



# Annual Report

2013/2014







# Who We Are & What We Do

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PACE is a community support service organization established in 1981 to provide support services to adults with physical disabilities.

PACE's services to Consumers are provided in a manner that is consistent with the philosophy of Independent Living.

PACE provides support services to approximately 145 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 programs (two are in one site) (SHU) and through our Attendant Outreach Program (AO).

## Front Cover:

*Paintings on the covers are by Darlene Faulkner and Riliwan Adeshigbin.*

*Darlene is an avid painter who lives and creates in Toronto. She is a skilled colorist and her unique style conveys movement and emotion. She paints using a pointer stick which she wears on her head.*

*Riliwan Adeshigbin is an expressive painter and although his vision is limited he has a keen sense of color and enjoys expressing himself creatively.*



## 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 and Board Members

### 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 and Excellence  
Courage to Thrive and Grow



## Philosophy of Independent Living

The person with the disability is best able to define their needs, and with appropriate support services, direct resources to respond to these needs. It also encompasses the concept of “The Dignity of Risk” which is defined below. The person with a disability should have the opportunity to:

- make their own decisions
- take risks
- make their own mistakes
- assume the consequences

### PACE PROVIDES THE FOLLOWING SERVICES:

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- Lifts/Transfers
- Bowel and bladder assistance
- 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, peri-care, menstrual care)
- Meals and drinks (cooking, cutting up food, assistance with eating, G-tube, drinks, splints)
- Housekeeping (excluding Outreach)
- Laundry
- Nurturing Assistance
- Escorts
- Sexual assistance
- Assistance with medication
- Range of motion exercises
- Communication (opening mail, telephone assistance)
- Routine maintenance of assistive devices, personal vehicle, Alternative and Augmentative Communication equipment
- Pet assistance

### ENHANCED SERVICES AT THE BELLO HORIZONTE PROGRAMS:

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- 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.







Mathieu (Jacques' son)  
and Jacques Pelletier  
*Bello Horizonte 2*

# PACE STRATEGIC DIRECTION 2014-2017

## 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*

## Agency of Choice

We support consumers' individual lifestyle choices

We are transparent, trusted and responsive

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

## Organizational Vitality

We optimize resource utilization and demonstrate value for money

We grow and diversify revenue sources

We are accountable

## Safety, Quality & Service Excellence

We continually improve PACE processes and practices

We build and strengthen collaborative value-added partnerships

We innovate

## Innovative Leadership

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

## OUR VALUE STATEMENTS:

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





**Bill Noble**  
Chair, Board of Directors

## Message From Board Chair

I'm very pleased to share with you the highlights of PACE's 2013/2014 achievements. We have much to be proud of!

This year, our focus has been on strategic initiatives and quality with an emphasis on the following key areas:

- Our successful integration with abi Possibilities.
- Our upgraded status with Accreditation Canada to 'Accreditation with Commendation.' Accreditation Canada is an organization that works with health care organizations to improve quality, safety, Staff and Consumer experience and efficiency. The Commendation recognition means that we not only met the basic requirements but surpassed them.
- The completion of our Consumer Satisfaction Survey with Community Partners, which allows us to have community comparisons for our services which are beneficial for ensuring continuous quality improvement.
- The Strategic Plan refresh brought about these changes in direction – "Safety, Quality and Service Excellence" – the safety of Consumers and employees is of paramount importance to PACE and "Organizational Vitality" – reflecting the intent to raise PACE's profile.

Our concentration on monitoring and evaluation for continuous improvement has us examining – our quarterly balanced scorecard, our ongoing financial reporting and agency operational goals. In addition, we continued to review and amend our board policies, evaluation tool and board agendas – with an eye to improving the governance of the organization. In order to remain current and ensure continued development of the board, we hold regular education sessions. This year, key topics included front line service delivery, Acquired Brain Injury and an

examination of the members' skills to help identify skill gaps for recruitment efforts.

For the coming year, the future state of PACE will continue to be at the forefront of the Board's deliberations, with ongoing discussions about other potential integrations or partnerships as well as monitoring and ensuring that the abi Possibilities integration is successful – including building our new relationship with the Toronto Central Local Health Integration Network (TCLHIN).

As we continue to grow and evolve, management succession planning and performance will be extremely important as an organization is only as good as its leaders. The Board will work hard to ensure the Leadership team is strong and there is a plan in place to sustain this strength now and for the future.

On behalf of the Board, thank you for a very successful 2013–14 and all the very best for 2014–15!



**Joanne Wilson**  
Executive Director

## Message From Executive Director

I'm very proud to say that our Employees' deep commitment to PACE continues to be demonstrated and it was once again this year, as we were faced with extraordinary weather and personal challenges. Despite these challenges, we continued to provide services!

It is our ongoing Employee commitment and focus that has enabled us to deliver the following summary of accomplishments this year and to prepare for the exciting opportunities aligned to PACE's refreshed strategic plan for the coming year.

### CONSUMER PILLAR

#### Agency of Choice

- Worked with Central LHIN Attendant Service Network (CLASN) to develop a business case to promote and educate Staff members on the benefits and necessities of Attendant Services.
- Worked with CLASN on communications with Central Local Health Integration Network (CLHIN) regarding the use of Project Information Centre (PIC) to maintain the Waitlist.
- The third-party Consumer Satisfaction Study was completed and revealed some very positive results. (See page 13 for a summary of the results.) We continue to focus on improving specific areas where opportunities exist.
- Continued our ongoing focus on keeping up to date on the Accessibility for Ontarians with Disabilities Act (AODA). The AODA exists to create an accessible Ontario 2025.

- The volume of activity for Consumer Resources support services has continued to grow (see page 14 for an overview of this year's activities).
- A primary focus has been the abi Possibilities integration into PACE. Much ground work has been completed, and during the next year, further transition and follow-up will be done. We are committed to following up with abi Possibilities Consumers (and their families) to ensure the transition went well and that the services being provided continue to be of high quality.

### FINANCIAL PILLAR

#### Viability and Sustainability

- Worked with the CLHIN to revise our Multi-Service Accountability Agreement (MSAA) to incorporate necessary changes.
- Continued to ensure PACE's viability through new and innovative partnerships
- Received new funding for Outreach expansion for Consumers in the CLHIN catchment area
- Received new funding for previous third-party contracts such as Workplace Safety Insurance and Leases
- Developed our balanced scorecard

### OPERATIONAL PILLAR

#### Quality

- Our status was upgraded by Accreditation Canada to "Accreditation with Commendation"
- Revised Possibilities Service Agreement (merger of both PACE and Possibilities)
- Revised or Developed new policies – IT Management
- Evaluation of Equipment Maintenance program

## ORGANIZATIONAL CAPACITY PILLAR

### Innovative Leadership

- Continued work on Goldcare and SharePoint systems. Use database(s) for Outreach payroll/scheduling and centralize all relevant Consumer and employee data as well as to expand to Supportive Housing Units
- Pilot Project completed for Outreach payroll
- Reinforced Return to Work program, with focus on non-work injury policies and procedures
- Completed successful negotiations with UNIFOR (CAW)
- Participation on two different Steering Committees for Health Links

### For the coming year:

- Implementing the intranet system throughout the organization
- Developing new policies and strategies on Aging Workforce
- Negotiations with OPSEU
- Investigating moving the Learning Network to one permanent location.

On behalf of the Senior Leadership team, I want to thank all Staff for their contributions to these accomplishments in 2013/2014. We have much to be proud of, and we look forward to the continued growth and evolution of PACE in 2014/2015 and beyond.







## Community Involvement & Collaboration

- BOD, Ontario Community Support Association (OCSA)
- Chair, CLHIN Community Support Services Network (CSSN)
- Chair, Central LHIN Attendant Services Network
- Past Chair, Toronto Executive Directors Group (TEDG)
- Co-Chair, Community Ethics Network (CEN)
- Steering Committee, Independent Living Senior Management Network (ILSMN)
- Steering Committee for PSNO
- Steering Committee for CLHIN Governance Toolkit
- Member, Abuse Awareness and Prevention Working Group
- Member for 10 CLHIN committees and networks
- Member, Supportive Housing Wait List and Best Practice Group
- Member, Attendant Outreach Best Practice Working Group
- Member, Community Committee for Pandemic Resources
- Member of PIHR Network (Human Resources)
- Attendant Services Business Case – Provincial and CLHIN
- Lead on community wide Consumer Satisfaction Survey (CLASN)
- Inter RAI-CHA Pilot (only Attendant Service Provider)
- Provide Back Office Support (Financial)
- Partnership with Huntington Society to provide support services to people with Huntington disease (only one of its kind in Canada)
- Partnership with Aphasia Institute
- Partnership with Women's Shelters to provide support services to women with disabilities leaving abusive situations
- BIST (Brain Injury Society of Toronto)
- North York West Health Link
- South Toronto Health Link
- South Etobicoke Health Link
- Provincial Acquired Brain Injury Network (PABIN)
- Tangled Arts & Disability
- ESS (Etobicoke Services for Seniors)
- OBIA (Ontario Brain Injury Association)
- Toronto abi Network

# Consumer Satisfaction

This study is completed bi-annually with two other Central LHIN Attendent Service agencies. Following the analysis of the survey results, any issues identified are addressed by the appropriate committee and a quality improvement plan is developed and implemented. The following highlights from the survey are year-over-year comparison scores for PACE as well as community comparator with the other two agencies:

QUESTION	2014	2011	2009	COMMUNITY FOR 2014
Response rate to survey	81%	67%	59%	81%
Overall satisfaction – Satisfied or Very Satisfied	92%	89%	86.7%	92%
Satisfaction with Front Line Staff – Respectful Attitude	92%	85%	83%	88%
Satisfaction with Health and Safety Measures – Satisfied or Very Satisfied	92%	N/A	N/A	94%
Receiving Services as Outlined in Service Agreement? – Yes	99%	87%	76%	99%
<b>Benefits of Receiving Services:</b>				
Independence (Yes, Somewhat – Yes, Completely)	93%	96%	95%	93%
Ability to Remain at Home (Yes, Somewhat – Yes, Completely)	91%	86%	83%	90%

## What Our Consumers Had to Say

- “Overall PACE has been very good to me.”
- “I think all the services are very satisfactory and I am very pleased with everyone.”
- “Very blessed and happy to have program manager. No concerns right now.”
- “Overall I am so glad for PACE because I would not be able to be at home.”
- “I am very happy with PACE. Would not be able to function without the services.”

## Abi Possibilities becomes part of PACE

Beginning on June 3, 2014, the integration was completed and abi Possibilities Inc. is now officially a part of PACE. The coming together of the two organizations was seen as a great fit as there has always been a shared commitment to serving the community and delivering the same high level of quality support services. Also, the same philosophies are shared – independent living, consumer-centered services, and the idea of a consumer's right to choice, and the dignity of risk.

PACE only had a small number of Consumers with an acquired brain injury and the Possibilities program has now been integrated in its entirety with PACE, delivered at the same locations using the existing philosophy of service provision. The merging of the two organizations is now providing opportunity to strengthen the management infrastructure of PACE. The enhanced skills levels are increasing the expertise, availability and quality of services that are provided to all Consumers and expanding the continuum of services to both current Consumers and waitlist applicants.

These benefits of integration, as well as delivering sustainability through the efficient use of resources, are now being realized here at PACE.

# Consumer Resources

We provide information and support to PACE Consumers and to their personal or professional support network. Some of the support provided on a regular basis:

- Advocacy
- Assisting with referrals – e.g. legal, medical and housing
- Connection to relevant services
- Assisting with personal goals or projects
- Helping coordinate transitions – e.g. moving, hospital stays, life changing events etc.
- Support with conflict resolution
- Emergency planning & preparedness
- Planning and organizing workshops for PACE Consumers and Staff
- Building partnerships with other community agencies

## Consumer Events

### EVENTS FOR 2014

- Summer trip to Geneva Park, Orillia – An all-inclusive 3-day adventure for \$350. Take in the sun, tour the trails and breathe in some fresh air.
- Mel Lastman Square Farmers Market
- Day trip to St. Jacob's Farmers Market
- Consumer Focus Group in July
- Edward's Gardens – Botanical tour and BBQ

### ART IN THE CITY

Back by demand, Art in the City is a community art class currently in its second year of running at PACE. This year the new venue; a state of the art studio located at Yorkdale Mall, has taken this creative group to a new level of accessibility and expression.

The class focuses on self-directed personal art goals (which include anything creative!) and has been enjoyed by PACE Consumers and participants from the community. In total there were 12 participants in this year's program.

Please join us on Saturday, October 25th from 4-7pm in the Art Starts Studio on the lower level of Yorkdale Mall.

### FOCUS AT THE PUB

We held our first ever pub night at the Granite Brewery. It was a great opportunity for informal chat and cheer, discussion on what is going on, what people want to do, what is new or relevant etc. It was a great night and we will be doing it again!

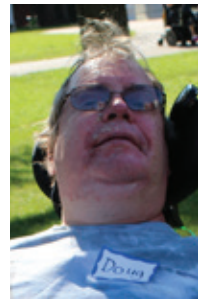
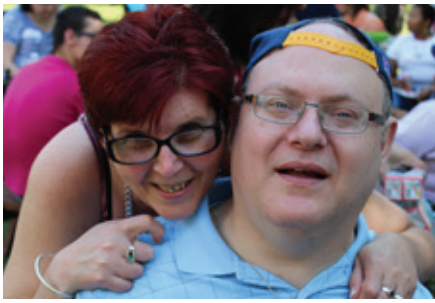
### COMMUNITY PARTNERSHIPS

We recently partnered up with Anne Johnston Health Station (AJHS) to make the process of getting a TTC Support Person Card a little easier. The process involves getting passport pictures taken and completing an application form jointly with your doctor or practitioner. By partnering with AJHS, the process was sped up so that all Consumers have to do is get their passport pictures taken and we do the rest, by delivering the paperwork to the health station nurses for completion.

### RIPLEY'S AQUARIUM

Things got a little wet and went swimmingly well when we visited Ripley's Aquarium. It was an amazing experience to tour this beautiful attraction in the heart of the city! When the group first arrived, they did not think there was much to it, but as we all floated along and took it all in, we were quite impressed. There are many, many tanks filled with hundreds of unbelievable creatures to see and even a flat moving escalator that literally floats you through. We won't tell you everything, you'll have to go and see for yourself.





Photos: Sue Cockburn, Eva Miodonski, Stephen Fadipe, Camille Jones-Whyte











# Living at PACE

## Joanna Miedzik

Windward Project

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Joanna has Spina Bifida and some increasing issues with arthritis. Joanna was born in Poland and came to Canada when she was nine years old. Prior to moving to the Windward Project, Joanna lived her entire life with her parents and her younger brother in the family home. She is close with her family, however she wanted to be on her own and independent.

Joanna had found looking for her own place challenging to get the right combination of location, size and “feeling like home.” She waited a long time and didn’t want to settle for just any place. Joanna learned about Windward through word of mouth and friends had told her to check it out and to see if it was a good fit.

Joanna had to adjust to her new living arrangement. She shares, “the first couple of nights were weird. It was a shocker at the beginning and a bit lonely.” She just passed her one-year anniversary living at Windward. Joanna describes this milestone by saying, “I am completely overwhelmed with how great they (PACE) are”.

Joanna works full-time at a hospital as a receptionist. She has worked there for fifteen years and loves her job.

She is an active person socially, very artistic and is the Chair of the social committee at Windward. Joanna is an outspoken person who speaks her mind and a very strong advocate for herself and for persons with disabilities.

She is very grateful for PACE and Windward as “they are her pot of gold.”

### **Tell me about how PACE has had an impact on your life?**

It was about routine assistance first, but now I have the girls over and they made me feel better – telling me that it

will work and providing me with reassurance and support. I’ve gotten into a routine and have finally made some other changes. My family and friends come over and they are thrilled about my new place. It is the most peaceful place ever.

### **What are you most passionate about?**

I’m an artist, a creator and I’m always making stuff – scarves, jewelry...

### **Describe someone who inspires you and why?**

My best friend and my family. My best friend came into my life at a very difficult time. She showed up at work – and we were instantly friends. I learned that you have to believe in yourself, find the positive and people who value you as a person, never lose yourself. My best friend got me back up on my feet.

### **If PACE was a person – what words would you use to describe PACE?**

Caring, supportive, welcoming, and flexible.

## WHAT IS SPINA BIFIDA?

Spina bifida is the incomplete development of the nervous system and spinal cord. It is a congenital disorder (present at birth). It results in varying degrees of disability from loss of sensation, bladder and bowel dysfunction to permanent paralysis.







# Living at PACE

## Jon Collins

Bello Horizonte 2 Program  
Huntington Program Community Support

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Jon Collins happens to live in a 1-bedroom apartment at the Bathurst/Prince Charles Project building though his services are through our Bello Horiztonte 2 program. His Huntington disease has progressed and he gets around with a walker (sometimes he shakes and falls over), but his spirit is still very positive. He has been attending the Friday Coffee Group at Bello as it is a good opportunity to get out and socialize.

His mother, who also had Huntington disease, was a former Consumer at Bello Horizonte years ago.

Jon has a younger sister, two nephews and aunts and uncles. He enjoys seeing his family and does so regularly. Jon also has a 17-year old son name Zachery who lives in Barrie but will be moving down to Toronto in the Fall to study cooking or business.

Jon worked for Rogers in the Call Centre for 7 years and also worked for Metro.

Jon's goal over the next year is to apply to Georgian College and get his high school diploma. Jon will work on obtaining this once he gets his glasses. His vision is not great right now.

Jon has been involved with PACE for just under a year.

### **How has PACE had an impact on your life?**

What they do – they are awesome. Just the way PACE is – the way they treat you – how they help you. For me, they cook – they make meals for me.

### **What are you most passionate about?**

The Toronto Maple Leafs.

### **Describe someone who inspires you and why?**

Phil Kessel – he is a good leader.

### **And when Jon gets time for himself – what does he like to do in his spare time?**

He likes to go to Blue Jay games!

### **If PACE was a person – what words would you use to describe PACE?**

Awesome – they treat you nice and don't do anything to upset you. Very happy with the service.

## WHAT IS HUNTINGTON DISEASE?

Huntington disease (HD) is an inherited brain disorder. It typically becomes noticeable in mid-adult life. HD causes cells in parts of the brain to die: As the brain cells die, a person with Huntington disease becomes less able to control movements, recall events, make decisions and control emotions. The disease leads to incapacitation and, eventually, death (generally due to other health complications).



# On the PACE Board

## Sam Savona

Recipient of Ontario Good Citizenship Award  
for Advocacy in Accessible Transit

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Not only has Sam been a member of the PACE Board of Directors for the last nine years, but, he is also a member of the Advisory Committee for Accessible Transit (ACAT) and has served two terms as the ACAT chair. ACAT consists of 15 members who advise the TTC on issues faced by people with disabilities and seniors, and recommends the elimination of barriers to accessible public transit in Toronto.

The Good Citizenship Award was presented to Sam by the Honourable David Onley, Lieutenant Governor of Ontario. The Good Citizenship Medal recognizes individuals who, through exceptional long-term efforts, have made outstanding contributions to their community. Sam is a powerful advocate in the area of transit services for people with disabilities.

### **What are you most proud of, in terms of your work on the PACE Board of Directors?**

One reason I wanted to join the PACE board was that I wanted to volunteer my time where I wouldn't benefit from what I was doing. So when I'm at the board meetings I hopefully bring a Consumer's point of view (Sam has cerebral palsy) to all the meeting and I hope that others are benefiting from that. That is what I would be proud of.

### **What are you most proud of?**

Being a part of making changes within the community.

### **What are you most passionate about?**

Being treated equal.

### **Describe someone who inspires you and why?**

A woman by the name of Barrel Potter. She was a triple amputee (one arm and two legs amputated) and blind in one eye. In the early 80s she led the disability community in advocating for equality in everything for people with disabilities. She also single-handedly would organize a

weekly swim and social for people with disabilities living in Toronto.

### **And when Sam gets time for himself – what does he like to do in his spare time?**

I like my sports; hockey, baseball, and Canadian football. Interacting with friends or others I enjoy most. I also like to follow Canadian politics.

### **If PACE was a person – what words would you use to describe PACE?**

Understanding and welcoming.

## WHAT IS CEREBRAL PALSY?

Cerebral palsy (CP) is a name given to a group of different, permanent, non-progressive nervous system disorders that cause physical disability, mainly in the areas of body movement. Although cerebral palsy is often considered a congenital (present at birth) syndrome, it can also develop at a young age.







# Working for PACE

## Radka Poliakova

Office Manager,  
PACE Head Office

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Radka studied International Relations – policy development and advocacy in a few countries including her native Czechoslovakia and came to Canada in 2000. Wanting to develop her career in the non-profit sector she took a job with a non-profit professional Toronto theatre company, Nightwood Theatre which promotes female artists. Radka's contributions included building up the membership and developing a continuing education course offered at the University of Toronto focusing on the role of women playwrights.

Radka's next opportunity was with the Canadian Paraplegic Association (Ontario) now known as Spinal Cord Injury Ontario. Her role involved data collection, storage and report production initially and then evolved to advocacy. After eight and half years, Radka wanted a new learning opportunity and made the transition to PACE in 2010 in a role that would allow for learning but would also enable her to stay in the same community. She describes her time at PACE as "tremendously exciting and a progressive journey". She wears many hats in her role. Radka enjoys the complexity of "putting the puzzle pieces together". She finds her work very fulfilling and meaningful.

### **Tell me what you like about working for PACE?**

My role is to serve my colleagues who are those serving people with disabilities. The service database is a great example where through it – I'm connecting Staff with Consumers – and this is important as it brings it all together. We use the tools to help us and they are very much an enabler.

### **What lessons has your work life taught you?**

The way I was brought up was to be responsible and ensure that I finish what I start. To make sure that I see things through to the end which often requires me to be patient. Responsibility has been important all of my life and towards other people – my colleagues. How I do things,

what I say, etc. – teamwork and collaboration is key.

And not in a cliché sort of way. Through my life experiences, I am passionate about human rights in general. Every job that I have had has been connected to human rights – educational, disability, women's, etc. – across everything that I have done I'd like to think that I am contributing to the betterment of the world.

### **Describe someone who inspires you and why?**

It is my Dad (he passed away in 1991) that has influenced everything that I have done. My time with him was intense as he taught me so much and was such an influence. He was an electrical engineer and he also taught at a vocational school. He didn't have formal teachers training. He was very popular with his students and recently I was contacted by a former student as they are having a reunion and they want me to come and represent my father at the event.

### **What accomplishment at PACE are you most proud of?**

A very tangible accomplishment that changed the direction that things have been moving on the operational level is setting up PACE's IT network. The design and creation was done by one of the young guys, Stewart. Working with him on this was a huge accomplishment. Making sure everything is useful, can grow and expand. I'm very glad this happened. This was a key first step in going forward in the way we are – so we can work at home, collaborate – and direct results from this.

### **And when Radka gets time for herself – what does she like to do in her spare time?**

I take French classes. I love the classes. I am a literature lover and I play the flute.

### **If PACE was a person – what words would you use to describe PACE?**

Passionate, intelligent, generous, kind, adventurous – a keenness to try new things.



# Working for PACE

## Bani Banytamin

Independent Living Assistant (ILA)  
Bathurst Prince Charles Project

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Bani has been a long standing employee with 25+ years of service with PACE. He is a very positive, helpful person who is committed to going the extra mile – shown earlier this year, when he helped during the ice storm, coming in on his day off.

Bani left Iran and came to Canada when he was 20 years old. Bani started out doing odd jobs, but soon dedicated himself to doing Outreach work with the National Council of Jewish Women (NCJW), which was later integrated into PACE.

Even back at NCJW, Bani would dedicate his own time to the job. In doing so, he started an annual BBQ on Centre Island where he would gather his friends to come along and help out.

### How did you get into your line of work?

Originally, the position of Independent Living Assistant (ILA) was not required. PACE helped and supported me in earning the required designation.

### What do you like about working for PACE?

I am happy with the things that they do for others – it is a good place.

### What are you most proud of?

PACE is understanding and does follow up. If you ask for something they give it and follow up – for example: there was a need for fans and air conditioning and it got done.

### Do you have a favourite story from working for PACE?

During the black out – it was pitch black and there was no power. It was unbelievable – no tv and power. It was very amazing – working with flashlights and candles. One Consumer had nothing to do as he couldn't watch tv so, I gave him a book and flashlight and he was happy he could read.

### Who inspires you and why?

My Mom and Dad always helped the homeless – people who were in need. They didn't give money, but always gave what they could.

### And when Bani gets time for himself – what does he like to do in his spare time?

He was born to fish and forced to work! He likes to fish and be outdoors. He loves the summer time.

### If PACE was a person – what words would you use to describe PACE?

Caring and organized – PACE does a good job.

# PACE Accredited in 2013/14

Accreditation Canada is an organization that works with health care organizations to improve quality, safety, Staff and Consumer experience and efficiency. Accreditation Canada Surveyors review all of PACE's processes, meet with front-line Staff, administration and management, Board Members, Consumers and community partners to evaluate all services and operational procedures. PACE uses Accreditation Canada's program as the basis for continuous quality improvement.

This year, PACE is very proud to announce that after the survey in May 2013, having fulfilled requirements by October 15, 2013, PACE has been awarded the status of "Accredited with Commendation". The Commendation recognition means that we not only met the basic requirements but, surpassed them. This is an upgrade of our initial status of "Accredited".

In her letter to PACE, Suzanne Laroque, Chair of the Accreditation Decision Committee, writes: "This achievement demonstrates your organization's determination and commitment to ongoing quality improvement. We applaud your leadership, Staff, and accreditation team members for their efforts and dedication to the provision of safe, quality health services."

While we are very pleased with our results, we recognize that our quality journey is never ending. In the coming year we will continue to review and address issues, through a quality lens, in the following areas:

- Consumer Safety
- Staff Safety
- I.T.
- Risk Management
- Consumer Satisfaction
- Information Management
- Acquired Brain Injury





# Financial Statement

## PACE INDEPENDENT LIVING

### Statement of Operations

Year ended March 31, 2014, with comparative information for 2013

	2014				2013	
	Supportive Housing	Attendant Outreach	Administration	Other	Total	Total
Revenue:						
Eligible expenditures reimbursed	\$ 4,311,451	\$ 2,665,003	\$ 1,310,444	\$ —	\$ 8,286,898	\$ 8,066,880
Interest	—	—	9,705	—	9,705	9,811
Other	95,582	26,775	124,427	—	246,784	279,824
Amortization of deferred contributions related to capital assets	—	—	—	14,716	14,716	18,022
	4,407,033	2,691,778	1,444,576	14,716	8,558,103	8,374,537
Expenses:						
Employee salaries and wages	3,427,586	2,125,321	912,811	—	6,465,718	6,386,978
Employee benefits	735,986	420,492	173,357	—	1,329,835	1,260,288
Supplies	53,914	4,229	25,638	—	83,781	95,160
Sundry	98,785	36,189	171,055	—	306,030	298,814
Equipment	23,168	49,889	42,717	—	115,774	90,996
Building and grounds	69,000	53,478	119,643	—	242,121	224,115
	4,408,439	2,689,598	1,445,221	—	8,543,259	8,356,351
Excess (deficiency) of revenue over expenses before amortization of capital assets	(1,406)	2,180	(645)	14,716	14,844	18,186
Amortization of capital assets	—	—	—	(19,836)	(19,836)	(23,144)
Excess (deficiency) of revenue over expenses	\$ (1,406)	\$ 2,180	\$ (645)	\$ (5,120)	\$ (4,992)	\$ (4,958)

See accompanying notes to financial statements.

# Our Team

## MANAGEMENT AND ADMINISTRATIVE TEAM 2013/14

### Head Office

970 Lawrence Avenue West, Suite 210  
Toronto, ON M6A 3B6

Joanne Wilson, *Executive Director*

Kim Knox, *Director, Operations*

Shirley Rokos, *Director, Enhanced Services*

Tracy Howell, *Director, Attendant Outreach*

Paula Cassin, *Director, Member Engagement Services*  
(as of June 2, 2014)

Radka Poliakova, *Office Manager*

Carolyn Ross, *Manager, Human Resources*

Kimberly Gooder, *Human Resources Generalist*

Danielle Daoust, *Manager, Employee Health,  
Safety & Wellness*

Maunda Williams, *Manager, Finance*

Zhanna Shobick, *Senior Financial Assistant*

Sue Cockburn, *Consumer Resources Facilitator*

Eva Miodonski, *Consumer Resources Facilitator*

Tom Riley, *Administrative Assistant*

### Bathurst/Prince Charles

3270 Bathurst Street  
Toronto, ON M6A 3A8

Nicole Hull, *Program Manager*

Esther Idowu, *Project Coordinator (P.T.)*

### Bello Horizonte

1500 Keele Street, Suite 206  
Toronto, ON M6N 5A9

Cara Reid, *Program Manager*

Sonia Pirrotta, *Senior Program Coordinator*

Liz Quinn, *Program Coordinator*

### Caboto

3050 Dufferin Street, Suite 107  
Toronto, ON M6B 4G3

Stephen Fadipe, *Program Manager*

### Edwards Manor/Learning Network (as of June 2, 2014)

340 Royal York Road  
Toronto, ON M8Y2P9

Jackie Wilson, *Program Manager*

Nikki Vinci, *Learning Coach/Program Coordinator*

### Outreach Program

970 Lawrence Avenue West, Suite 210  
Toronto, ON M6A 3B6

Gladys Gallardo Roy, *Administrative Assistant/  
Scheduler*

Chris Duda, *Scheduler/Payroll Manager*

Esther Idowu, *Scheduler (P.T.)*

Helen Marques, *Senior Program Coordinator (P.T.)*

Laura Gideon, *Outreach Coordinator*

Romeo DiCamillo, *Outreach Coordinator*

Donna Escott, *Outreach Coordinator*

### Windward

34 Little Norway Crescent, Suite 310  
Toronto, ON M5V 3A3

Kevin Smith, *Program Manager*

## BOARD OF DIRECTORS 2013/14

Chairperson: Bill Noble

Vice Chairs: Greg Kaplan, Aleck Dadson

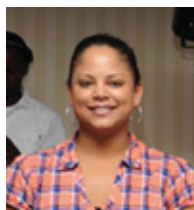
Secretary: Karen Atkin

Treasurer: Jeremy Grafstein

Members: David Aronoff, Lauren Ettin, Bill Frost,

Todd Kilpatrick, Eric Mézin, Elliot Offman (until May 2014),

Sam Savona, Joanne Wilson (ExOfficio)



## Years of Service

### 30 YEARS

Richard Preston (Windward)

### 25 YEARS

Vivia Cameron (Caboto)

Patricia Layne (Caboto)

Merle Yearwood (Windward)

Edna Thompson  
(Bathurst/Prince Charles)

### 20 YEARS

Phyllis Chin (Outreach Program)

Ron Lee (Bathurst/Prince Charles)

Michelle Brown (Caboto)

### 15 YEARS

Beverly Guthrie (Outreach Program)

Grace Reyes (Bello Horizonte 1)

Lincoln Mundell (Outreach Program)

Charles Gunn (Bello Horizonte 1)

### 10 YEARS

Melanie Dauz (Windward)

Esther Marshall (Outreach Program)

Jennifer Thomas (Bello Horizonte 2)

Niasha McKenzie (Windward)

Martin Erundu (Caboto)

Ronald Costales

(Bathurst/Prince Charles)

Charles Akinsola (Caboto)

Isidra Dael (Caboto)

Ledum Barikor (Windward)

### 5 YEARS

Tonya Van Deusen (Bello Horizonte 2)

Stephen Fadipe (Caboto)

Segun Ogunbayonou

(Outreach Program)

Alfred Dzkoto

(Bathurst/Prince Charles)

### RETIREES

Majorine Duncan

Bruce McCormick

Arturo Sanchez





## **PACE Independent Living**

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Toronto, ON M6A 3B6  
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