>8,180,441</u> |
| Excess (deficiency) of revenue over expenses before amortization of capital assets | 4,752            | (38,538)         | 34,229           | 3,307        | 3,750            | 3,594            |
| Amortization of capital assets   | -                | -                | -                | -            | (11,581)         | (11,581)         |
| Deficiency of revenue over expenses  |                  |                  |                  |              | \$ (7,831)       | \$ (7,987)       |

*The world is moved along, not only by the mighty shoves of its heroes, but also by the aggregate of tiny pushes of each honest worker.*

– Helen Keller



## Working for PACE IL ...

*Oliver Moodie - Caboto staff, 25 years of service*



I started to work for PACE Independent Living at the Saunders project 25 years ago. Working for PACE was not my career decision at that time. Long time ago it was a job equivalent to the student job at McDonald's and not exactly a choice job. I went to college and secured a job at a company that set up audio-visual equipment at the Hilton hotel. The com-

pany was later purchased by a bigger company that provided services also in the airport area. It was a nice "suit and tie" job and I enjoyed it. It was at that time that I was thinking of quitting PACE IL.

But I could not ... my biggest motivation for this job was my Grandfather who had been using a wheelchair since the 1970s. I spent a lot of time with him and could sense how demeaning it was to him to have someone assist him, for example, in the washroom. I wanted to try the job and once I tried I did not want to do it. First, when I went through orientation and saw the severity of conditions, I thought "no, I cannot do this". However, my personal experience with my Grandfather motivated me to persevere.

I also met a consumer at Saunders who was in a snowmobile accident and sustained a spinal cord injury. I could imagine myself in that situation ... so I stayed with PACE what was at the time Participation Apartments – Metro Toronto (PAMT), and I kept my weekend shifts.

Later, I worked at Caboto until the full time position became available at Windward. After some time, I returned to Caboto and worked during an evening shift. In addition, while working at Caboto, I gained a new position and became one of the Team coordinators. Team Coordinator was essentially assisting the manager. This was an incredible experience. It was a great learning curve and offered all points of view. I knew the greatest mentor at that time. She was tough but spent a lot of time with me and I am grateful for it. I learned a lot because of her. It was a stimulating job that created a different perspective. It also formed a conflict of interest with the union. At some point, I had to make a choice. And again, I chose to provide front line services.

When Saunders started transitioning a couple of years ago, there was an influx of staff coming to Caboto. This change, as any other change, ruffled a few feathers. My colleagues were worried about job security and what closing one project might mean. The transition was handled well and we went through that period of uncertainty quite safely.

PACE has evolved a lot, 25 years ago there was not much of a model to go by, no one to learn from how to provide services for independent living. PACE learned by experience, underwent thorough policy development and found its place. At the beginning there was a lot of confusion about where our services belong, where they may fit, was it a medical field, part of the community or something else. Currently, PACE IL is more detailed in what the agency does, protocols are more documented, we all have our job descriptions. PACE is a very professional agency in 2012.

## Working for PACE IL ...

*Esmeralda (Amy) Letts - Outreach staff, former ARTS Carousel staff*

I worked for ARTS Carousel for 20 years. When I heard about the merge with PACE, I was happy. ARTS Carousel was not a very big agency and as such, opportunities were slim. I had heard of PACE Independent Living and I liked the idea of merging with PACE.

After over 2 years of working for PACE IL, I have been impressed with their staff. I like the quality that is present in PACE's work.

Human Resources services are very prompt and responsive. This is very important to the front line staff because we feel that PACE values the staff, listens to both staff and consumers, and treats everyone in a fair manner. PACE's staff is well organized, I appreciate the way they handle issues, including communication and paperwork. Things move smoothly and properly with a professional, fair and equal approach. When there is any issue, coordinators work on an action plan. They are especially concerned with the Health and Safety in a consumer's home which is our workplace. When there is a safety concern, issues are addressed and action is taken. As a result, the front line staff like to work at PACE and enjoy returning to consumers, providing quality services. Consumers are happy too because they know they are receiving proper and safe services.

PACE cares about education for staff. As a staff in the Outreach program, it is crucial to be properly trained when I go to the client's house. If well trained, staff are confident about their job and consumers



*Coming together is a beginning. Keeping together is progress. Working together is success.*

*~Henry Ford*

are confident receiving suitable services. I consider education very important and I do recommend it to the other staff, my colleagues. I learn a lot every time when I am sent to a workshop/training. When we are in the "field", we are by ourselves and need to make the right decisions to ensure that the consumers' expectations are met. The right approach and

some situations can be difficult ...

However, PACE looks for solutions, the management staff tries to understand, provide comfort, support morally, we all share responsibility for services. In addition, I am happy with the compensation for my work.

PACE is devoted to its staff and consumers, there is a strong sense of team work. I have never worked for such a great organization in my entire 22-year experience as a PSW. I work part time at other agencies and I am proud of working for PACE. Staff at PACE are polite and understanding. I am so happy, I always recommend PACE as a workplace.

## Years of Service Awards

### CONGRATULATIONS!

#### 25 YEARS

Faulknor, Ives  
Moodie, Oliver  
Ellis, Vivienne  
Rokos, Shirley  
Bennett, Myrtle  
Forrester, Marvet

#### 20 YEARS

Knox, Kim  
DiCamillo, Romeo  
Sutton, Rhonda  
Gibbons, Tina  
Constantine, McRena

#### 15 YEARS

Dow, Michael  
Wise, Michael  
Guard, Matthew  
Roy, Glenda  
Perry, Loveita  
Tamiru, Nigist  
Duda, Christopher  
Williams, Maunda  
Cyrus, Bernadette  
Loberiano, Minda  
Fraser, Beverly  
Alexis, Anne  
Turner, Elizabeth  
Samuels, Garth

#### 10 YEARS

Okeyinka, Adekunle  
Idowu, Esther  
Nelson, Pauline  
Vibert, Robert  
Reid, Cara

#### 5 YEARS

Walker, Rachel  
Paulo, Belisa  
Sinnah, David  
Posthumus, Michael  
Sabean, Lori  
Sadat, Mohammad  
Stafford, Richard  
Sojobi, Victor

Ristevska, Pavlina  
Pedro, Sobb

### RETIREEES

Viger, Angie  
Taylor, Phyllis  
Singh, Olga

*Nothing is so contagious as  
enthusiasm.*

*Samuel Taylor Coleridge*



## Successful Service Transition

It has taken many months during 2011/2012 to prepare the move of Melvin Young, former Bathurst/Prince Charles and recent Windward consumer from Ontario to the East Coast. All hard work and efforts were rewarded when in April 2012, Melvin Young moved back to his homeland in Newfoundland. Kevin Smith, Manager at Windward project and Sue Cockburn, Consumer Resources Manager accompanied Melvin on his journey. They landed together in St Johns and took a 20 minute ride to the ferry which then sailed over to Bell Island. The Island is nestled in the middle of Conception Bay. Fortunately, some insurance money of Melvin's and the generosity of West Jet to cover flights made this adventure possible. Melvin was met by his family at the St Johns airport with balloons and lots of hugs. Melvin settled into his new home and the staff there were very excited to work with him and welcome him home. While Sue and Kevin were there with him, they had the pleasure of meeting his brothers and their families. **It was wonderful to see him reunite with them after 20 or more years!**



“IT IS NOT THE MOUNTAIN WE CONQUER BUT OURSELVES.”

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**Edmund Hillary**

**A**bout 5 years ago I began, for the 3<sup>rd</sup> time in my life, a concerted effort to lose weight. The first couple of times, I lost about 30 pounds. This time, the separation between me and my goal weight was over 60 pounds. Living with a mobility disability (spina bifida) my entire life meant that the best exercise that we so often hear “everyone can do”, walking, was not an option. I knew there was no miracle to be found, and that the only way to lose weight was the simple mathematical equation of calorie burning exceeding calorie intake. Having regained more weight than I lost each of the other times I tried, I knew I had to do something different and find out what made me eat too much. I got connected with a therapist and worked on cognitive behaviour therapy. I read lots, especially about emotional eating. Rather than thinking in terms of depriving myself, I concentrated on the healthy, nutritious foods that I liked, that were tasty and appetizing, easy to make, and filling. I tried new things often, so as not to get bored. Along the way I formed an exercise group with other friends who use wheelchairs for mobility and bought some seated aerobic exercise DVDs I found on-line to work out on my own. After 2 years I did lose 60 pounds. I’m still an emotional eater and life-long habits don’t turn around overnight. The last year and a half has been extremely trying personally, so my weight has gone up some, but I haven’t given up the fight. I have to come to terms with the fact that I will always have to be vigilant to keep up healthy eating habits and keep down my weight, but the benefits, my ability to move around (in my limited way) without feeling out of breath, lying down without heartburn and having more energy and better overall health, are worth the effort.



Before



After

# PACE's Scope of Services

- Lifts/Transfers
- Bowel and bladder
- Dressing and undressing
- Skin care (bed turns, general and non-sterile dressings, skin checks)
- Respiration (ventilator, bi-pap)
- General hygiene (bath/shower, grooming, nail care, pericare, menstrual care)
- Meals and drinks (cooking, cutting up food, assistance with eating, G-tube, drinks, splints)
- Housekeeping (excluding Outreach)
- Laundry
- Nurturing Assistance
- Escorts

## Miscellaneous:

- Sexual assistance
- Assistance with medication
- Range of motion exercises
- Communication (opening mail, telephone assistance)
- Routine maintenance of assistive devices, personal vehicle, AAC equipment
- Pets

## Enhanced Services at the Bello Horizonte Programs:

- We give consumers the information they may need to make healthy and safe decisions about their services.
- We teach life skills, such as banking, shopping and healthy eating.
- We assist consumers to connect with community agencies and resources.



## OUR SERVICES

PACE provides support services to approximately 152 consumers, who have a variety of physical disabilities, i.e. Multiple Sclerosis, Cerebral Palsy, Spinal Cord injuries, mild Acquired Brain Injury, Muscular Dystrophy and Huntington disease. PACE provides services to consumers in five Supportive Housing Units (SH) and through our Attendant Outreach Program (AO).



## PACE's Values



Community of  
Inclusivity



Collaboration with  
Partners



Commitment to  
Choice & Excellence



Courage to Thrive  
and Grow

# PACE Independent Living

Independent Living: A Choice for Everyone



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