MANAGEMENT REPORT 2020/2021
2020 Highlights

The Produce Market and Mobile Market were honored in 2020 as the Otsego County Chamber of Commerce Breakout Business of the Year. Market staff accepted the award during a virtual ceremony.

Residents celebrated Down Syndrome Awareness Month with a special Mileage Club campus walk. Donning new Pathfinder t-shirts, they broke out the color burst powder for extra fun.

Residents who are registered voters embraced their roles as responsible citizens, took citizenship classes, and voted via absentee vote in the November elections.

With great pride, we celebrated the graduation of three of our Otsego Academy students; our celebration was held before Thanksgiving, and it was an extra-special send-off to these incredible young adults.

Pathfinder Village received a unique 40th anniversary gift this year from the Fly Creek Quilters, a custom designed masterpiece that now graces the campus' Program Office.
CONTENTS

Strategic Vision 2020 - 2023 .............................................................................................................3
Caprice Eckert – Chief Financial Officer ......................................................................................5
Kelly Meyers – Chief Program Officer ........................................................................................7
Dan Osborn – Sr. Director of Ancillary & Quality Support, Corporate Compliance Officer ..........9
Tina Heyduk – Sr. Director, Support Services ...............................................................................11
Maura Iorio – Sr. Director of Education .......................................................................................12
Stephanie Beams, RN – Director of Health Services .................................................................14
Paula Schaeffer – Director, Enrichment Programs ....................................................................17
Brittany Goodrich – Director, The Kennedy Willis Center .........................................................19
Lori V. Grace – Director of Development, Pathfinder Village Foundation ...............................20
2021 Five Point Plan ....................................................................................................................22
Contact Information ....................................................................................................................23
Notes: ........................................................................................................................................24
January 31, 2021

Dear Family and Friends,

As the pandemic bore down on Pathfinder Village in mid-March and consumed our focus through the remainder of the year, there was no more critical time when I needed a capable and compassionate team of professionals around me. Life happened and we responded! Forty weeks COVID-FREE, creative problem-solving, sound and timely protocols, present and available 24/7. It wasn’t always perfect or pretty, but this team showed up every day to confront these and many other challenges, TOGETHER!

Despite COVID-19, Pathfinder Village thrived:

- We graduated three Otsego Academy students.
- We held in-person school for a majority of the year.
- We maintained routine and acute medical appointments for residents.
- We stabilized our workforce, attaining the highest retention rate in decades.
- We completed many important capital projects.
- We became a critical lifeline to many in our community who struggled with food insecurity.
- The Kennedy Willis Center on Down Syndrome signed a consultation and training contract with one of the largest Care Coordination Organizations in New York State.
- We continued to raise significant public and private funds that support our community and our mission.

We had high hopes of celebrating 40 years of Pathfinder Village during our October Family & Friends Weekend. While that didn’t come to fruition, we enjoyed cupcakes and free coffee from the Bakery, and we all paused for a moment when the chapel bell rang 40 times to mark the date, contented to be in the comfort of the Village that so many call home.

We are grateful a new year is upon us while realizing the shock waves from this historic event will be with us for years. Like we did in 2020, we will continue to thrive as a community in 2021 and beyond by providing children and adults and their families with unparalleled services and supports.

With gratitude,

[Signature]

Paul C. Landers
Chief Executive Officer
Mission
Pathfinder Village will promote a healthy, progressive environment that respects the individual, supporting a life of value and independence.

Core Values
- Inherently, every person has equal worth.
- Honesty and transparency are paramount to forming and enriching relationships.
- Valuing individual differences promotes growth and understanding.
- Trust is essential for success and an environment open to improvement.

Vision  “Building Community One Person at a Time”

Human Capital
- Provide competitive wages and benefits commensurate with job expectations.
- Promote a positive culture of innovation and excellence through employee engagement and career opportunities.
- Invest in education and training focusing on three core competencies: Knowledge, Skills and Attitudes.
- Continue to grow direct support professional career paths through credentialing programs.
- Maintain a leadership team that upholds the values and mission of the organization.

Financial & Physical Assets
- Provide quality and reliable services over the life span.
- Maintain and enhance our physical plant.
- Implement housing modifications to meet resident needs and the changing consumer market.
- Align resources consistent with service trends and desired consumer outcomes.
- Invest in a modern technology infrastructure to provide a platform for enhanced communication, documentation and outcome measurement; provide assistive communication devices and other technology-related platforms for program participants.
- Expand endowments to address the need for program scholarships, infrastructure and workforce talent.

Community Building & Integration
- Integrate and coordinate all programs to align services and resources.
- Provide access points for each person to experience “their” community.
• Expand the "Village" setting to achieve maximum community experience while maintaining personal safety and security.
• Build a diverse organization that fosters inclusiveness, achieving “common ground” where everyone succeeds.
• Continue to grow our purpose and role in the broader community through activities that reflect the needs and desires of the region.

Person-Centered Services
• Support people and families through services so they achieve the outcomes they desire.
• Provide people and families the ability to make decisions about their lives, including where they live and who provides services.
• Deliver exceptional health, wellness and enrichment services, reflective of people's needs and interests.
• Incorporate comprehensive risk assessments and person-centered planning for all individuals in the development of their Life Plans.
• Comply with Home and Community-Based Settings Rules, eliminating the need for heightened scrutiny status.
• Train and coach staff on person-centered planning philosophy and delivery.
• Invest in aging services by maintaining partnerships with national aging experts, staff and family education and service accommodations.
• Expand Camp Pathfinder sessions throughout the year.
• Expand self-directed residential services on campus.

External Relations
• Incorporate the input of all stakeholders in designing and managing all services and supports.
• Demonstrate the value of services and supports to recipients; quality measurements are vital to this process.
• Increase partnership efforts with New York State disability offices and New York State school districts to promote Pathfinder programs.
• Enhance public awareness and recognition of the organization.
• Continue with targeted marketing and advertising efforts, focusing on education and post-secondary education audiences.
• Participate in national disability conferences and trade shows.
• Expand Kennedy Willis Center outreach activities to include family advocacy, research and education efforts, and aging consultation services.
• Maintain our talented and committed Board of Directors.
As CFO, I am responsible for all financial aspects of the Village and its affiliated organizations. I also manage the Human Resources Department which includes providing leadership, problem-solving and support to supervisors and employees. In addition to these departments, I oversee the IT Department and the Maintenance Department.

2020 ACCOMPLISHMENTS

- As chair of the COVID-19 Committee, the pandemic has consumed much of my time and energy in 2020. The committee has been responsible for creating and applying protocols, policies and procedures. It has been a team effort to keep our staff and residents safe.
- The Recruitment and Retention Committee remained active during COVID but were unable to implement ideas from 2019. The committee focused on how to hire and train new staff safely and effectively. Despite COVID, the Village reported a turnover rate of 28.5%, 19% less than our benchmark sector, Healthcare and Social Assistance.
- Pathfinder Village applied for and received over $1.7 million in COVID-19 funding from the SBA and HHS. At this time, we anticipate all of these to be forgiven of any loan obligation.
- Our General Liability, Property and Workers Comp insurance products were moved to Brown & Brown Agency after many years with our previous broker. This was a difficult decision but the right decision. Not only were we able to retain the same coverage and insurer with lower premiums, we now receive additional services that add to the value of this new relationship.
- We worked with NBT to secure a credit card option that makes it possible to reduce the amount of cash in the homes. Each house is assigned a card that can be used by multiple staff and monitored by the Finance Office in real time. This option became vital when we stopped community outings and purchased everything online.
- The Maintenance Department remains busy with extensive renovation and building projects.
- 2020 was a productive year with Directive, our IT outsourcing company. They replaced servers and implemented daily off-site back-ups. The firewall was updated and security was increased to protect us against cyber-attacks. Additional devices were deployed to each home to aid in family communication and telehealth appointments.
2021 INITIATIVES

• Continue to work with the Recruitment and Retention Committee to hire and retain good staff. Hopefully by the fall 2021, we can relook at ideas put on hold by COVID.
• Research and evaluate funding opportunities including state and federal COVID relief, new programs, managed care, and grants.
• Work closely with the Foundation to implement Fund EZ as the primary fundraising database.
• Have an active role in the management and reporting of temporarily restricted funds received in the Foundation.
• Work with Directive to refine our Information Technology infrastructure.
• Continue to update the procedure manual for the Finance Office.
• Evaluate the possibility of offering a benefit package to our part-time employees.
• Review and update all policies in the Employee Handbook.
• Complete the fiber optic project.
The Chief Program Officer (CPO) is responsible for admission activities as well as the provision of residential, behavior support, and enrichment services at Pathfinder Village. In 2020, the CPO received extraordinary support from the Chief Executive Officer, Senior Leaders, and Department Directors resulting in the successful management of residential operations in the face of a pandemic.

2020 ACCOMPLISHMENTS

Admissions:
- Collaborated with the Senior Director of Education to adapt screening, intake, and admissions procedures to include COVID-19 precautions.
- Facilitated two residential admissions during the pandemic.

Residential:
- Served as Chief Deputy COVID Officer on Pathfinder Village's COVID-19 Committee.
- Collaborated with the Directors of Health Services and Quality Assurance to develop procedures and implement COVID-19 precautions in all homes.
- Implemented 12-hour schedules for frontline workers.
- Collaborated with the Senior Director of Support Services to institute in-home programming for all residents.
- Collaborated with the Chief Financial Officer to manage staff health screenings.
- Collaborated with human resources and the finance department to reduce turnover in homes through financial incentives and increased engagement with frontline workers.
- In partnership with Senior Leaders, developed and implemented strategies to maintain the health (physical and emotional) and safety of residents during a pandemic, including protocols to support family visits and home visits.
- Modified internal communication strategies to ensure frontline workers, managers, and supervisors were informed and supported through the transition from in-person to remote communications.
- Managed the transition of enrichment services to the residential department, including a Coordinator of Enrichment & Community Life and a Music & Expressive Arts Specialist.
- Expanded behavior support services to include a Staff Support Specialist to support professional development activities for frontline workers and managers.
• Delivered internal training programs to Direct Support Professionals (DSP) to empower them with the skills, knowledge, and attitudes to ensure person-centered planning and service delivery to a diverse demographic.
• Fostered a culture of continuous learning through strategic and pragmatic outreach to frontline workers.
• Continued a supervision model emphasizing capacity building, coaching, and mentoring.
• The behavior services department worked with the Kennedy Willis Center to access experts at the Thomas Jefferson University to support specialty training for experienced frontline workers in the area of aging and dementia in individuals with developmental disabilities.
• Maintained communication with the local Office for People with Developmental Disabilities (OPWDD) to support access to our specialty home for individuals who are aging, to explore residential opportunities for individuals expressing a desire for movement within Pathfinder, and to develop new opportunities for graduates of residential schools.
• Implemented procedures to monitor compliance with COVID-19 precautions in all homes.

2021 INITIATIVES
• Collaborate with the Development Office and the Education Department to develop recurring and shared recruitment activities for Pathfinder School and Otsego Academy.
• Design opportunities for individuals to access post-secondary services and independent living opportunities through a self-directed model.
• Design a modified model of Camp Pathfinder to align with COVID-19 precautions.
• Continue to facilitate employee engagement and professional development initiatives to support frontline workers, managers, and supervisors.
• Continue to facilitate person-centered practices through advocacy, education, and creative and collaborative problem-solving.
• Continue collaborative efforts to ensure quality care and individualized support to all, especially those who are aging and/or struggling with situational changes brought on by the pandemic.
• Ensure quality oversight of services.
DAN OSBORN – SR. DIRECTOR OF ANCILLARY & QUALITY SUPPORT, CORPORATE COMPLIANCE OFFICER

Oversight and management of all Ancillary services including Dietary, Bakery, Inn, Housekeeping and Produce Markets. Oversight and compliance with Incident Management and all Corporate Compliance regulations which includes all certifications, permits, and licensing within the Village. Addressing COVID-compliance and PPE supplies has been the lead project in 2020.

2020 ACCOMPLISHMENTS

Corporate Compliance, Incident Management and Quality Assurance:
- Revising Agency Policy and Procedures to ensure compliance with regulatory standards.
- Monitored Quality Improvement Plan for implementation of goals.
- Input, updating, closing out COVID-reportable situations with Justice Center, Incident Management Unit, IRMA.
- Site Reviews, Person-Centered Reviews, COVID reviews by OPWDD Division of Quality Improvement have progressed very successfully with few-to-no deficiencies.
- Alternate Investigators and IRMA users identified, training in-progress.
- COVID Policy and Protocols developed and implemented.

Facility Planning:
- Second self-direction apartment has a Certificate of Occupancy.
- Replacement residential furniture reviewed and purchased.
- Physical plant reviews for all homes progressing.
- Private vendors performing inspections and equipment reviews were provided under COVID precautions and supervision.
- Renovation and redecorating of Meeting House Dining Areas is set to unfold in 2021.

Bakery, Café, Inn, Produce Market:
- Ancillary is now ordering products for the Produce Market activities.
- Vendors are delivering Produce Market products on multiple days and times through the week to keep up with demand.
- The Café accommodated outside seating with a new tent for customers.
• Call ahead and on-the-spot Bakery products were made available at a walk-up window due to COVID.

**Dietary, Housekeeping:**
• Successful in procuring COVID prevention items to meet the demand at the time.
• Added Housekeeping staff to accommodate additional COVID prevention measures and PPE-supply dispensing.
• Dietary adjustments made to the methods used to dispense and serve food during COVID.

**2021 INITIATIVES**

**Corporate Compliance, Incident Management, and Quality Assurance:**
• Complete Agency Policy and Procedures.
• Utilize new incident investigators to keep them refreshed in the processes.
• Refine internal 360 reviews to improve efficiency.
• Monitor QIP implementation across all OPWDD services.
• Conduct emergency preparedness drills regularly and modify procedures as warranted.

**Facility Planning:**
• Finalize renovations and redecorating of Meeting House Dining Areas.
• Maintain Physical Plant site reviews.
• Renovation and redecorating schedule.

**Bakery, Café, Inn, Produce Market:**
• Continue to explore alternate Bakery product options at less cost.
• Use of multiple vendors to fill the demand for fresh produce for market programs on multiple days of the week.
• Develop new unique Bakery products to Market.
• Explore delivery of Baked Goods to outlets in the Oneonta/Cooperstown area.
• Mobile Market new regional delivery to households and businesses.

**Dietary / Housekeeping:**
• Implement new method of food supply and distribution to all residential settings to allow for more choice by individuals.
• Continue to develop a refined book of easy-to-use, well-balanced, consistency friendly recipes and menu ideas for all residential settings.
• Continue to implement COVID sanitation and supply provision.
TINA HEYDUK – SR. DIRECTOR, SUPPORT SERVICES

We have certainly faced unprecedented challenges this past year. Reflecting back, I will not outline the obvious as we are all too painfully aware! Instead, I am choosing to focus on the honest-to-goodness positives that have come our way as the direct result of the difficulties we have faced. This includes flexibilities permitted by OPWDD and Centers for Medicare and Medicaid Services that waived regulatory practices providers have long advocated for. Many of these outmoded practices run counter to Pathfinder’s desire to innovate supports and services and created added stress for many service recipients. While many of us are happy to leave 2020 behind, I hope we can continue to carry some of these silver linings forward to reimagine our day service programs so that we can support people in a more holistic, individualized, person-centered way.

2020 SILVER LININGS

- Expanded settings where day services can be provided including in certified residential homes and other provider-owned or controlled settings.
- Permitted the use of telehealth, which not only proved to be more-efficient but reduced anxiety/behaviors, and the use of PRN medications typically needed when attending medical appointments in-person.
- Allowed providers to exercise our professional judgement in how we utilize our full suite of services to support people in-need and without prior approvals.
- Forced NY Pause orders allowed us to get back to basics—focusing on foundational learning.
- Advanced our use of technology to create more diversity in our programming.
- Confirmed our belief in person-centered planning as many individuals thrived being in a less chaotic, stable, relaxing environment which offered greater control over their routine and activities.
- Highlighted the things that make our Village so special—our spirit of community, team collaboration, and our compassionate and dedicated direct support professionals.

2021 INITIATIVES

- Continue to work towards re-opening programs and implementing community-based learning and vocational experiences as able.
- Focus on quality and re-evaluate how we can apply the lessons we’ve learned.
- Invest in staff development and training activities.
- Day Service admissions.
MAURA IORIO – SR. DIRECTOR OF EDUCATION

As the Sr. Director of Education, I oversee Pathfinder School and Otsego Academy. I work closely with classroom teachers, therapists, direct support personnel, and families to ensure that students can access engaging, enriching, and appropriate school-age and post-secondary educational programming. The Education Department’s philosophy emphasizes a blending of functional academic skills, vocational training, social/emotional learning, and community-based opportunities to ensure that students reach their full potential in a supportive and nurturing environment.

2020 ACCOMPLISHMENTS

- Successful completion of a focused State Education Department audit (Special Education Quality Assurance Private Residential/Day School Review) of our Behavior and Emergency Intervention policies and procedures.
- Expanded and refined Otsego Academy’s Year 2 curriculum and coursework, with the inclusion of Otsego Academy’s community service focused OA CARES project.
- Enhanced clinical services in the Residential setting through collaboration with our school-based therapists.
- Hired and on-boarded two new special education teachers and transitioned our Pre-Vocational classroom to new leadership as our veteran teacher, Nancy Kelly, retired.
- Increased professional development opportunities for teachers, clinical staff, and direct support personnel to ensure students are receiving high quality instruction, including a Caretaker Burnout Workshop hosted by a Licensed Mental Health Counselor.
- Increased recruiting efforts through marketing strategies and networking.

2021 INITIATIVES

- Development and implementation of Pathfinder School’s expansion project to include pre-school and transitioning the school to become the Education & Enrichment Center; research and creation of a comprehensive pre-school curriculum for diverse learners.
- Increase offerings of professional development opportunities for special education teachers, therapists, other school-based professionals, and families, including hosting workshops and conferences.
• Continued development of our vocational and community-based learning programs, including collaboration between the School, Otsego Academy, and Adult Day Services.
• Outreach to local and greater New York State school districts to increase recruitment efforts, including the publishing of a School Newsletter, updated marketing materials, and in-person networking.
• Further focus on the health and well-being of our valued employees to ensure a positive, productive and sustainable work environment.

THE PATHFINDER EDUCATION & ENRICHMENT CENTER
STEPHANIE BEAMS, RN – DIRECTOR OF HEALTH SERVICES

I am responsible for overseeing the healthcare services for Pathfinder residents, school students, day service participants and campers. The nursing department works closely with community care partners to promote and deliver quality preventative and acute care services. As community nurses, we provide staff with the training and tools to deliver home health services across a wide spectrum of healthcare needs.

2020 ACCOMPLISHMENTS

- 2020 was the year of COVID-19, a very challenging year with changes in work hours, work locations, and work duties. Most of our time and resources were primarily focused on the health and safety of our residents, protecting them from the pandemic. Working with other senior leaders and our Medical Director, David Haswell, MD, we developed and deployed a multitude of healthcare protocols for staff and residents that required training and constant oversight. Through this whole experience, I believe teamwork is what brought us through, stronger.

- Medical appointments in 2020 continued to happen, but differently. We relied on telehealth services, creative scheduling strategies to reduce resident co-mingling, and transportation coordination to meet disinfection requirements. It was a gymnastic event!
  - 92 My Bassett video appointments
  - 148 Zoom video appointments
  - 15 telephone appointments
  - 54 acute face-to-face visits
  - 572 regular face-to-face visits
  - 125 lab draws
  - 145 clinic appointments:
    - 3 podiatry clinics = 72 appointments
    - 5 dental clinics = 73 appointments

RN Case Managers continued to attend annual physical appointments to provide medical advocacy for residents. Interestingly, the number of acute medical appointments was down by 80% or more from 2019. This is significant and we suspect it may be a result from improved disinfection of environments, PPE-compliance by staff, and reduced exposure to community settings. These variables may have led to less community viral spread.
The Psychiatry Clinic changed from in-person to virtual in 2020. Additional team members attended, resulting in better reporting and feedback for the psychiatrist.

Monthly healthcare review meetings with Dr. Haswell continued, but in a virtual format. Completing MOLST forms (Medical Orders for Life Sustaining Treatment) was a regular activity with nursing personnel, Dr. Haswell and Mental Hygiene Legal Services in 2020. The Nursing Department has a better understanding and partnership with MHLS, resulting in residents receiving non-objection letters from legal services. This is a critical task as part of our end-of-life planning with families. In 2020, Pathfinder lost seven long-time residents due to aging. Together as a Village, we worked through the losses supporting each other as a “family” does.

In spite of COVID-19, the Mileage Club continued in 2020 with support from Adult Day Services and Enrichment staff. The total miles walked/rolled was 2273 miles, far less than last year’s 3326.25 miles. Still, residents were able to get outside for part of the year and we are proud of their continued efforts.

Our healthy living and hydration campaign, “Win with Water” commenced in February. Total water consumption in 2020 was 825,000 ounces! The “Win with Water” team is compiling specific data regarding health benefits, such as weight loss and lower incidences of UTI’s and constipation.

Anne Koch, RN, coordinated a hygiene training series for direct support staff, including a thorough clinical review of all resident hygiene needs. In addition to the hygiene workshops, she conducted face-to-face consultation/coaching in every home. Direct support staff appreciated the guidance and we hope to see improvements in daily hygiene care going forward.

The nursing department developed a quarterly continuing health education series for residential staff, conducting one class in the first quarter of 2020. Unfortunately, the series was put on hold in mid-March due to COVID-19. We are planning to resume the series in 2021. In addition, mandatory healthcare staff trainings for new hires were either put on hold or modified. Thankfully, we are able to rely on stable, tenured staff to carry-out healthcare procedures for our residents, while new hires observe and learn.
2021 INITIATIVES

• Our vaccine initiative across the Pathfinder community is a prime concern! Working with families and healthcare partners across the region, Pathfinder will pursue vaccines for all staff and residents. Outreach efforts will begin immediately, with hopes to vaccinate as many residents as directed by the end of February and staff by the end of the first quarter. The vaccine is a significant step toward protecting every resident and resuming a more normalized lifestyle.

• Onboard our new dental provider in Hamilton, NY. They are part of the Bassett Healthcare Network.

• Continue to provide hands-on assessments and oversight of student and resident healthcare needs.

• Promote healthcare Best Practices for frontline staff through improved new hire training and continuing education workshops.

• Provide families with comprehensive healthcare information at Life Plan/ISP meetings and periodic outreach.
Enrichment services enhance community life at Pathfinder Village while directly supporting the needs and interests of each individual. Our programs provide choices for participation in a variety of activities within the Village and in local communities; we also host events that welcome neighboring communities to the Village. Collaboration with Residential Services, Adult Day Services, Care Coordinators, and each person ensures that the quality of support is based on interests/needs, is consistent and is well-documented.

Our goals for 2020 have remained the same while our delivery methods have undergone a dramatic transformation. The accomplishments for 2020 center on our success in navigating the COVID crisis while keeping residents engaged and active. For safety reasons, the houses have been unable to comingle; however, the Village layout has allowed residents to get out to gym activities, art classes, music activities, and special events. We also have offered many individualized activities. Enrichment programming has been a positive support for everyone’s physical and mental well-being.

**Highlights of 2020:**

- January through March saw the usual variety of afternoon, evening and weekend activities and some all-village events. There were coordinated community trips to concerts, dinners out, and sporting events.
- As the campus closed in mid-March, we were no longer able to welcome the greater community to Pathfinder Village. At the same time, all trips into the surrounding communities were cancelled.
- With careful planning and following physical distancing guidelines, we were able to offer a variety of daily enrichment activities and many all-village celebrations:
  - **Special events:** July 4th Parade around the quad with Program and Administrative staff marching smartly to music and passing out goodies; Ice Cream Social at the pavilion; Drum Circle at pavilion; Virtual Splash Path; campfires at the pavilion; Awareness Month celebration with color burst à la Splash Path; Halloween decorating contest and trick-or-treating; Labor Day Scavenger Hunt; Santa and Mrs. Claus delivering pizza on a decorated cart; Santa cruising the Village on a fire truck; all playing virtual holiday guessing games.
  - **Art activities:** Landscape painting, 1:1 art instruction; arts and crafts by house; holiday crafts; art packets sent out to houses.
  - **Music activities:** “The Informal” Formal on the green with a favorite band and a special meal for all houses; DrumQuest event at pavilion; band concert on the green; holiday Zoom sing-a-long; karaoke sessions; sign-songs; story hour.
  - **Active activities:** Virtual Alzheimer’s Awareness Walk; weekly open gym for all houses; Mileage Club three times/week for all houses throughout the warm weather; EDD Foundation online exercise classes; gym games; beach volleyball; exercise equipment.
- **Spiritual support:** Memorial service at pavilion for several residents; pre-recorded Chapel services from Pastor Doug Burleigh; two in-person chapel services; Zoom counseling sessions.

- **Other activities:** Six-week Zoom Art course for CSE participants and OA students with guest artist from California; virtual holiday show linked to all houses; links for sing-a-longs and online art; virtual puzzle club, virtual Bingo, pre-recorded stories; holiday guessing games; door decorating contests; Café take-out window open in mornings for all houses; voter education and voting; in-person computer classes.

### 2021 INITIATIVES

Enrichment programming will become intricately wrapped into day programs, focused on a person-centered approach as always. Activities and events will be coordinated with all other departments, and those departments, in turn, will support all-village enrichment activities, special events and holiday celebrations.

- Orient and train the newly hired Music and Expressive Arts Specialist.
- Cultivate continued involvement with Colgate, Hamilton, Hartwick and SUNY Oneonta student volunteers – virtual contact if necessary.
- Maintain partnership with EDD – online exercise classes will continue into 2021.
- Continue to build partnerships with House Managers and DSP’s in planning enrichment activities in-line with each person’s Life Plan, working 1:1 when indicated, and bringing enrichment activities into houses when warranted.
- Integrate enrichment programming into Pathfinder Day Programming.
- Coordinate art show at the Community Gallery, Fenimore Art Museum.
- Support grant for 10-week virtual art class sessions, open to PV and local community.
- Schedule and facilitate the Summer Concert Series in the pavilion.

This year has been a challenge for the country and no less a challenge for Pathfinder. Fortunately, the communal layout of Pathfinder has made it possible for residents to have a great deal of variety and stimulation. When day programming and community involvement closed, enrichment activities moved to daytime hours. The ever-present “rec schedule” was published weekly and poured over by residents as usual. Being able to walk to the gym, the chapel, and the art room has given a sense of order, regularity, and freedom. This year has helped enrichment programming transition from a stand-alone program to a program that supports and is a part of each person’s day, evening and weekend programming. The positive and creative addition of many of the online and virtual enrichment activities that have been developed will continue even after COVID restrictions are lifted.
The Kennedy Willis Center on Down Syndrome has been very fortunate this past year. We had several exciting projects in the works which we were able to finally launch in 2020. These collective accomplishments all strive towards advancing our mission of promoting innovative Best Practices, education, and research in the Down syndrome field.

2020 ACCOMPLISHMENTS

- Secured a contractual agreement to provide comprehensive training and consultative services to a Care Coordination Organization and their Care Managers regarding the unique needs of individuals with disabilities who are aging and/or have dementia.
- In partnership with Thomas Jefferson University and the Doctoral Program in Occupational Therapy, the Center developed and launched a specialized credentialing and career advancement program for direct service professionals who desire to support older individuals with advanced aging and dementia-related care needs.
- The Center launched a new website and e-newsletter to distribute information about our advocacy, life planning services, academic internships and other activities.
- The Center increased our private case management enrollments to ensure advocacy, referral and linkage to critical services for those living in our private homes.
- We continued to assist families and professionals with inquiries related to the needs of people with Down syndrome and other intellectual disabilities.

2021 INITIATIVES

- Promote innovative practices, training and research with our care partner network.
- Expand person-centered planning activities and supports.
- Conduct conferences, workshops, and other trainings for families, caregivers and professionals in the field.
- Continue outreach and engagement activities through the new website, newsletters and other opportunities.
LORI V. GRACE – DIRECTOR OF DEVELOPMENT, PATHFINDER VILLAGE FOUNDATION

The Pathfinder Village Foundation is a non-profit organization that educates the public about Pathfinder Village, advocates for people with intellectual disabilities, and raises funds in support of services and programs. The Foundation is a liaison to donors, businesses, charitable foundations, and others; it supports Pathfinder’s public relations, marketing, planned giving and grant-seeking initiatives.

The Department also provided operational support for all Village programs in 2020, as collectively we kept individuals and staff healthy and created safe opportunities on-campus to keep individuals socially engaged during the pandemic. Notable tasks included enhanced family communications, creating marketing and instructional videos, bolstering Village morale through promotions and social media, and supporting transportation/other Program functions through the expertise of Development Assistant Monica Clark, who transferred into the Department in the first quarter of the year.

2020 ACCOMPLISHMENTS:

Public & Private Grants: $589,064

- Managed grant requirements for the Pathfinder Produce Mobile Market grant and the Inclusive Co-housing Study grant through the Mother Cabrini Health Foundation.
- Supported the Mobile Market Team in administering the final year of $251,000 in grants made to the Village by the Leatherstocking Collaborative Health Partners (DSRIP/ NYSDOH).
- Successfully filed for annual grants for Enrichment programs (Chenango Arts Council, Stewarts’ Shops).
- Successfully filed for PPE, IT Support, Food Assistance and School support grants from the Community Foundation for Otsego County, McDonald Foundation, United Way of Delaware-Otsego Counties, and an anonymous foundation.
- Successfully filed for Conversion Van grants from the Black Family & Richland Co. Foundations, and an anonymous foundation.
- Successfully applied for a NYCON grant for a new Aging & Dementia Webinar Series for DSPs.
- Helped report on capital grants to The Scriven Foundation; prepared paperwork for Empire State Development for Mill Creek Renovation Reimbursements.

Fundraising Initiatives/Events: $175,857

In 2020, the Department pivoted from hosting in-person events to virtual/mailed fundraisers, in support of public safety and NYS Pause Orders. Specific appeals were conducted in support of the Chobani Classic Tennis Scholarship, the Pathfinder Village-Baseball Hall of Fame Golf Invitational Scholarship, the Splash Path 5K, and Pathfinder’s Workforce Stabilization/COVID-19 Relief. Our traditional year-end appeal featured a holiday card highlighting our Pathfinder Produce Mobile Market.
Visionaries Campaign, Stock Gifts & Pledges:  $664,627

- Worked with the CEO to garner Garden State Fund gifts totaling $27,500 to celebrate the involvement and support of New Jersey-based families with Pathfinder Village. Worked with donors and financial managers to accept $10,427 in gifts of appreciated securities.
- Worked to support the CEO in the management of $621,700 in multi-year commitments for unrestricted pledges and capital pledges; received $207,500 in pledge payments on these commitments.

Foundation Board & Committees:
The Foundation Board/Committees met virtually to meet oversight responsibilities, facilitated by Development staff. The Foundation distributed $112,327 in scholarships for 2020, with commitments for $116,016 in 2021.

Publications:
Planned, wrote, photographed, edited, and oversaw printing/distribution of marketing items, including the 2019 Gift Book, the 2020 Workforce Stabilization Appeal, golf and tennis fundraisers, and the Holiday Appeal. Work on the 40th Anniversary book, A Decade of Distinction, was completed in 2020 (mail date in early 2021).

Marketing & Additional Activities:
- Posted regularly to the Pathfinder Instagram account, which has 432 followers (2019: 236 followers). Oversaw Facebook posts: 10,109 likes for PV (2019: 9,526); 355 likes for the Academy (2019: 333).
- Worked with the Vibrant Creative team on promotions, marketing materials and updating the Village’s and Academy’s websites.
- Organized existing products, created new products and developed support systems to launch the online Pathfinder Village Store.
- Photographed as many events, programs, etc. as possible in support of publicity goals.
- Worked closely with the Finance Department to determine Best Practices and develop strategies for gift/donor tracking management. Continued Village website support to provide donors with online giving options for general giving, restricted gifts and memorial gifts.

2021 INITIATIVES:
- To encourage donors to create legacy gifts through the Visionaries campaign in support of scholarships, workforce development, and to preserve the Village infrastructure.
- To reintroduce annual fundraising events as New York State and safety protocols permit during the pandemic’s recovery phase.
- To work closely with the Finance Department in transitioning our gift tracking processes to the Fund EZ platform, so they are more efficient and donor-focused.
- To promote and steer donors toward online giving opportunities.
- To research and contact new grant agencies and reconnect with other grantors in support of Village programs.
- To continue supporting Village operational and administrative functions through the photography, videography, editing, organizing and writing talents of our team members.
2021 FIVE POINT PLAN

1. VACCINATE PATHFINDER VILLAGE

2. MANAGE SHORT-TERM ECONOMIC IMPACTS

3. LEVERAGE COVID-19 SILVER LININGS

4. INVEST IN THE FUTURE

5. ADDRESS SYSTEMATIC GOVERNMENT INEQUITIES
CONTACT INFORMATION

Paul C. Landers
planders@pathfindervillage.org
(607) 965-8377 ext. 102

Sally Trosset
Executive Assistant
strosset@pathfindervillage.org
(607) 965-8377 ext. 101

Caprice Eckert
ceckert@pathfindervillage.org
(607) 965-8377 ext. 104

Dan Osborn
dosborn@pathfindervillage.org
(607) 965-8377 ext. 118

Kelly Meyers
kmeyers@pathfindervillage.org
(607) 965-8377 ext. 154

Tina Heyduk
theyduk@pathfindervillage.org
(607) 965-8377 ext. 120

Stephanie Beams
sbeams@pathfindervillage.org
(607) 965-8377 ext. 110

Maura Iorio
miorio@pathfindervillage.org
(607) 965-8377 ext. 410

Paula Schaeffer
pschaeffer@pathfindervillage.org
(607) 965-8377 ext. 126

Brittany Goodrich
bgoodrich@pathfindervillage.org
(607) 965-8377 ext. 186

Lori Grace
lgrace@pathfindervillage.org
(607) 965-8377 ext. 115