



Annual Management Report

Fiscal Year 2015

July 1, 2014 to June 30, 2015

Issue Date: October 27, 2015

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Pathway Homes Mission Statement

Pathway Homes embodies the spirit of recovery: embracing an attitude of hope, self-determination and partnering with each individual on their personal journey toward achieving self-fulfillment and realizing their dreams.

We fulfill our mission by making available to individuals with mental illness and co-occurring disabilities a variety of non-time-limited housing and services to enable them to realize their individual potential.

Pathway Homes Vision Statement

Our vision is to create a future in which all individuals with mental illness and co-occurring disabilities are able to lead meaningful, self-directed lives in a home of their choice with the supports and services they need.

1. President's Message

This past year has been a year of collaboration and opportunity. Pathway Homes continues to invest in the individuals we serve through our commitment to "embody the spirit of recovery: embracing an attitude of hope, self-determination and partnering with each individual on their personal journey toward achieving self-fulfillment and realizing their dreams." We meet this commitment and "fulfill our mission by making available to individuals with mental illnesses and co-occurring disabilities a variety of non-time-limited housing and services to enable them to realize their individual potential."

What a remarkable year we had in FY 2015! Pathway Homes' investment in a period of growth and renewal of agency programs has resulted in a significant increase of services and open doors to those on our waitlist of over 500. We remain committed to best practice service delivery while keeping staff morale high. As a result, for the fourth year in a row, Pathway Homes was named one of the "Best Non Profits to Work For" by The Non Profit Times. We ranked 6th in the nation among medium-sized nonprofits, employing 50-249 employees, and placed 22nd out of 50 nonprofits of all sizes. The award of unprecedented grants, expansion of service delivery into Prince William County, and emerging growth into Central Florida are but a few of the results from our commitment to partner with the greater community.

As a partner of excellence, we thank you for your continued advocacy and support of our agency. Our ability to fully realize our vision and mission can only be achieved through new and continued public and private partnerships and alliances as we look towards the future. Your continued support is evidenced by the most significant increase in public and private partnerships to date. Pathway Homes remains committed through our communication strategies to inform our stakeholders of the significant return on investment our agency provides to the community. Our services significantly reduce the overreliance on public services, increase self-sufficiency, and has consistently kept an average 98% of individuals stably housed over many years.

At the core of our growth and development remain the focus on the individuals we serve, and the quality services we provide. The most important voice at Pathway Homes is the voice of the individual we have the privilege and pleasure of serving. This voice of human resilience and hope determines our direction and focus. This influence remains the cornerstone of our organization, and defines future pathways for success. This past year was notable as we were invited to share our model of housing-first recovery-based programming at the local, state, and international arenas providing education and advocacy for mental health recovery.

This past year was also transformational. With over 200 applications for the HUD national bonus project, Pathway Homes was one of only 25 agencies awarded a 1.2 million dollar HUD grant to

end homelessness amongst the most vulnerable in our population. This historic input of money into our local Continuum of Care will fund one of the most significant and aggressive efforts to end homelessness in the Fairfax, VA community and will result in a 27% decrease in the number of chronically homeless adults in Fairfax County.

We are mindful of the privilege to serve this community. We invite you to journey forward with us to eradicate homelessness, create innovative approaches to improve the quality and choice of behavioral healthcare, and advocate for best practice service provision with the most effective and efficient designs.

On behalf of the individuals we serve, staff, and the Board of Directors, I humbly thank you for your investment in our journey forward. With your continued support not only can we change lives, we can improve the quality of those lives throughout our community!

Sylisa Lambert-Woodard, EdD, LCSW, LSATP, MAC
President and Chief Executive Officer

2. Overview of Pathways Programs and Housing

Pathway Homes has a variety of programs which span the continuum of care, meeting individual needs in environments that range from highly supported to highly independent. All of Pathways' programs are licensed by the Virginia Department of Behavioral Health and Developmental Services. Pathways Assisted Living Facilities are also licensed by the Department of Social Services.

Pathways' Assisted Living Facility, In-Home Supports, Semi Independent, and Supported Living Programs are additionally accredited through the Commission on Accreditation of Rehabilitation Facilities (CARF). The programs include:

Assisted Living Facilities

Stevenson Place, which Pathway Homes manages under a contract with the Fairfax-Falls Church Community Services Board (CSB), is home to 37 men and women. This state-of-the-art facility provides 24-hour supportive mental health care as well as comprehensive services for medical, nursing and personal care needs.

In 2014 Prince William County Community Services Board (CSB) contracted with Pathway Homes to open an Assisted Living program serving 8 individuals. The program, licensed for Residential Living level of care, is funded through the Prince William County CSB Health Planning Region 2 Partnership Planning Region and will be serving individuals from Prince William, Fairfax, Arlington, Loudoun counties and the city of Alexandria. This program provides 24-hour supportive mental health care, personal care services, and skill development training. The ALF's staffing pattern includes a live-in Recovery Coach.

In-Home Supports Intensive Programs

The Calamo and Terry programs provide services to eight men and eight women in two single family homes located in Springfield. These programs are highly intensive and provide on-site clinical support seven days per week; averaging over 12 hours per day. Individuals at these programs are provided person-centered, mental health skill building services that focus on training and skills development in activities of daily living, health management and community integration.

In-Home Supports Semi –Independent Programs

Pathway Homes owns and operates 19 semi-independent houses and condos serving 65 individuals. Targeted mental health skill building services are provided to support individuals to fully integrate into the community.

Forty-two of the semi-independent residents are served through the McKinney program. Eligibility criteria for McKinney-funded houses include a requirement that persons entering the program are coming directly from chronic homelessness as defined by the Department of Housing and Urban Development (HUD).

Supported Living Program

Supported living level of services is on the less intensive end of Pathway Homes' service spectrum. Individuals receive targeted skill building services on an average of 1-2 times per week. This program has the ability to serve individuals who need housing and services as well as persons who are already independently housed and are seeking services only. A significant portion of the housing offered through this program has a chronic homelessness admission criterion.

Consumer-Directed Housing

In June 2011, Pathway Homes opened the first ever consumer directed program in Northern Virginia. The single family home located in Chantilly, is home to 6 consumers.

In 2012, Pathways opened its second and third consumer-directed residential programs. The two single family homes are located on the same property in Herndon and share a live-in Recovery Coach. Pathway Homes currently serves nine men in these programs.

Supported Housing (SHOP)

The Supported Housing Option Program (SHOP) is similar to the Supported Living program in level of service provision. What makes this program unique is that it is a partnership with the Fairfax-Falls Church CSB. Clinical teams are a combination of Pathway Homes and CSB staff. The SHOP team was the first at Pathways to employ individuals with lived experiences of mental health services as mental health counselors (i.e. peer counselors/recovery coaches) providing services to other consumers. Almost all of the housing offered through this program has a chronic homelessness admission criterion

3. Agency Demographics

Population Served

July 1, 2014 to June 30, 2015

In FY 2015, Pathways served 467 unduplicated individuals. Forty-two of these were provided housing only with direct services provided by the CSB, and in one home, by PRS, Inc. An additional 35 were provided services by Pathways staff in CSB programs. With the award of the bonus project grant from HUD during FY15, Pathways is primed to serve another 55 chronically homeless adults in the next fiscal year. These individuals will be assessed and prioritized using the Vulnerability Index Service Prioritization Data Assistance Tool (VI-SPDAT) through the Fairfax County Continuum of Care Coordinated Intake and Referral process.

The 390 individuals directly served by Pathway Homes' staff in Pathways housing were from the following groups:

RACE		AGE	
Caucasian	69%	18-35 years	12%
African American	22%	36-49 years	27%
Asian	6%	50-65 years	54%
Other	3%	66+ years	8%
Hispanic	5%	Age range during FY 15: 23-82 years	

Other demographics of note are:

MARITAL STATUS

Marital Status	Male	Female	Transgender (Female to Male)	Totals	% of All Served
Single/Never Married	159	93	1	253	65%
Married	5	8	0	13	3%
Separated	15	9	0	24	6%
Divorced	33	58	0	91	23%
Widowed	2	5	0	7	2%
Don't Know/Refused	2	0	0	2	1%
Totals	216	173	1	390	100%

HOMELESS AND CHRONICALLY HOMELESS STATUS

	Female	Male	Transgender - Female to Male	Totals	% Female	% Male	% Total
Homeless	111	136	1	248	28%	35%	64%
Non-Homeless	62	80	0	142	16%	21%	36%
Total	173	216	1	390	44%	55%	
Chronically Homeless	71	84	1	156	41%	39%	40%
Percent of Homeless who are Chronically Homeless	64%	62%	100%				

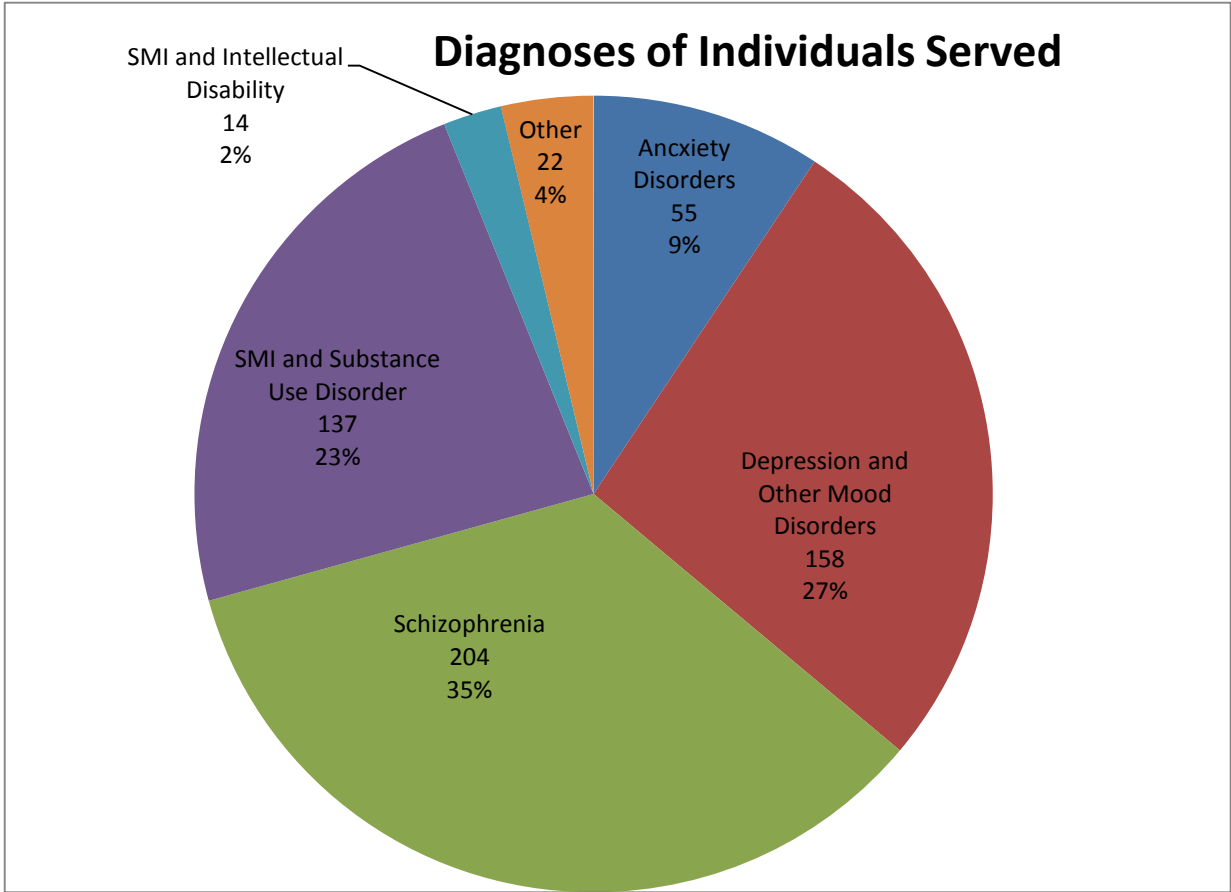
VETERAN AND HOMELESS STATUS

	Male	Female	Transgender	Total Veterans	Homeless	Chronic Homeless
Veteran	20	2	1	23	22	17
% Served	5%	1%	0%	6%	6%	4%
% of Veterans	87%	9%	4%	100%	96%	74%

EDUCATION LEVEL

	Female	Female % Total	Male	Male % Total	Total Male + Female
Associate College Degree	8	2%	8	2%	16
College Degree	23	6%	26	7%	49
Don't Know/Refused	4	1%	6	2%	10
GED	11	3%	5	1%	16
Graduate Degree	2	1%	7	2%	9
High School Diploma	61	16%	73	19%	134
Some College	36	9%	47	12%	83
Technical School Certification	1	0%	2	1%	3
Total	173	44%	217	56%	320*

*Remainder has less than high school or some technical school level of education.



Note: There is duplication of diagnoses across individuals served.

4. FY 2015 Financial Summary

CohnReznick, a national Certified Public Accounting firm, performed audits as of June 30, 2015, for Pathway Homes, Inc. A summary of the Financial Statement is presented here.

Combined Statement of Activities

SUPPORT AND REVENUE

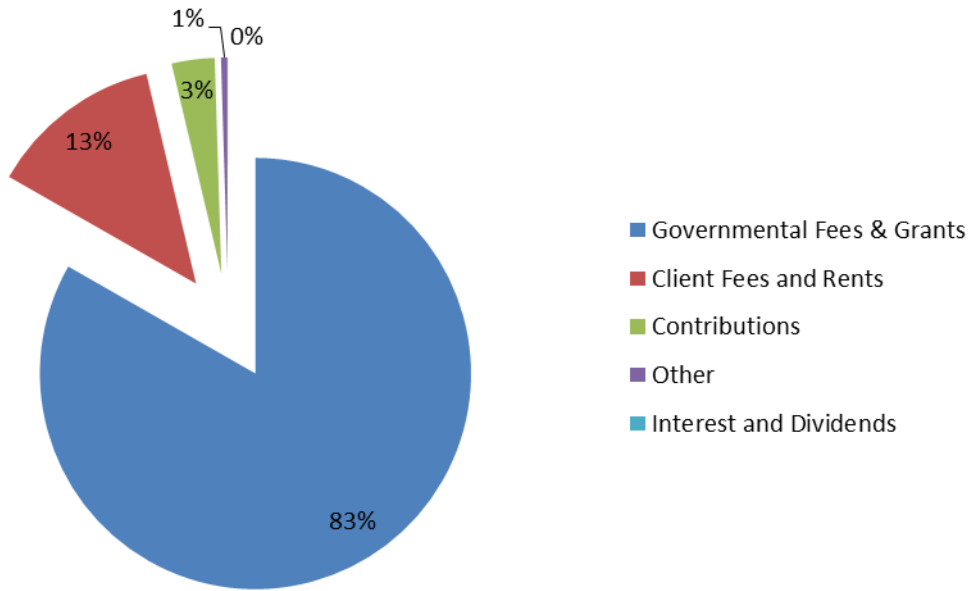
Government Grants and Contracts	\$8,531,571
Fees and Rents	1,335,752
Contributions	329,881
Sublease and Other Income	48,885
Interest and Dividends	1,149
Total Support and Revenue	\$10,247,238

EXPENSES

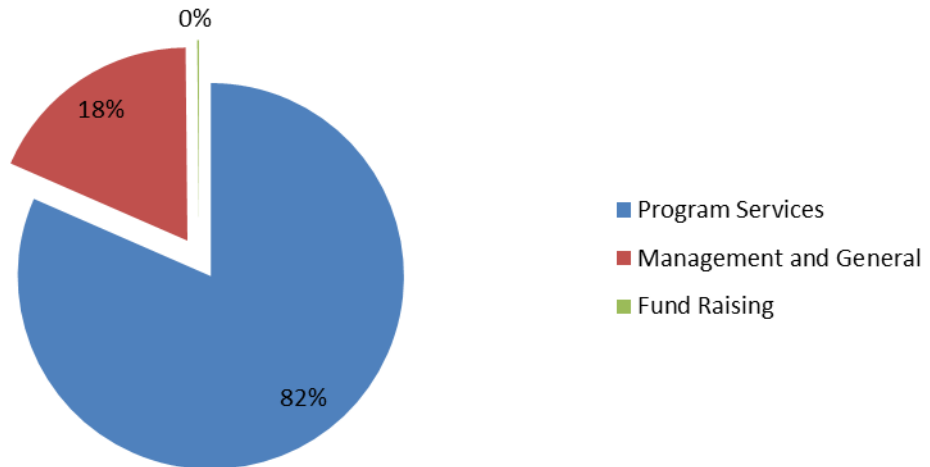
Program Services:	
24 Hour Residential Facilities	\$2,409,234
Supported Residential Facilities	5,363,305
Total Program Services	\$7,772,539
Management and General	\$1,743,468
Fund-raising and Development	14,563
Total Expenses	\$9,530,570
Change in net assets	\$ 719,749
Net Assets, Beginning of Year	7,722,998
Net Assets, End of Year	\$8,442,747

A summary from the Audited Financial Statement for fiscal year ending June 30, 2015 as prepared by CohnReznick.

2015 REVENUE



2015 EXPENSES



5. Trends in Staff Turnover

In FY 2015, thirty-six new employees, not including the paid Summer Intern, were hired to fill positions throughout the agency (ten more than in FY 2014 and twenty more than in FY 2013). It must be noted that ten of these were brand new full time positions (five through the CSB deployed contract, three through the Prince William County contract and the addition of Communications, IT Support Specialist and Assistant Property Coordinator positions).

Thirty-two employees, not including the paid Summer Intern, left the agency during FY 2015. Six of those were involuntary terminations. Twenty-six (81%) of the staff who left were in clinical positions. Two were clinical managers and three in supervisory positions. The remaining six were non-clinical positions (see table below for hires and terminations by job type). The average length of stay for staff that left Pathway Homes in FY 2015 was 3.4 years (6 years in FY 2014).

	NEW HIRES	TERMINATIONS	RESIGNATIONS	COMMENTS
# of staff	36	6	26	
# of Clinical	28	5	21	
# of Admin	8	1	6	
Management Team	0	1	1	
Accounting	2	0	2	
ALFs	11	3	10	3 New FTEs
Communications	1	n/a	n/a	New FTE
Deployed - CSB	5	0	2	5 New FTEs
Deployed - SHOP	4	0	3	
Front Desk	1	0	1	
IT	1	n/a	n/a	New FTE
Mid County	1	1	1	
North County	4	0	4	
South County	2	0	3	
Property Management	1	1	0	New FTE

For employees who left in FY 2015, the length of time at Pathways ranged from 6 weeks to 15 years with the following length of time for both years below:

	FY 2014	FY2015
Less than 1 year	8	10
1 - 2.99 years	8	9
3 – 5.99 years	2	6
6 – 9.99 years	2	4
10 – 14.99 years	1	1
More than 15 years	0	2

Exit Interviews

Twelve (38%) of the 32 employees who left Pathway Homes during FY 2015 completed an exit interview.

Eight (67%) of individuals who completed an exit interview were clinical staff. The remaining four comprised of two project accountants, a cook, and an administrative assistant. All of the individuals who left stated that they would refer someone else to work for Pathway Homes for reasons that include:

“I feel employees are valued here.”

“Pathways is a wonderful organization. I see the passion in all the things we believe in especially the resident.”

“I myself would come back if for some reason I was able to work the schedule I need here. The environment is nice and low stress.”

“I tell people it’s an excellent company. I worked in hospitals for 10 years and I know I would have wanted to work for a company like Pathways when I first finished school.”

“This is a good place to work if you are financially secure.”

“I think this is the opportunity to do good things for the community and to learn the hospitality you don’t see in other organizations. People volunteer to help here.”

The reasons that individuals gave for leaving the agency during FY 2015 were:

Professional growth	6 (unchanged from FY 2014)
Pay	4 (two less than in FY 2014)

CSB position	2
Schedule	2
Other	6

Notes: (a) individuals are duplicated across some of the responses. (b) Other reasons were: graduate school, stress of job, relocation, interpersonal conflict, schedule, licensure supervision requirements, and retirement. (c) Professional growth and pay were the top two reasons individuals gave for leaving this year and in the previous year.

In general, all the individuals that were interviewed provided more than one example of things they like about Pathways. The following were cited as things they like the most about the agency:

“I really liked how transparent everything was. Definitely has that family feel to it. Everyone is so accessible.”

“Everyone really cares about the client and believes in the mission.”

“I have learned a lot – the experience I gained, I can use in the rest of my career.”

“The transparency and keeping the employees in the loop whenever there is any kind of change.”

“The people are professional and caring. It’s just a good place to work.”

“The commitment to be recovery-based and respecting resident rights.”

“I felt part of the team.”

“People were willing to work with me even though my other schedule demands was putting a strain on things here at Stevenson Place.”

“Great culture here – you know you can go to numerous people if you need something.”

“I like Pathways mission of helping people – trying to make their lives better.”

“The agency does good things with people that I never saw before. I feel like I make a change and I look at life differently. We have a good CEO and we fight so hard to help people.”

On the other hand, while four individuals could not think of anything they did not like about working at Pathways, several had the following responses:

“From a salary perspective, comparable to other nonprofits – not much room for growth though.”

“We get paid less than other agencies. The CSB is paying much more for the same job.”

“Taking calls from people who are genuinely hurting and not being able to take their pain away.”

“I wish I could have started licensure supervision earlier.”

“Felt disrespected recently.”

“If the pay was better no one would quit.”

“People don’t always want to try something new because they have been here a long time and doing it the same way.”

“Schedule and pay.”

Some of the feedback that individuals provided in the exit interviews focused on suggestions on how the agency can improve. They included the following:

“Pay more, compensate for on-call, provide accurate information during hiring process.”

“Be able to point out negative things that others do – can’t talk negative here.”

“Increase pay for employees.”

“Provide more growth opportunities, have higher pay scale for positions.”

“Get a little more advanced with the calculation of the cook’s time e.g. electronic swipe card.”

“Provide more training to supervisors re: accepting constructive criticism and empowering staff. People should have their concerns heard and not be penalized.”

“More staff and better pay.”

“Have accounting department complete all receivables.”

“Could be helpful to have a quarterly meeting where Semi-Independent and Supported Living staff meet separately because the challenges each group deals with are different.”

“Expand the availability of group homes in order to reduce the waiting list.”

7. Quality Assurance Update

Annual Policy and Procedure Review

The agency's Leadership Team reviewed the agency's Policies and Procedures on several occasions during the year. Program procedures, operating manuals, and rules that govern the practice of Pathway Homes programs were examined and compared for compliance and best practice with DBHDS, DMAS, CARF, DSS, HUD, and auditing standards.

Leadership Team continued to review and discuss various agency policies and procedures, and the Board approved the following during FY 2015: *Reimbursement Lottery, Disciplinary Action, Licensure Supervision, Bereavement, Quality Improvement, Business Associates, Holidays and Other Leave, Telework, and Service Records*. Several other policies were forwarded to the Board at the end of the fiscal year and will be captured in next year's report.

All new and revised policies were communicated to staff upon Board approval and disseminated via agency-wide email. They were also reviewed in individual team meetings and with individual staff as needed. Additionally, they were updated on the agency's website, which has become the central depository of all policies and procedures.

Annual Incident Report Review

There were 33 identified adverse incidents throughout the agency during FY 2015; down from 40 last reporting period. **There was one sentinel event.** The adverse incidents occurred in the following programs:

23 (70%) Stevenson Place
3 (9%) Semi-Independent
6 (18%) Supported Living
1 (3%) Intensive In-Home

Trends

Twenty one (64%) of the agency's adverse incidents were related to sudden medical illness of consumers. Fifteen (71%) of these sudden medical incidents occurred at the Assisted Living Facility, down from 93% last reporting period.

Six (18%) of the adverse incidents occurred as a result of the psychiatric instability of the individuals receiving services. Sixty seven percent of these incidents occurred at the Assisted Living Facility, 17% occurred in the Semi Independent and 17% in Supported Living.

Two (6%) of the 33 total adverse incidents involved physical or verbal aggression; slightly less than the past two years of 10% and 8% respectively. One of these incidents involved significant aggression towards a consumer on Pathways property and one involved consumer aggression towards staff. Both incidents resulted in police intervention.

Two (6%) of the total adverse incidents involved workplace injury, down from three incidents last reporting period. These incidents included a staff member pricking finger on insulin needle while cleaning bathroom and another falling after being accidentally bumped by a resident.

One incident involved property destruction by accidental fire. A home caught fire after a smoking bucket that was left too close to the house smoldered and ignited the siding. The fire damage was extensive and required that residents be relocated until the home can be repaired.

Contributing Issues

A. Medical issues – Nine (33%) of the sudden medical incidents occurred among consumers with preexisting medical conditions. Two of the incidents involved an outbreak of Norovirus at the assisted living program. Three individuals died from exacerbation of health issues this reporting year.

B. Psychiatric Instability – Six (18%) of all incidents resulted from an increase in psychiatric symptoms.

Corrective Action

- A. Staff and consumers were provided additional training regarding safety.
- B. After house fire, the agency developed fire safety training and modified safe smoking protocols. All consumers were trained on new guidelines.
- C. Staff and consumers were offered debriefings following incidents related to aggression and safety.
- D. Staff and consumers were offered debriefing following deaths.
- E. Supervisors were provided additional training in effectively managing adverse incidents.
- F. Clinical Management Team analyzed program procedures and practices, and made modifications as appropriate.

Annual Medication Occurrence Review

This summary applies only to the Calamo and Terry programs and the Stevenson Place and Russell Road Assisted Living Facilities because individuals in Semi-independent and supported living programs manage their own medications with minimal staff support.

Seven medication errors occurred agency-wide during fiscal year 2015. Medication errors continue to reflect a less than 0.01% error rate for all programs.

Terry Drive	0
Calamo Street	1
Russell Road	0
Stevenson Place	6

Trends

Pathway Homes utilizes protocols that have built-in checks and balances. Directors provide ongoing oversight and auditing to ensure protocols are being consistently implemented. The Director of Nursing coordinates the medication training provided to staff across the agency and provides consultation on protocols. Pathway Homes continues to see strong positive outcomes in medication management practices.

The medication error rate for FY 2015 is too small to generate any statistically reliable trends.

Proactive & Corrective Actions

1. Supervisors continue to monitor medication protocols to ensure that built in checks and balances are consistently being implemented as a method to minimize the risk for medication errors.
2. Ongoing education is provided to both consumers and staff regarding safe medication management.
3. When an error does occur, supervisors review the error and appropriate protocols with staff in individual supervision.
4. Residents are encouraged to assume a greater level of responsibility for their own medication management and are provided skill building supports as appropriate.

Plan to Prevent Recurrence

Program managers and nursing staff will continue to provide necessary training and supports to staff to ensure safe and competent medication management. Individual programs will continue to routinely assess program-specific medication administration practices and make necessary adjustments.

8. Outcomes Management Summary

The agency tracks its continuous quality improvement activities through the implementation of several plans. The Service Delivery Improvement Plan and the Business Functions Improvement Plan continue to be integral to this process. Other performance improvement methods utilized by the agency include the Quality Records Review that is conducted by the Peer Review Committee (PRC). In 2012, the move to an electronic records system resulted in the revision of the PRC composition and a more efficient electronic review process through Credible. A detailed description of the findings of these reviews, and the committee's activities for the year can be found in the PRC Quarterly Reviews binder.

The Service Delivery Improvement Plan tracks the agency's progress in meeting clinically based outcomes that measure effectiveness, efficiency, access to services, and stakeholder satisfaction. The Business Functions Improvement Plan tracks progress in areas that include accounting objectives, maintenance issues, human rights complaints, and performance in meeting regulatory and accreditation standards. Highlights from both plans are outlined below and a detailed analysis of the agency's progress towards meeting performance goals can be found in the binders for each of these plans.

Service Delivery Improvement Plan Highlights

Employment at least part-time: We exceeded our goal of 15% by 7% but scored lower than last year's 24%. Agency-wide, we continue to be above national average for the population served, which ranges from 15-20%. Fifty-three (61%) of the 87 people employed across the agency are from the SPC and SHP 2011 programs. This is to be expected given that individuals in these programs are on the more independent spectrum of our service continuum.

Psychiatric re-hospitalizations: For the second year in a row, we scored 10% in this area, just short of the less than 10% goal. All individuals successfully returned to the same level of housing and supports following discharge and appeared to use hospitalization as an appropriate resource i.e. these were good clinical outcomes as the hospitalizations provided the necessary stabilization and intensity of supports to get the individual back to baseline or as close to it as possible.

Permanent Stable Housing: 97% of individuals remained in stable housing, two percent lower than last year. This continues to be a strong performance area for the agency due to the flexibility of housing and supports provided that enable individuals to receive more or less support based on their individual needs at any given time. It is also a reflection of the advantages of our continuum

of housing type that make it possible for individuals to transition between our programs in instances where they might otherwise have to exit services entirely.

Access to Counselors as needed: This reporting period, we exceeded our goal of 90% by 4% and scored 10% higher than last year's score of 84%. It is unclear whether expectations regarding increased face time with consumers contributed to this perception but it must be noted that in the past year the expectation was that at least 50% of staff time must be face-to-face.

Vacancies filled within 30 days: We were able to fill 38% of 39 vacancies within 30 days, 6% lower than last year and 52% below our 90% goal. At the same time 24 (62%) of vacancies were filled within 60 days. The average length of vacancies during this period was 60 days (up 9 days from last year) with delays mostly due to the need to rehab vacated units that were damaged or required specialized cleaning/treatment. Other factors include: selected individuals not following through as expected, lengthy eviction process of second resident in shared unit, and the challenges inherent in implementing the new CoC referral system.

Business Functions Improvement Plan Highlights

Eligible Medicaid billing completed by the 15th of each month: We revisited our financial goals at the end of the last fiscal year and identified a new outcome related to Medicaid billing, which has direct implication for the agency's cash flow. During the reporting period, 50% of eligible billing for Medicaid was completed by the 15th each month – 50% shy of our 100% goal in this area. Delay in billing was usually due to the rigorous quality review of staff notes to ensure that they are billable. Timely completion of progress notes was also a factor in some of the delay in billing.

Maintenance items not prioritized as health and safety issues that are resolved, corrected or repaired within 60 days: The agency's maintenance crew responds to more than one hundred routine maintenance requests each year that are not prioritized as health and safety issues. Ten of the 13 (77%) issues identified in FY2015 were resolved within 60 days, eight within 30 days. The process for tracking and measuring our maintenance outcomes continues to pose challenges as the data is not consistent or easily accessed. An electronic database for tracking maintenance outcomes was explored last year as an option but its use for this purpose is pending.

External regulatory or accreditation visits that result in an overall finding of satisfactory or above for all programs each year: In FY2015, there were several visits from the Department of Behavioral Health and Developmental Services, the Department of Medical Assistance Services, Fairfax County Community Services Board, and several financial auditors. The agency's programs funded through the Department of Housing and Urban Development were also reviewed

by the Office to Prevent and End Homelessness. The visits and audits resulted in no findings. In addition, visits from a variety of other independent auditors resulted in Above Satisfactory or no findings outcomes.

Consumer who report satisfaction with the services they receive overall: We exceeded our goal of 90% with regard to consumer satisfaction and sustained the score of 94% from the previous year.

Informal complaints received not resolved at Program Director Level: There was one informal complaint in FY2015 and it was satisfactorily resolved at the Program Director level.

Information Technology (IT) Outcomes Plan Summary

The agency established **IT outcomes** in 2012 at the kickoff of its capital IT campaign. Progress made towards meeting those goals was reported on to the Board of Directors in 2013 and 2014. The campaign ended this fiscal year and the results for the four IT outcomes are outlined below:

Number of man hours involved in Medicaid billing will decrease by 50% within the first full year of Credible implementation: By the end of the first year of Credible Electronic Health Record implementation, total man hours (administrative and clinical staff) involved in billing for Medicaid decreased from 49 hours a month to 12 hours a month, a decrease of 73%. The efficiencies related to Credible continue to be realized through electronic billing and advanced reporting capabilities.

100% of clinical documentation will be completed within one business day of the service being provided: In FY 2014, 9,159 visits were logged in Credible. Of those, 5,031(55%) were completed in a day or less and 6,095 (67%) in three days or less, with an average completion rate for documentation visits of 4 days. During this reporting period, FY 2015, 14,006 assessments and progress notes were completed in Credible, 13,864 of those were progress notes and 142 were Mental Health Support Services Assessments. Of the 13,864 progress notes entered in Credible during FY 2015, 51% were completed in a day or less and 11% were completed within 3 days. The average completion rate for progress notes across programs was 6 days with a range of one day to eleven days.

100% of consumers will have secure electronic access to their records as needed: The Credible Client Portal provides the opportunity for all consumers to access their records electronically as needed. Consumers are informed of this resource as part of the review of the Notice of Privacy Practices.

100% of staff will have uninterrupted access to a working computer as needed: During the fiscal

year, staff members were provided loaner laptops when needed to ensure uninterrupted access to a working computer. Three hundred and twenty nine IT-related issues were documented. An initial response was provided for 100% of these issues within one day and 62% were resolved the same day. On average twelve days elapsed between the initial response to the issue and complete resolution. The top three issues reported relate to desktop computers, printers, and user instruction.

9. FY 2015 Accessibility Plan Review

The agency's Leadership Team reviews and updates, where necessary, identified accessibility barriers each year. The following is a summary of the status of goals at the end of FY 2015.

ARCHITECTURAL: (a) Need to maintain the infrastructure of existing facilities, and (b) Need to increase knowledge and expertise about the changing needs of our aging client population.

Status: (a) The Pathway Homes Maintenance Crew, along with volunteer groups, continued to provide maintenance services to Pathways' existing facilities and newly purchased properties where feasible. This year, renovation was completed in 9 sites and ranged from pavement to window replacements. When needed, renovations and other structural projects were contracted out to qualified vendors through a competitive bidding process. (b) Clinical staff continued to assess client needs and request accommodations where needed. Through this process, it was determined that more individuals served are now requiring auxiliary aides to assist with mobility issues. This need is taken into consideration when leasing units and the goal will be revised to reflect this strategic priority.

Plan: Continue goal a. Revise goal b – Install/upgrade auxiliary aides as needed in Pathways-owned/managed properties.

ENVIRONMENTAL: (a) Most persons cannot afford to furnish their apartments (b) Difficulty accessing affordable housing due to criminal background check requirements, corporate leasing requirements, and monthly utility payments, (c) Lack of handicapped-accessible transportation, (d) Need to maintain and replace aging agency vehicle fleet as needed, and (e) Need to maintain physical sites free from environmental contaminants (mold/bed bugs).

Status: (a) We received enough donations during the year to adequately furnish new, and in some cases, existing units with donated items. (b) We continued to lease from private properties, when available during the year, as a means of accessing affordable housing that would otherwise be unavailable to the individuals we serve due to restrictive criminal background checks. We have strategically partnered with Christian Relief Services (CRS) to operate properties they own. This opened up additional affordable units to the people we serve because CRS does not require prohibitive background checks. While monthly utility payments no longer pose considerable challenges for individuals served in meeting their housing needs, the implementation of strict no smoking rules inside leased units poses significant challenges for many and may adversely impact their ability to access or maintain housing. (c) Transportation challenges continue to exist for the individuals we serve. We continued to meet this need by using a variety of subsidized and unsubsidized public transportation as well as agency and staff vehicles. Fundraising efforts were successful in providing us with \$3000 for cab vouchers that was utilized during the year. The goal

will be revised to address limited access to subsidized public transportation for the uninsured who are not eligible for services such as Logisticare and Metro Access. (d) We successfully maintained the agency's fleet of vehicles by ensuring regular check-ups and maintenance. (e) During the year, there were several bed bug infestations in programs across the agency, especially in the Supported Living apartments, West Ox, and Stevenson Place. These were treated promptly and aggressively in collaboration with the CSB, where appropriate, and with the help of certified exterminators. We also continued to provide training and support to staff on this issue.

Plan: Continue goals.

ATTITUDINAL: (a) Need to fully integrate the Recovery model throughout the agency, (b) Need for increased acceptance and integration.

Status: (a) All Pathways training have Recovery as core modules. Recovery-oriented practices are also integrated into program development and service delivery, as well as business functions of the agency. (b) We remained active community advocates for acceptance and integration during the year. Members of Leadership Team and the Board of Directors Advocacy Committee made several trips to Richmond to advocate directly to legislators as well as to participate in advocacy events in collaboration with other community providers. The agency also provided representation at the ReelAbilities Film Festival in Washington D.C.

Plan: Discontinue goal a. Revise goal b to more specifically address anti-stigma and discrimination efforts.

FINANCIAL: (a) Need for increased resource and income opportunities for consumers; and (b) Need to maintain competitive salaries and benefits for employees.

Status: (a) Clinical staff continues to work with individual consumers to ensure that they are receiving all the benefits and subsidies for which they are eligible, and on developing skills to return to, or maintain some form of employment of their choice – 22% of individuals served were employed at least part-time during the fiscal year. The Summer of the Arts Exhibition continued to provide an opportunity for individuals to supplement their income with the sale of their artwork. However, fixed, limited income continues to create challenges for individuals who might otherwise be able to live more independently with less or no support.

(b) The agency provided merit increases for all staff during the fiscal year as well as an annual training allowance. The agency also implemented a Tuition Reimbursement Lottery to assist staff in paying for tuition for eligible courses. Even though the pay disparity between Pathways and

CSB clinical positions have diminished slightly, the challenge for the agency continues to be the retention of qualified staff due to disparities in pay and opportunities for professional growth.

Plan: Revise a – Provide uninterrupted access to all benefits for which individuals are eligible.
Revise b – Hire and retain competent staff

COMMUNICATION: (a) Need to update the agency information technology (IT) infrastructure.
(b) Need to implement Board development activities.

Status: (a) The IT Capital Campaign successfully wrapped up this fiscal year. The agency's IT infrastructure has expanded considerably since this goal was identified as an area of concern. This need is considered resolved with an Electronic Health Record and electronic accounting systems successfully in place for four years, a web-based training system in place for two years, VOIP operational and extended to new programs, all clinical staff equipped with mobile up-to-date equipment, and the addition of an IT support staff. Given the importance of maintaining IT systems, the goal will be revised to focus on keeping in line with IT updates that support the agency's day-to-day operations and increased efficiency.

(b) Pathways Board expanded in membership and scope of responsibility during FY2015. Two new members joined the Board that complements the diversity of the Board professionally and ethnically. Ongoing targeted Board development training and coaching resulted in role clarity and more defined responsibilities and projects through sub-committee assignments. This need is considered resolved and the Board embarks on ongoing engagement activities throughout the year.

Plan: Revise a – Stay current with best practice IT upgrades throughout the agency. Discontinue b.

REASONABLE ACCOMMODATION - Pathway Homes will provide a reasonable accommodation to address the needs of persons with disabilities unless doing so would result in a fundamental alteration in the nature of the program or pose an undue financial and administrative burden. Pathway Homes defines a reasonable accommodation as a change, exception, or adjustment to a program, service, building, dwelling unit, or workplace that will allow a qualified person with a disability to: participate fully in a program; take advantage of a service; live in a dwelling; or perform the essential functions of a job (See: Reasonable Accommodations Policy, Number 1-R1 in Policy and Procedure Manual for additional definitions, and the agency procedures for addressing this issue). There were no requests for reasonable accommodation from consumers or staff during FY 2015.

10. Strategic Plan Update

The revised plan was completed and accepted by the Board of Directors in July, 2011 and has been evaluated and updated by Leadership Team at least every 6 months to a year since. The following summarizes progress made towards the revised strategic goal areas in FY2015 – refer to the Strategic Plan Matrix for detailed information on the status of all objectives in the plan:

a) **Information Technology:** The agency continued to improve its IT infrastructure in FY2015, broadening the ease of communication across a workforce increasingly separated by geography. The VoIP system which was installed at the administrative office in December 2012 was expanded to include the new ALF in Prince William County. Pathway Homes was one of the first agencies to receive the new cordless phone offered by Broadview Networks, the VoIP provider. The cordless phone allows staff to bring the phone with them no matter where their attention is needed within the facility. Connection with the administrative office VoIP system allows for calling via extension number; this has been especially important during the start-up phase of the ALF program since leadership team members and facility staff members were able to communicate faster and more efficiently.

In addition, a free voicemail application was made available to staff with agency-provided smartphones in order to more easily access and monitor their voicemail when working outside of the office. This app allows staff to check and access voicemail without having to call through to the front desk. The agency has also worked to update software to increase communication and utility. Systems which were not upgraded to Office 2010 in FY 2014 were upgraded in FY 2015 after additional licenses were purchased through TechSoup. This upgrade ensured all staff members were able to access email and other Office Suite products in the same way. The Cornerstone financial software, maintained by IPM-Software, was completely moved from the Server 2003 to Server 2008-R2 in order to better maintain back-ups of the database as well as eliminate the need for two server systems. This transition was carried out remotely over the course of one day by IPM staff.

Pathway Homes also continues to use LogMeIn Central, which provides remote support capabilities for all Pathways' computer systems. The remote support software is essential for

helping staff in the field who experience technical difficulties, often allowing for minor problems to be corrected immediately.

Remote access to the computer systems often eliminates the need for the computer to be examined in person, saving both mileage and staff down-time. The agency also investigated secure video conferencing options to enable long-distance licensure supervision as well as tele-psychiatry. The **VSee** product was selected for use after consultation with a prominent tele-psychiatry provider. Tests were conducted between the administrative office in Fairfax and the Executive Consultant in Florida; feedback was that the software was easy to use and worked well. This software replaces Skype, which does not meet HIPAA regulations.

In fall 2014 Pathway Homes renegotiated the AT&T wireless contract in order to take advantage of new rates and plans that would benefit the agency's increasing mobile phone use. Smartphones became standard issue for all supported living staff in FY15. The smartphones allow for internet access in consumers' homes in order to document with Credible. The renegotiation of the contract accommodated an increase in monthly licensing fees for the HIPAA-compliant cloud-based BOX software; the agency's cost remains the same, but functionality is increased. Members of leadership team have used BOX to securely exchange protected information with Prince William County CSB staff during the opening and continued running of the Woodbridge ALF program. In addition, BOX has enabled exchanging documents which are too large to email to third parties such as CRS, Inc. and stakeholders in central Florida.

Early in 2015 the agency changed its practices related to email and began providing agency email accounts for all staff, regardless of job function. This change has increased the agency's communication methods and decreased duplicate work as information previously disseminated in hard copy and by email can now simply be emailed. This will also positively impact the agency during the next Best Nonprofits to Work For survey since all staff will be able to receive the digital survey invitation. At the same time, staff members were provided individualized logins to the Employee Pages of the website, increasing the security of the Employee Pages by enabling immediate lock-out of individuals who should no longer have access. Individualized logins also increase staff autonomy and accountability; they can create and reset their own passwords, and an audit can be made of previous login sessions.

In April 2015 the agency hired a full-time dedicated IT Support Specialist to help maintain the IT infrastructure whose work has had an immediate positive impact on the agency. IT support was previously provided directly by the Technology and Quality Assurance Manager, but tasks had to be prioritized in order to accommodate non-IT-related tasks. This position's dedicated time has allowed for more interactions with staff, both in training and troubleshooting issues, and has significantly decreased the wait-time for routine tasks such as initial set-up of accounts and equipment for new hires, installation of new equipment, etc.

We have maximized the Front Desk Administrative Volunteer's talents through her work updating the agency's Resume Roster Database. She used Access 2010 to create a more efficient database which de-duplicates any applicants who have applied for multiple positions, or who have applied multiple times. She also automated the coversheet process; with the click of a button, a coversheet is produced from information entered into the database, and any applicant history is printed on the reverse. This revised database has allowed for easier tracking of applicants, as well as better reporting on outcomes. In addition, the process is much more efficient as information input during the data entry phase does not have to be re-entered to produce the necessary coversheet.

During the year she also worked on creating a Property Management Database to help the Property Coordinator and new Asst. Property Coordinator. There currently is no centralized, digital location for basic information about all of the properties managed by Pathway Homes. There is no way to "run a report" to find trends in maintenance issues, brands used, etc. The Property Management Database will track properties owned, leased, or management by Pathway Homes. It will include a photo and basic demographics for each property (such as build year, construction type, bedroom count, basement status, etc.) as well as contact information for management companies, HOA, owner, etc. The database will also allow the Property Management team to track maintenance completed on the properties, as well as lease renewal dates, inspection requirements, vendor contact information and clickable directions to the location when internet access is available.

b) **Recovery:** Pathway Homes continued its efforts to educate stakeholders about the principles of Recovery. The agency's efforts continue to expand with the hiring of individuals with lived experience of mental illness across the agency. The Computer Training Center curricula continued to offer Pathways' consumers opportunities for skills building and certification through a variety of class offerings.

In FY 2015, Pathway Homes' staff continued to promote the need for increased acceptance and integration for individuals with mental illness and other disabilities. President & CEO Dr. Sylisa Lambert- Woodard continued her work on the Fairfax County Fair Housing Committee and the Virginia Association for Community-Based Providers to further promote the agenda for meeting the housing and service needs of the individuals we serve. She and other Pathways leadership provided education about mental health and services locally and internationally in an effort to reduce stigma and promote acceptance of mental health recovery. In addition, Jennifer McKenzie, Vice Chair of the Pathways board, made several trips to Richmond to advocate with legislators in person on behalf of Pathways' and other nonprofits providing services to individuals with mental illness in the community.

Pathway Homes' staff continued to participate in community events during the year, and used the agency's electronic newsletter distribution and on the website to educate the public about mental illness and combat stigma. We continued to use volunteers to provide quality of life support, for example, cooking buddy, walking buddy, painting buddy, etc. and successfully completed our third *Summer of the Arts Exhibition* featuring consumer artists. Internal training continued to target staff and consumers, with all staff receiving training in Recovery principles when they start working at Pathways, and periodically thereafter.

c) **Growth:** Pathways continued to follow its strategic vision to provide permanent supported housing and support nation-wide efforts to end homelessness in communities across the country. The following is a snapshot of these efforts and outcomes:

- Purchased two additional one-bedroom units fully expending the \$300,000 HOME award. Two additional individuals with chronic homelessness will be provided housing and support services in these units under our McKinney HUD programs.
- Received two CCFP grants in the amount of \$57,000 for long term services to serve a total of 28 consumers and \$125,000 to serve a total of 70 consumers through the self-sufficiency grant for FY 2015 and 16.
- Renewed our administrative lease for an additional 10 years. Over the course of the renegotiated lease, we will save \$169,424 in rent payments due, from 11/2014-10/2025. This is based on the renegotiated square footage cost of \$24.00 compared to our current \$27.84 and seven months of free rent. In addition, we have also gained the \$76,518 in Tenant Improvements for a total savings to be recognized of \$245,942, in which IT and physical plant improvements, and furnishings will be upgraded.
- Opened our new ALF in Prince William (PW) County on 10/30/14. Pathway Homes utilized the \$225,000 awarded by the Community Services Block Grant (CSBG) from Prince William County for housing acquisition that was approved in April 2014 by the Prince William Board of Supervisors, and the VA state DHCD grant in the amount of \$342,000 to purchase this home. The additional \$70,000 awarded by DHCD was drawn down to pay for needed renovation of this project. Eight new individuals are on track to be served in this facility.
- Awarded CSB contract for Mental Health I and II clinical staff deployment to fill a critical void experienced by the CSB behavioral health system.
- Awarded eleven HUD Homeless Assistance renewal grant awards totaling \$3,060,538. These grants fund our Supportive Housing Program and Shelter Plus Care (now called Leasing and Rental Assistance) projects serving 196 individuals. In addition, Pathways was awarded two new SHP grants totaling \$1,199,664 to serve 55 new chronically homeless individuals. One of these exciting new project awards was a reallocation grant for \$199,664, and the other was an award of \$1,000,000 for which Pathways was one of only 25 awardees nationally for this HUD Bonus Grant. The two new grants were consolidated into one grant award totaling \$1,199,664, bringing the total HUD grant award

income for this coming year to \$4,260,202. The total amount of HUD assistance our Fairfax/Falls Church Continuum of Care receives is \$7,980,924

- Prince William Office of Housing and Community Development (OHCD) extended its funding deadline, and invited Pathway Recovery, our Community Housing Development Organization (CHDO) to apply for \$175,000 remaining from this funding pool. Pathway Recovery submitted and was awarded \$175, 875 (more than requested) to purchase a 2-bedroom residence.
- Sylisa traveled to Orlando, FL the week of 03/30/15 in response to a request to present the Housing First model, develop additional partnerships within the community, provided training and consultation, as well as budget negotiations to most effectively address the unmet need of providing housing and supports to those with serious mental illness and chronically homeless in Central Florida. Major contributors and funders were secured to embark upon the program with a projected start date within 6 months.
- Pathway Homes successfully responded to the Request for Proposal (RFP) for the Stevenson Place ALF. This facility increased from a 36- to 37-bed capacity. This program has been successfully operated by Pathways for 15 years. Pathways received notification of a 5 year renewal of the contract.

d) **Human Resources:** For the fourth year in a row, Pathway Homes ranked on the 50 Best Non-Profit to Work for list! The award program is sponsored by The Non Profit Times and Best Companies Group (BCG), which utilizes a nationwide survey to identify, recognize and honor the best places of employment in the nonprofit industry in the U.S. In the last four years Pathways has moved up from 47th place in 2012, 28th in 2013, 14th in 2014 and now 6th in 2015.

The Center for Non Profit Advancement named President and CEO, Dr. Sylisa Lambert-Woodard, a recipient of the tenth annual Gelman, Rosenberg and Freedman EXCEL Award. This competitive award recognizes and spotlights outstanding leadership among Washington-area nonprofit chief executives. Finalists for the EXCEL award were executive leaders of Washington-area nonprofit organizations with an annual budget of under \$10million. Candidates

showed leadership excellence in the areas of innovation, motivation, community building, inclusiveness/diversity and/or ethical integrity. Award winners received a \$5,000 professional development account to be used for the individual's continued professional development. In addition, Pathway Homes received a \$2,000 professional development account for staff.

The agency continued to invest in the professional development of employees as outlined in the 2011 Strategic Plan and provided a variety of training opportunities for clinical and non-clinical staff. The Relias Learning web-based training system continues to be a primary source of agency-wide training for all staff. We received a Certificate of Training Excellence from Relias for completing more than 20 courses per staff member during calendar year 2014.

During the year, the agency engaged in a one year contract with Mylestone Plans, the administrative company providing enrollment and oversight of the agencies Tax Sheltered Annuity Plan (403b) with Lincoln Financial Group, to provide individualized financial planning services to Pathway Homes' employees at no cost. Staff may contact Mylestone, a registered investment advisor, directly and confidentially to schedule time to review and plan for achievement of financial goals. In addition, Mylestone Plans provides financial wellness trainings during the quarterly staff meetings on topics surveyed and selected by staff. During the year; Personal and Family Planning Best Practices and Investment 101 topics were presented.

The agency continued to demonstrate its commitment to maintaining a highly educated and trained workforce with the implementation of a Tuition Reimbursement Lottery. Eligible employees may submit an entry into the quarterly lottery for reimbursement of a career-related course completed within one year of the quarter with a grade of C or better. If chosen, the employee will be reimbursed for the cost of the completed course, but not to exceed one thousand and three hundred dollars (\$1,300).

Pathway Homes continued to expand the fringe benefits offered by making a change to the Bereavement Leave policy. Employees will be granted up to five work days of Bereavement Leave for a death in the immediate family. The prior policy granted three days.

During the year, Pathway Homes increased the employee base by adding a number of new positions to support agency growth and expansion. Specifically: a Program Director, Tenant Certification Clerk, Assistant Property Coordinator, IT Support Specialist, Live-In Recovery Coach, Mental Health Counselor II's and Mental Health Counselor I's.

e) **Communication:** In May 2014, the agency piloted a Communication Contract position to explore the value of such a position to the agency's strategic communications and fundraising efforts. This position was converted to a full time Communication Manager position in late December 2014.

The new position provided dedicated planning and implementation of targeted and specific communication campaign strategies with clear timelines and deliverables for the various philanthropic campaigns, including Summer of the Arts, Help the Homeless, Holiday Wish List, and the Steps to Pathways Breakfast. These strategies were based on non-profit best practices, in-house testing, feedback surveys, and stated goals for each campaign. Messaging utilized a mix of communications tools, including on-line resources, email marketing, direct mail, print materials, and social media platforms. These planned campaigns contributed to the success of the fundraising campaigns and the increase in the number of new donors previously mentioned.

Additionally, we witnessed an increase in engagement in the community we serve. These targeted communication efforts contributed to an increase in the number of followers on Facebook by 14%, the number of followers on Twitter by 25%, and the number of contacts in our email database by 33% to over 1,050.

In October of 2014, Pathway Homes released a newly-formatted Annual Stakeholder Report, detailing the agency's performance for FY 2014. This was the first time our annual report was professionally designed by a contracted external vendor, incorporating content creation and design from pro bono consultation through Taproot Foundation in 2013. Raising the quality and

visual appeal to a new level, “Embracing Recovery - Annual Report FY2014” was crafted strategically to appeal to supporters; partner agencies; local, county, and state government officials; and new sources of potential funding and volunteers. Embracing technology to expand the impact and engagement, the FY2014 Annual Report was published digitally as well as in hard-copy form, and distributed for the first time through the email marketing and social media channels mentioned above. The redesigned report has positively impacted efforts to secure new grant funding, and raised the positive impression of Pathways with our partners.

11. Information Technology Plan Update

We continued the expansion of our IT infrastructure in FY 2015 to include the addition of a new IT Support position. The individual in this position works collaboratively with the Technology and QA Manager so that issues are prioritized as appropriate, resulting in time and money saved. The IT Consultant position was not utilized at all during the year.

The agency's IT plan was reviewed and updated at the beginning of 2011. Due to the scope of changes in the agency's IT infrastructure in 2011, the plan was revised again to reflect these changes. Revisions to the IT plan were completed at the end of FY 2013 (for the period FY 2014-2016) to reflect ongoing IT improvements throughout the agency that include software, hardware, and infrastructural updates. That plan was updated at the end of FY 2015. *Refer to the IT Plan in the Organizational Plans folder for the revised plan and targets.*

12. FY 2015 Satisfaction Surveys Review

In FY 2015, we continued to survey the consumers at the beginning and end of services, periodically during services, and three months after discharge (See Service Delivery Report for details). The existing annual consumer satisfaction survey continues to be the tool for data collection at periodic intervals.

Consumer Satisfaction Survey: Three hundred and seventy five surveys were sent out in FY 2015 and 161 (43%) were returned. This is 8% higher than the response rate from the previous year. Of the people who responded this year, 94% reported being satisfied with the services Pathway Homes provides, unchanged from last year. Also, 94% stated that they like the amount of time their counselor spends with them, a 10% increase from the previous year. In addition, 97% (highest overall score) stated that Pathways' counselors are helpful to them. The highest average score (94%) was in tied in the categories relating to *Rights, Dignity and Hope*, and *Counselors*.

As in previous years, the Consumer Advisory Council's input was obtained in the survey design and administration process. The survey responses and trends were also discussed with the council and proposed ideas, such as educating the agency's consumer body about our agency response rate target goal and implications, will be incorporated into next year's survey process. In the meantime, the survey results and trends is being communicated to the agency consumer and staff body.

Staff Satisfaction Survey: The agency has participated in the Nonprofit Times Best Nonprofit to Work for survey since 2012. In FY 2015, the response rate for Pathways' employees was 49%, 5% higher than it was in 2012. The overall satisfaction rate for Pathway Homes as an employer was 96% (same as the previous year and 14% higher than the year before that). This is compared to 94% for similar-sized organizations that made the list this year. The highest average rating Pathways received in this survey was tied in the Leadership and Planning category (95%) and Role Satisfaction category (95%). This is compared to 90% and 91% respectively in these areas

for similar-sized organizations that made the list. The lowest rated category for a third consecutive year was Pay and Benefits (81%) compared to 85% for organizations that made the list. This showed a modest 1% increase in this category over the previous year. Overall, Pathways scored higher than similar size companies in 22 areas of the survey and worse than similar size companies in 7 areas. Also, the trend for Pathways during the past three years shows a steady increase in scores across all areas. The results from this survey continue to be discussed and action steps outlined in Leadership and Management Team meetings.

Board Survey: In FY2013, the Board of Directors completed a survey and engaged in subsequent discussions about the results during a Board retreat in October, 2013 and 2014. The Board continued to work on areas identified in the survey and the retreat throughout the rest of the fiscal year, including targeted efforts in the areas of board development and advocacy. The FY 2016 Board Survey is underway at the time of this report.

The Advocacy Subcommittee was initiated and two new members joined the Board of Directors during the fiscal year. Onboarding of those members initiated at the time of this report.

Volunteer Survey: We continue to survey our volunteers one month after hire, annually, and one week after they leave. In addition, we survey volunteer site supervisors every six months. During FY 2015, we received one exit survey response, and four from ongoing volunteers. Eight site supervisors also responded. The volunteer who left was with Pathways for less than a year and stopped due to other time commitments and lack of response from the Pathways consumer. Of the ongoing volunteers that responded, two had been with Pathways for 1-2 years, one for 3-4 years and the fourth for less than a year. All reported that they are very likely to recommend volunteering to Pathways.

13. Employee Recognition

Pathway Homes' Recognition Program acknowledges the dedication and excellent work of employees. The program has four parts: KUDOS Cards, Employee of the Quarter, Annual Employee Achievement and Service Recognition.

Employees are encouraged to recognize each other using KUDOS Cards. Cards are filled out with a message of recognition and appreciation. These cards are forwarded to supervisors who can then honor the employee in front of their peers.

The Employee of the Quarter is selected using a peer nomination and selection process. Pathway Homes has a Recognition Committee, made up of staff from the various departments/programs with the agency, who selects the award winners. Employees honored in FY 2015 were:

Summer: Lauren Leventhal

Fall: Jessica Krcal

Winter: Brittany Darner

Spring: Amparo O'Connell

Employee excellence over the full year is recognized through Annual Achievement Awards. As with the Employee of the Quarter program, employees nominate co-workers, and the Recognition Committee selects the honorees who best meet the established criteria. Employees honored in FY 2015 (for calendar year 2014) were:

Support & Teambuilding: Lexi Gaber

Mission in Action: Brittany Darner

Visionary Service: Anna Smith

Each year Pathway Homes holds an Annual Recognition Event. During this event Achievement Awards winners are announced, employees reaching significant service milestones

are recognized and volunteers are honored. This year Pathway Homes recognized employees reaching milestones of five, ten, fifteen and twenty years of service.

14. Philanthropy and Volunteering

Contributions

a) During FY 2015, Pathway Homes received \$203,386 in contributions. This is a 40 % increase from FY 2014. This growth came from a 90% increase in individual giving. The increase in individual donations came from two primary sources 1) Pathway Homes received two one-time individual donations totaling \$55,000 that account for 42% of the increase; and 2) our inaugural Steps to Pathways Breakfast contributions of \$15,000 account for 12%. Additionally, Pathways grew the number of new donors we attracted by 139% bringing on 153 first time donors—a key factor in growing a sustainable pool of future individual contributions.

While contributions from organizations fell slightly at 7% this past year, we still brought in \$71,000 in grants and corporate sponsorships. Over the past three years, the agency has averaged 12% growth in organizational giving. Organizational funding levels will be erratic as big financial contributions and a small number of donors skew the year-over-year numbers; however, the agency is trending upwards in donations from organizations. For instance, we had 14% growth in the number of new organizational donors. Most notably, we received our first grant from the Cafritz Foundation totaling \$20,000 and our first grant from Boeing for \$10,000. We anticipate that getting our foot in the door with these major funders will set the stage for us to continue to receive funds from them. This also applies to sponsorships. For example, most of our Help the Homeless sponsors have given the last three years. We have become a line-item in their budget.

In-Kind donations were a game changer this year in bringing in an estimated \$200,000 in savings for the agency and increasing the quality of life for those we serve. In particular, we received a condominium donation, hundreds of pieces of furniture, renovation and landscaping services and marketing discounts. We also received items that contribute to the “Good Life” for the individuals we serve. For example, we received tickets to the Potomac Nationals, the Hair Cuttery donated free hair cut coupons and we received brand new laptops to give as an incentive to consumers attending the computer training classes. Also, a professional Chef cooked the food

for the Resident Annual Holiday Party and a BBQ Master prepared racks of delicious pork for the Cook-Out. Both offered their services pro-bono. Additionally, many local businesses donated raffle prizes for both the Cook-Out and the Annual Holiday Party.

Volunteers

Two hundred and seventy-nine volunteers gave 3,339 hours this fiscal year supporting Pathway Homes and those we serve in a myriad of ways. Using an Independent Sector valuation of \$23.07 per hour, we value these aggregate efforts at approximately \$77,038. In past years, staff supported many of the agency events such as the Help the Homeless Walk, the Resident Holiday Party and the Cook-Out. This year, the agency recruited outside volunteers to perform the event tasks including decorating, cooking, and clean up and registration. This allowed the staff to focus on transporting clients to the event and supporting them at the event. Volunteers giving time to landscaping and painting projects continues to be an essential tool for the agency to maintain the agency's expanding property portfolio. Our commitment to being a good neighbor and the best house on the block is dependent on these volunteers.

15. Corporate Compliance

Pathway Homes' leadership continues to be fully committed to preventing and detecting fraud, fiscal mismanagement, and misappropriation of funds. There were no reports of fraud, waste, and/or abuse during FY 2015.

A variety of periodic audits, including the annual financial audit, HUD monitoring visit, DSS site visit, CSB audit, and Fairfax County Continuum of Care monitoring audits were completed during FY 2015. There were no internal control weaknesses found.

The agency's Corporate Compliance Operations Team met at least once each quarter to review emerging issues or concerns and to discuss staff training needs in this area. Areas of discussion continued to focus on the implementation of additional internal financial controls, tracking mileage documentation and reimbursements, and identifying efficiencies in cable and phone systems across the agency. The rollout of the consolidation and streamlining of phone and cable systems continued and is more than half way to completion, saving the agency considerable amounts of money. The Corporate Compliance introductory letter provided to all new staff was updated.

See the Corporate Compliance manual for the minutes of the Corporate Compliance Operations Team meetings.