



PATHWAY HOMES, INC.

Supportive Residential Mental Health Services

FY2018 State of the Agency

A Measured and Sustainable Approach

Presented October 1, 2018

Mission

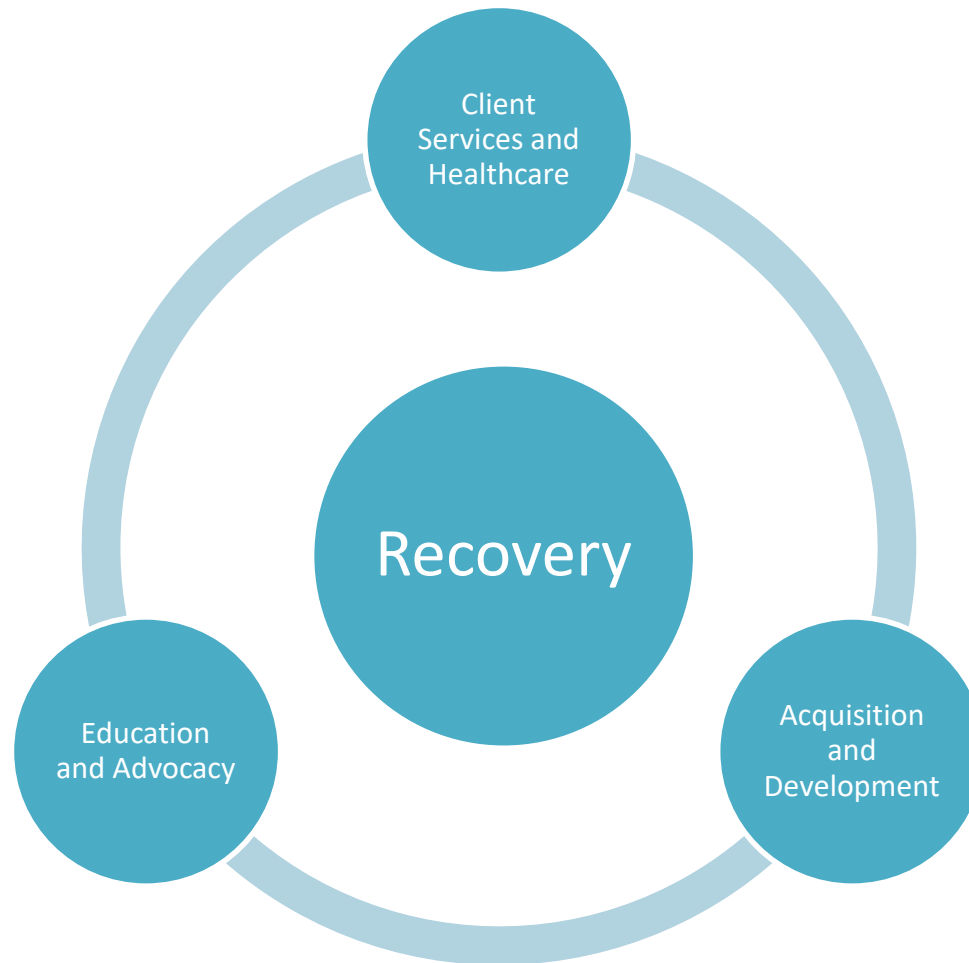
Pathway Homes embodies the spirit of recovery: embracing an attitude of hope, self-determination and partnering with each individual on their personal journey toward achieving self-fulfillment and realizing their dreams.

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.

Vision Statement

The Vision of Pathway Homes 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.

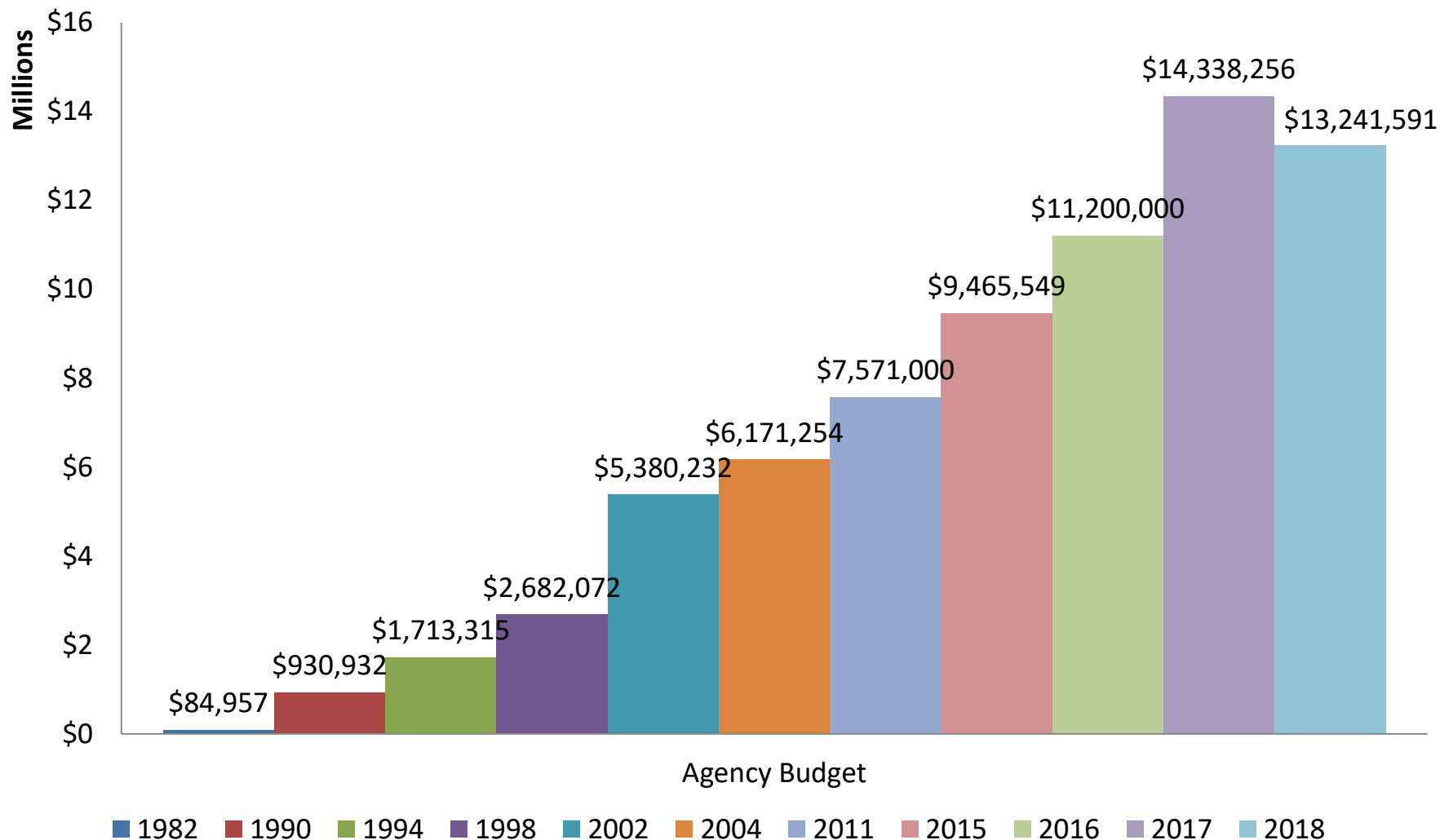
Pathways at a Glance



FINANCIAL SUMMARY

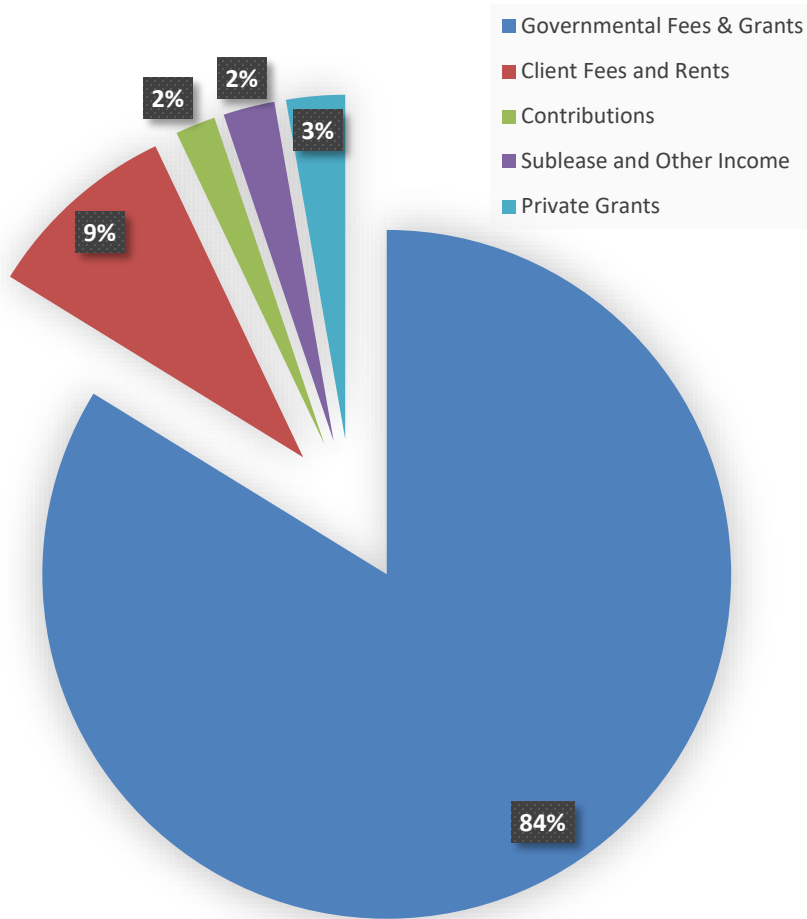
FY 18 Revenue and Expenditure

Revenue Growth –

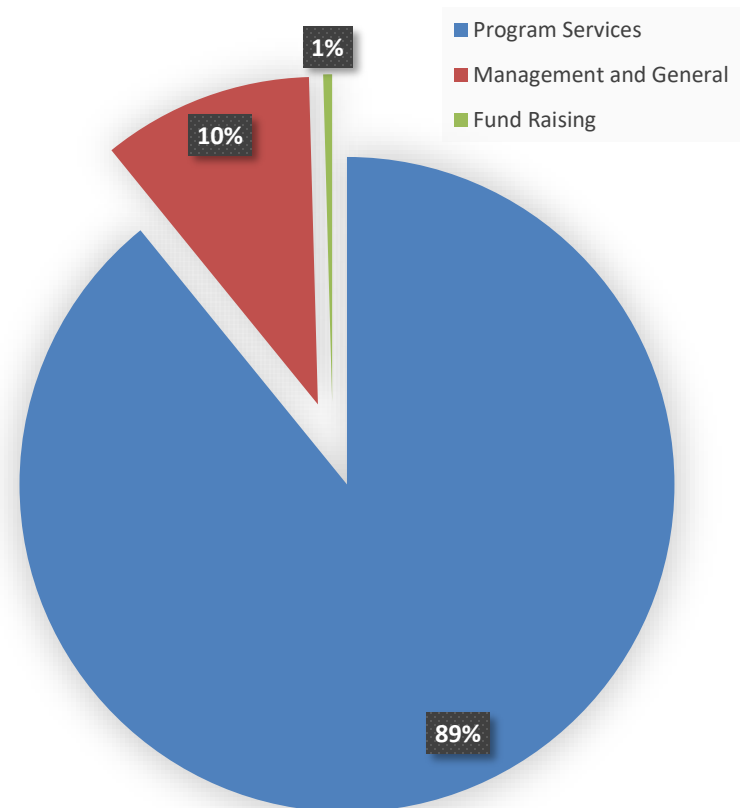


Annual Budget

2018 REVENUE



2018 EXPENSES



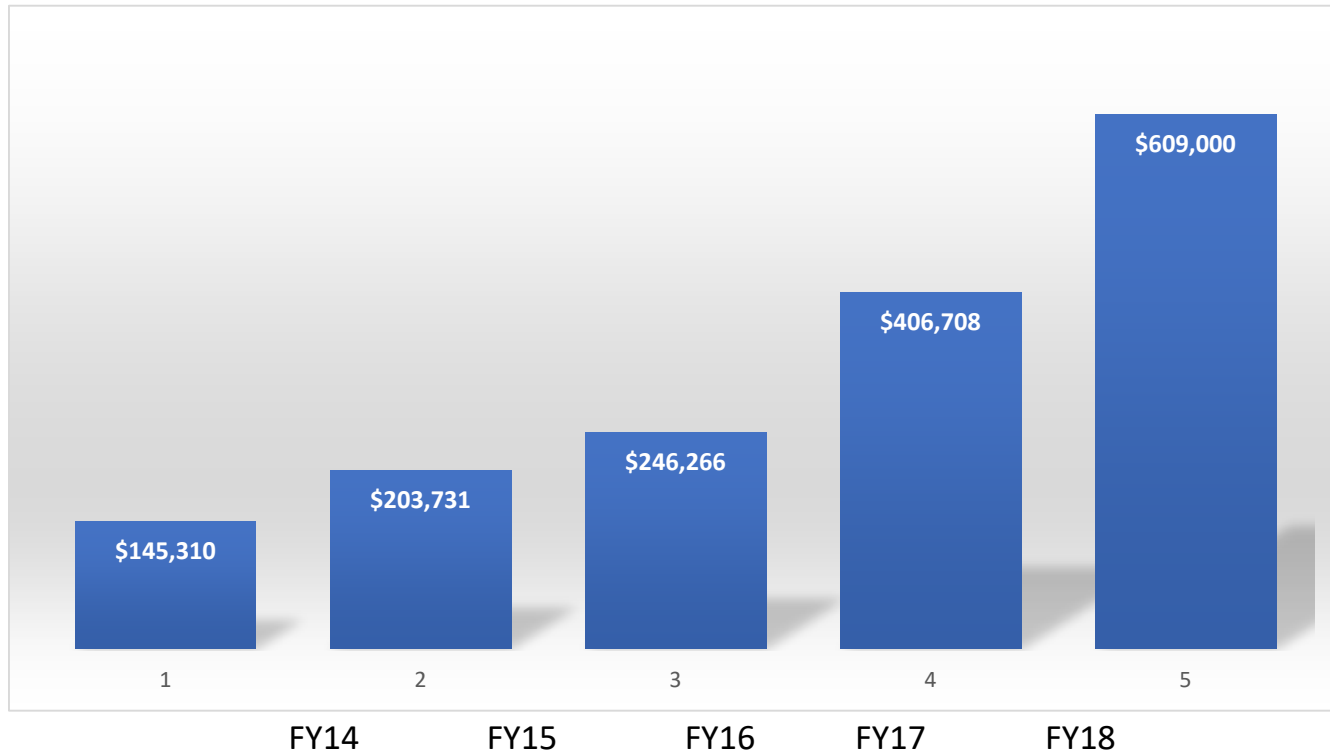
Donation of
in-kind services

What We leverage

PHILANTHROPY AND VOLUNTEERING SUMMARY



FY2014 – FY2018 Contributions



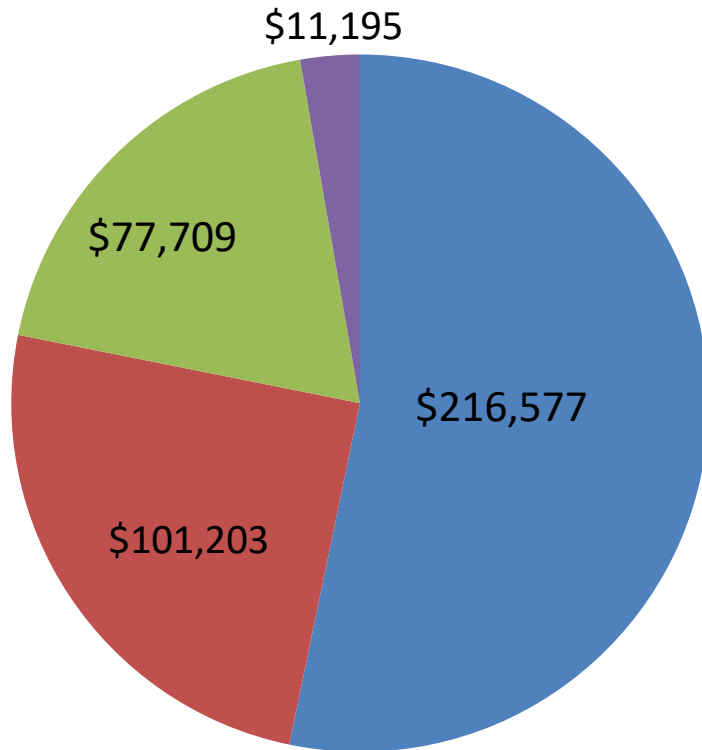
Goal \$1,000,000+ by FY20

40 Percent Average Growth Rate
(30 percent last 3 years)

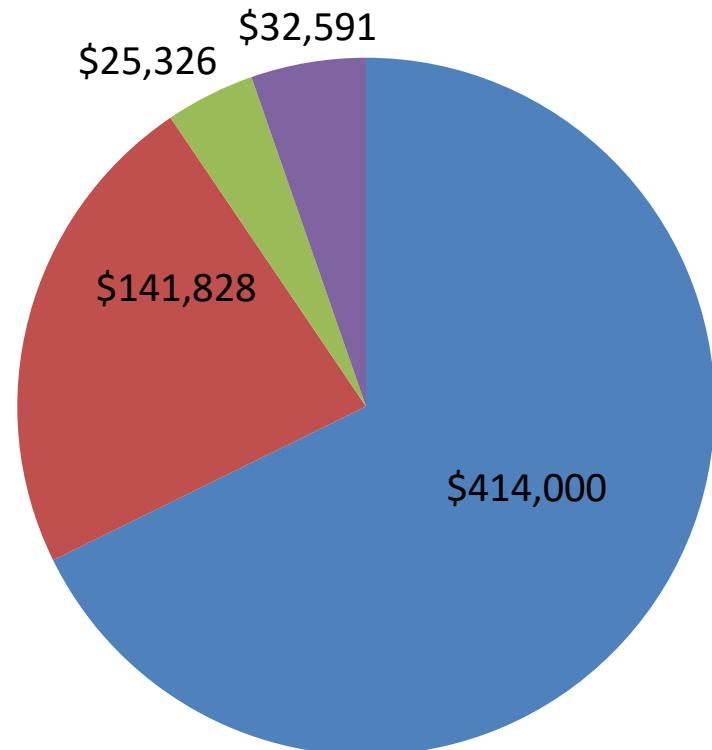


Grants and Targeted Campaign Growth Continues

FY17



FY18



Grants



Special Events



Unsolicited



Direct Mail

Volunteers

- Total Volunteers: 242 (down from 311 in FY17)
- Total Number of Volunteer Groups: 5 groups
- Total Volunteer Hours: 4,057.50 (up from 2,028 in FY17)
- Total Value Volunteer Hours: **\$100,180**

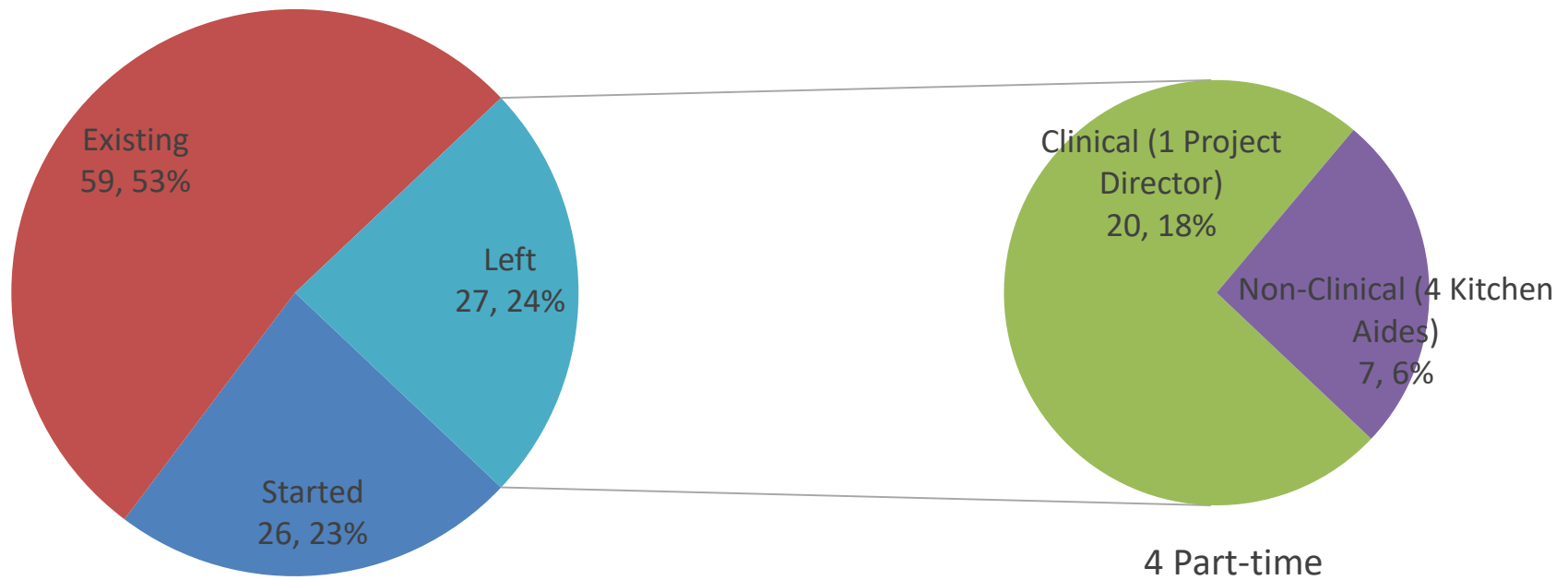
Note: Independent Sector Value of Volunteer Time = \$24.69 Per Hour

We Made It Happen in FY2018

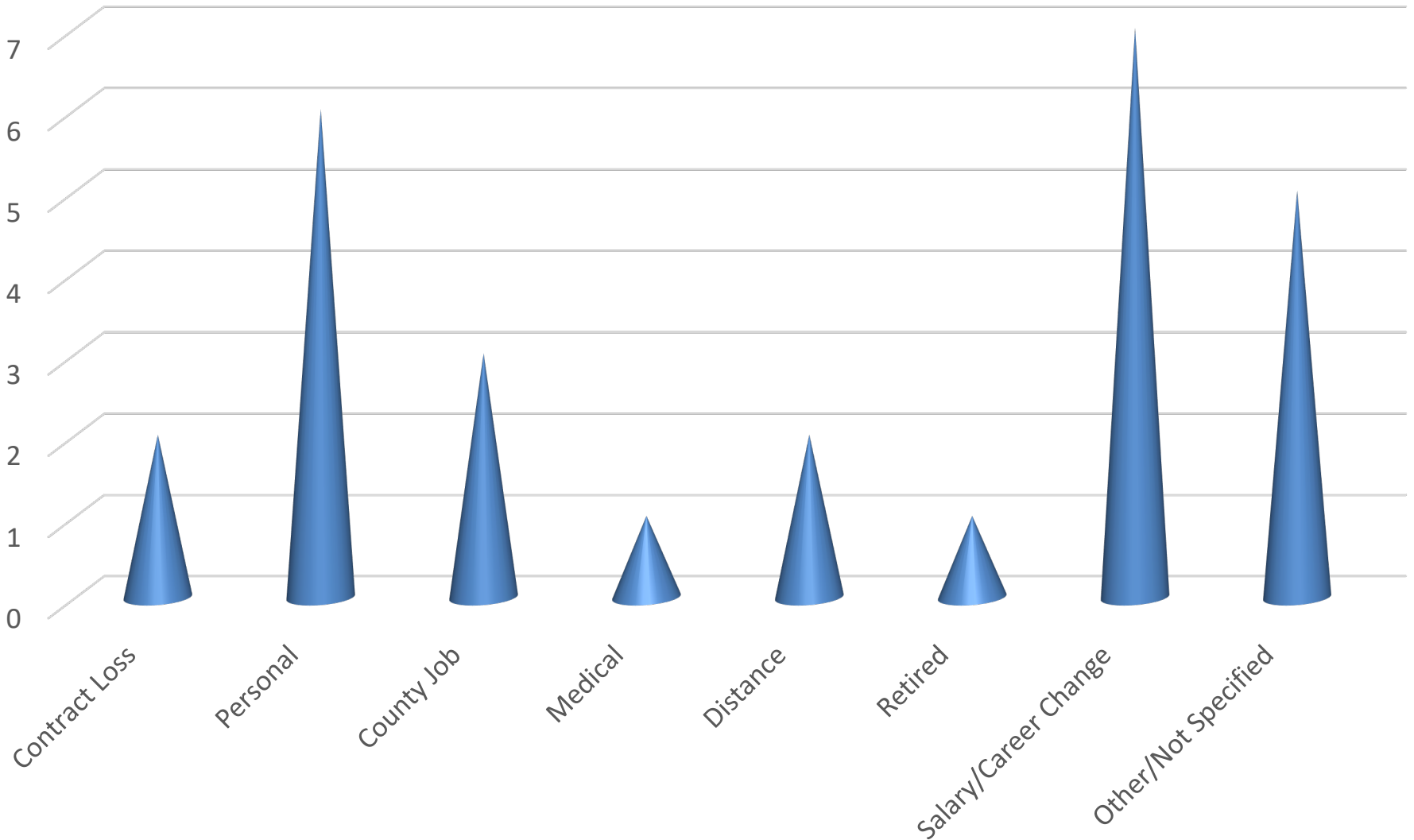
PERSONNEL TRENDS

Trends in Staff Turnover

112 Staff worked during FY2018 (36 fewer than in FY2017)



Staff Exit Reasons



QUALITY ASSURANCE

Quality Records Review

Performance Outcomes

Annual Incident Report Review

Annual Medication Error Review

Policies and Procedures Review

Stable Housing

97% of individuals served remained in permanent stable housing.

Hospitalization (Medical)

87% remained out of medical hospitals beds during the fiscal year.

Hospitalization (Psychiatric)

88% remained out of psychiatric hospital beds during the fiscal year.

Employment

17% of individuals were employed either full-time or part-time.

Veterans Served

3% of individuals served are United States Veterans.

Incarceration

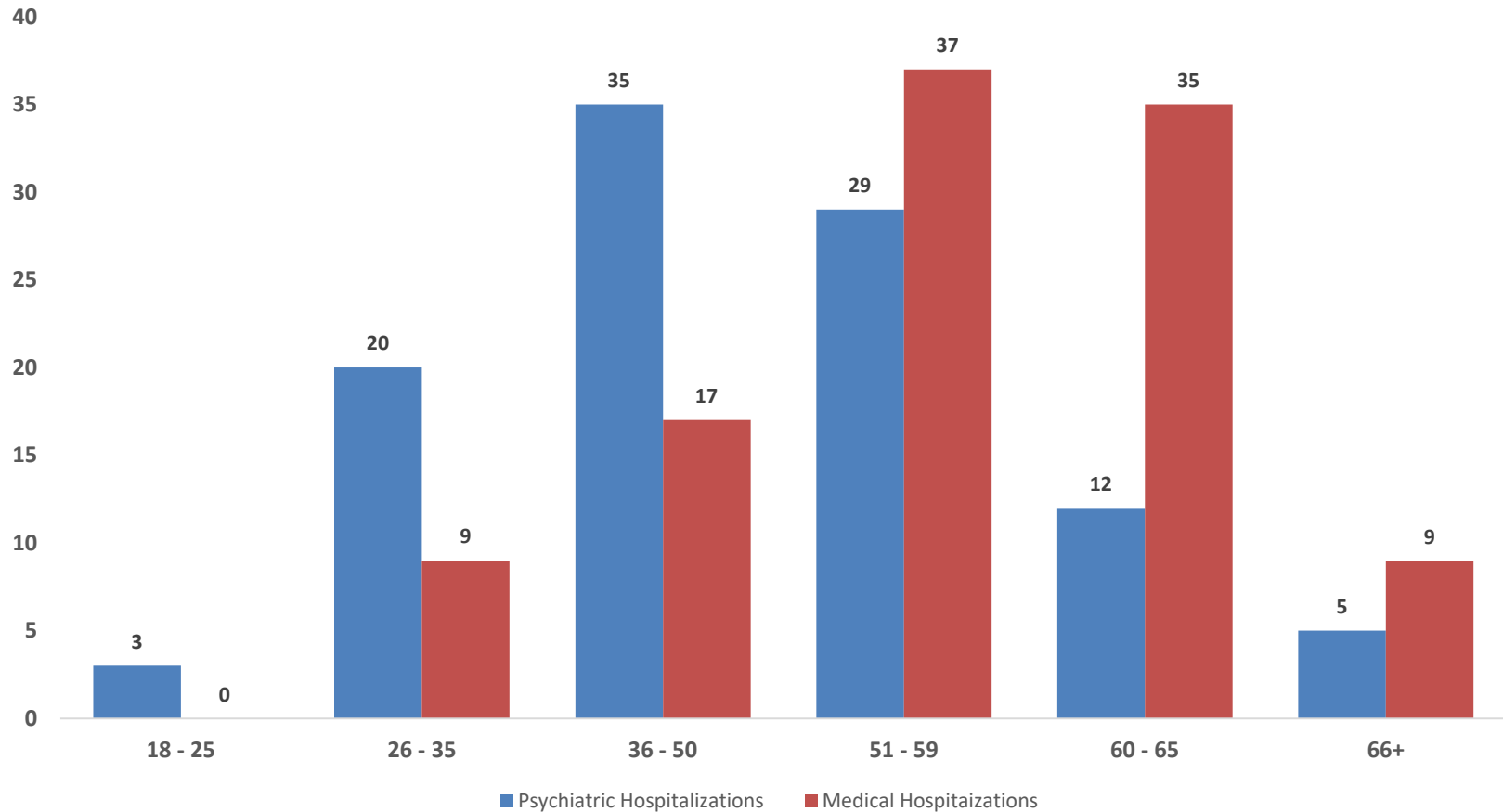
98% of individuals remained out of jails during the fiscal year.

Overall Satisfaction

93% of individuals served report overall satisfaction with Pathway Homes' services.



Hospitalization Type By Age



[illegible]

Where We Serve

Pathways Programs

- **Mental Health Community Support Services**
 - Supported Living (VA)
 - Consumer-Directed (VA)
 - Services Only (FL and VA)
- **Assisted Living Facilities (VA)**
 - Stevenson Place
 - Russell Road
- **Housing + Support Services (VA)**
- **Housing + Housing Supports (VA)**
- **Housing Only (VA)**

Building a Measurable and Sustainable Continuum of Care



Units Owned/Managed

FY 2017 (Total = 317)

OWNED

- Condos 38
- Duplex Units 4
- Townhouses 17
- Single Family 10
- ALF 1

LEASED/MANAGED

- Apt Units 232
- Townhouses 12
- Single Family 2
- ALF 1

FY 2018 (Total = 335)

OWNED

- Condos 49
- Duplex Units 4
- Townhouses 17
- Single Family 10
- ALF 1

LEASED/MANAGED

- Apt Units 242
- Townhouses 12
- Single Family 2
- ALF 1



Who We Served in FY18

DEMOGRAPHICS

493 New Individuals Served Most in Pathway Homes' History

FY 2017

Total served **743**

- Housing & Supp Svcs 536
- Housing Services 42
- Housing Only (Lessor) 45
- Services Only (FL) 120

Age range: 21-84

FY 2018

Total served **1241**

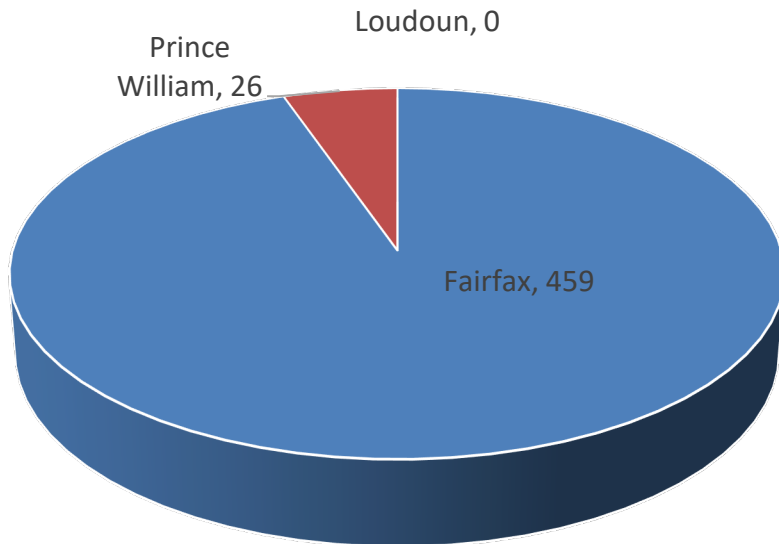
- Housing & Supp Svcs 328
- Housing Services 220
- Housing Only (Lessor) 45
- Services Only (FL) 108
- Services Only (VA) 21
- Assessment 99
- Triage & Referral 420

Age range: 20-85



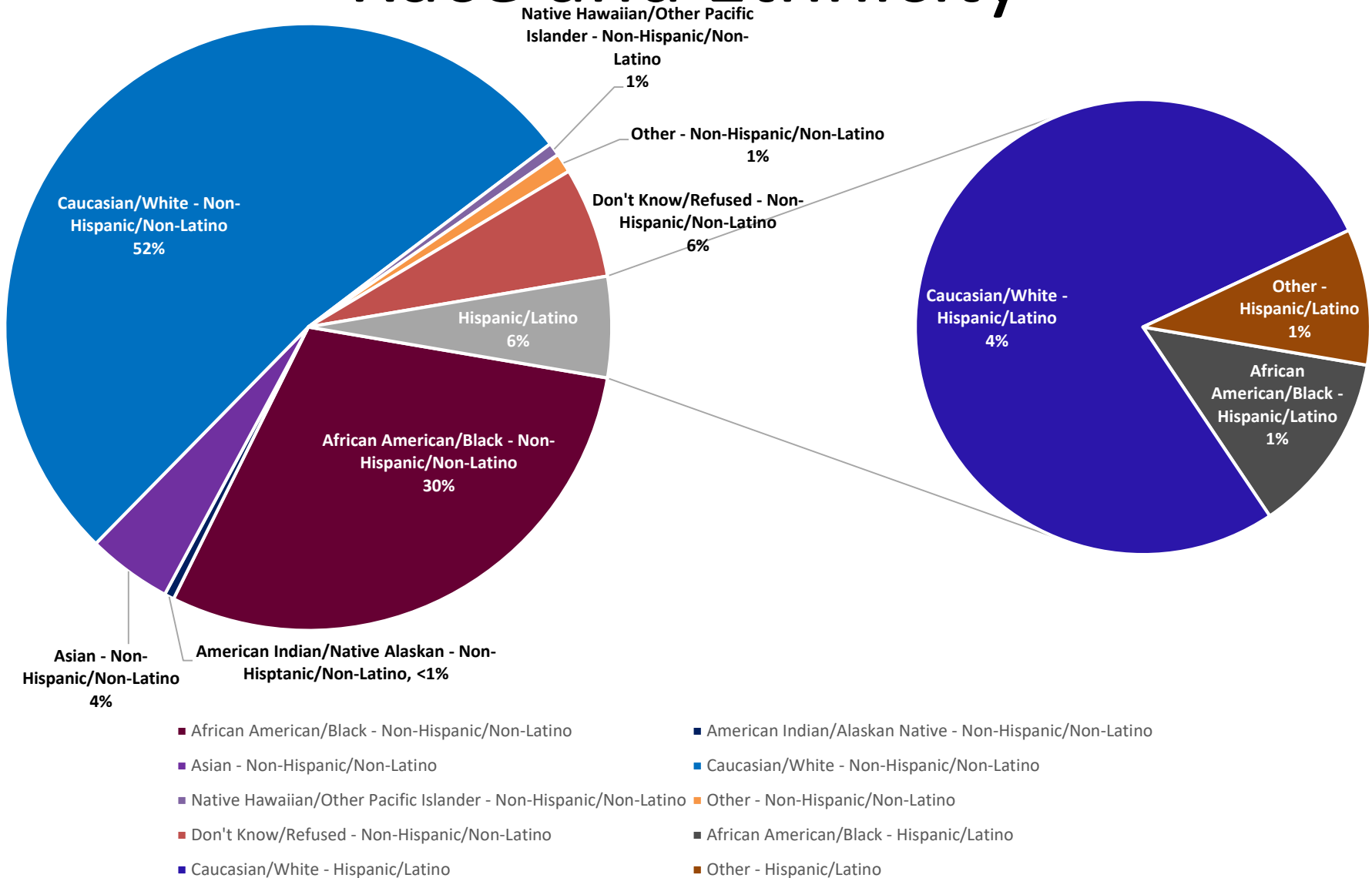
Active Waitlist

- On the wait list as of 6/30/18 = 485



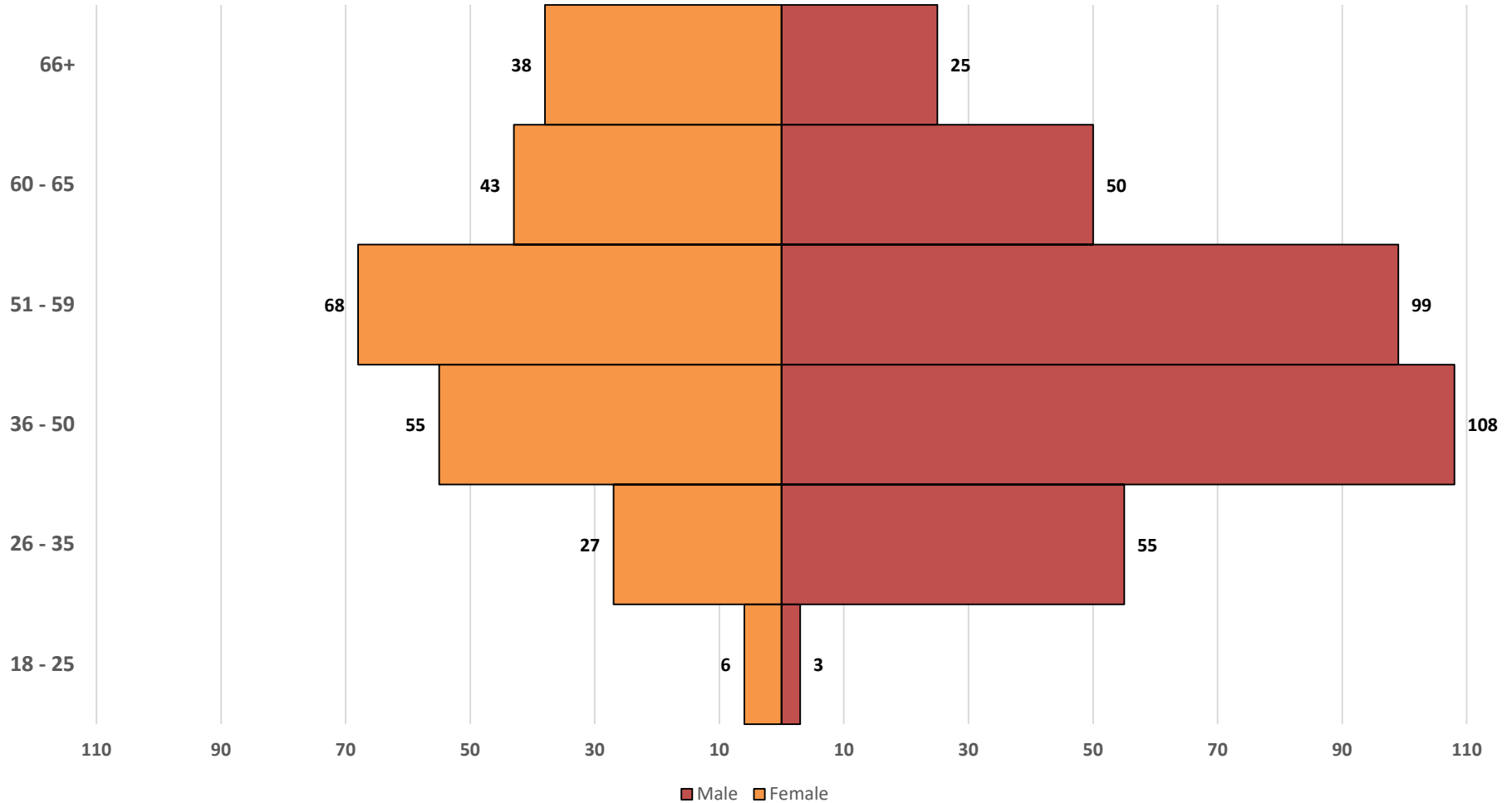
- **Deactivated** from the wait list in FY18 = 54
- **Added** to the waitlist in FY18 = 91
 - Net gain of 37 individuals
- Longest current wait time (in years) = 7.92

Race and Ethnicity



Age Range

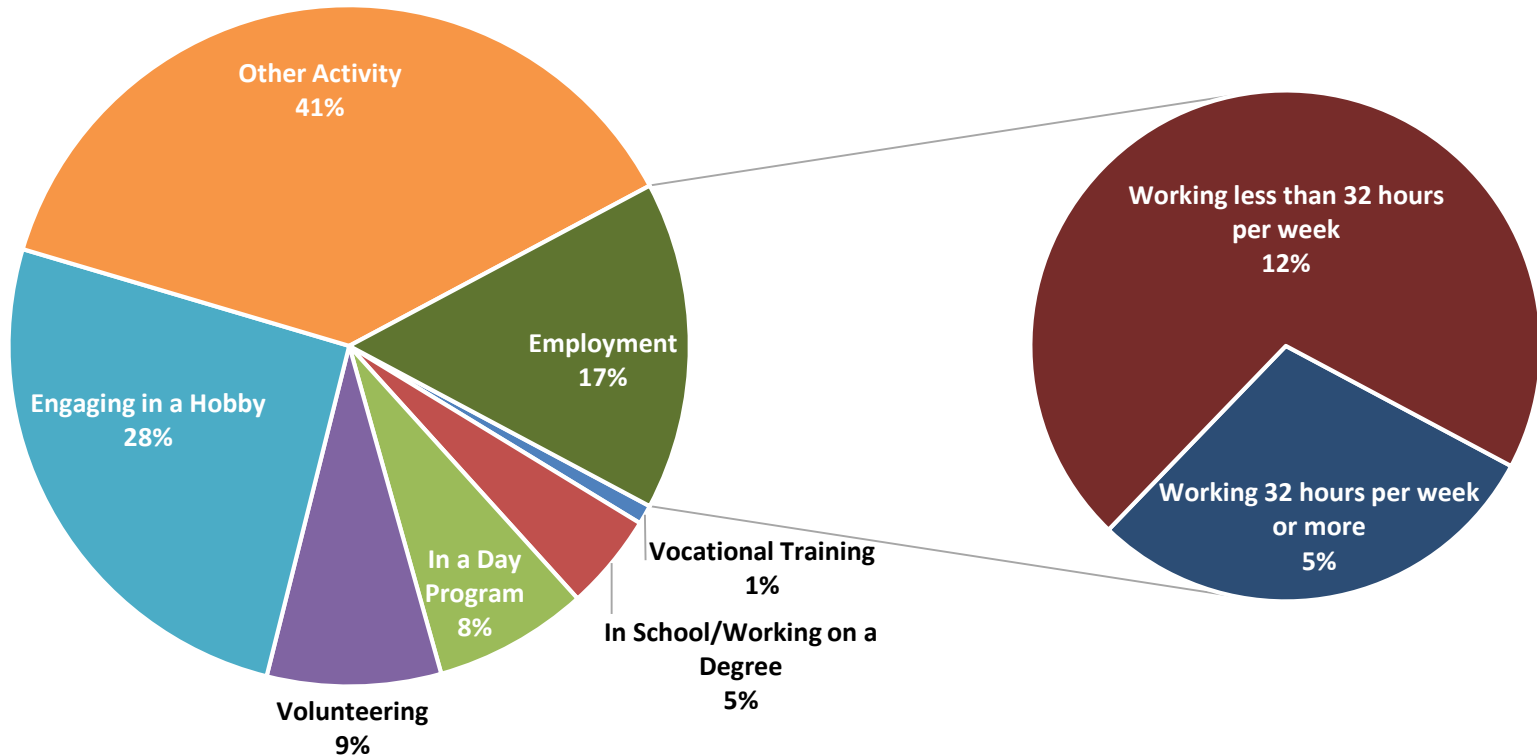
Individuals Served by Gender and Age Range



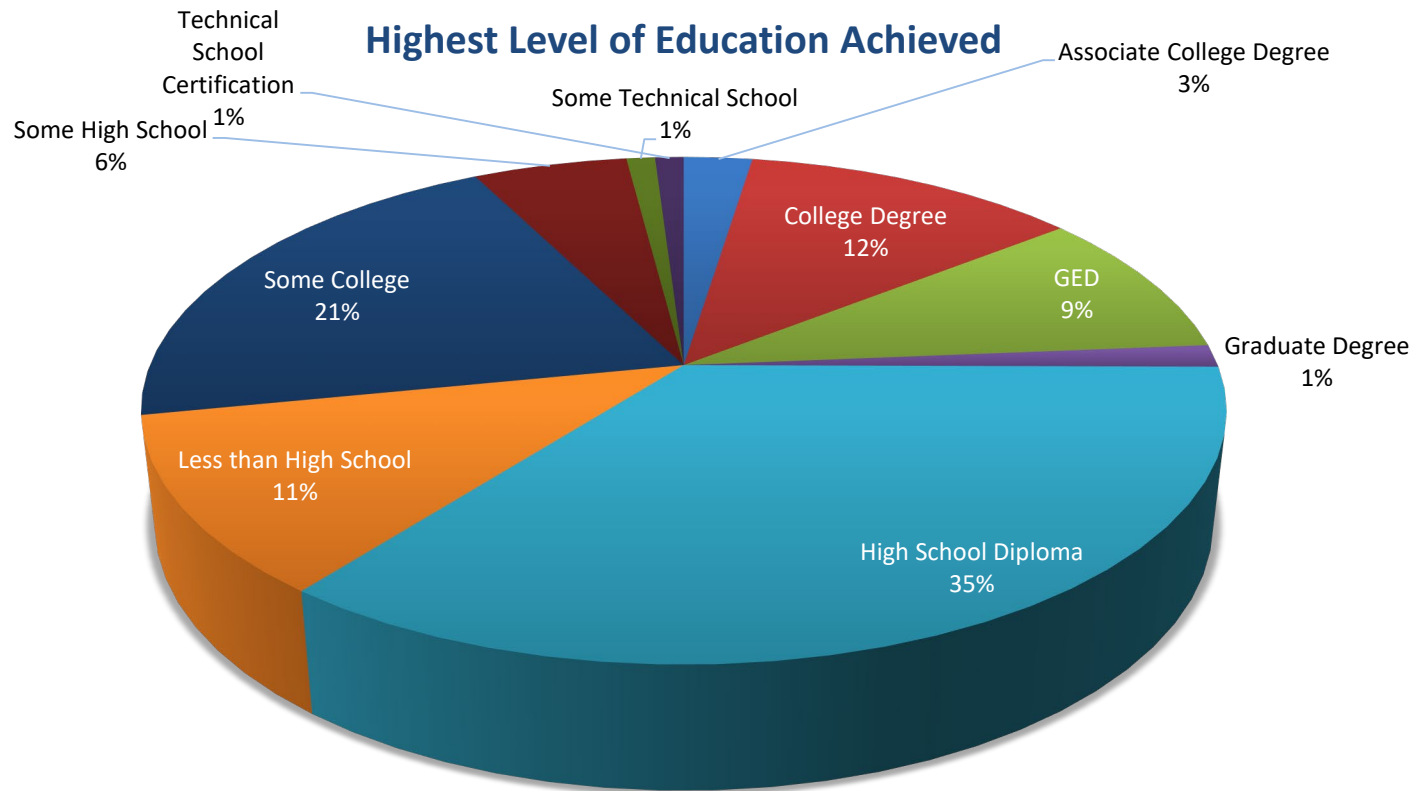
Employment Status

Productive Day Activity

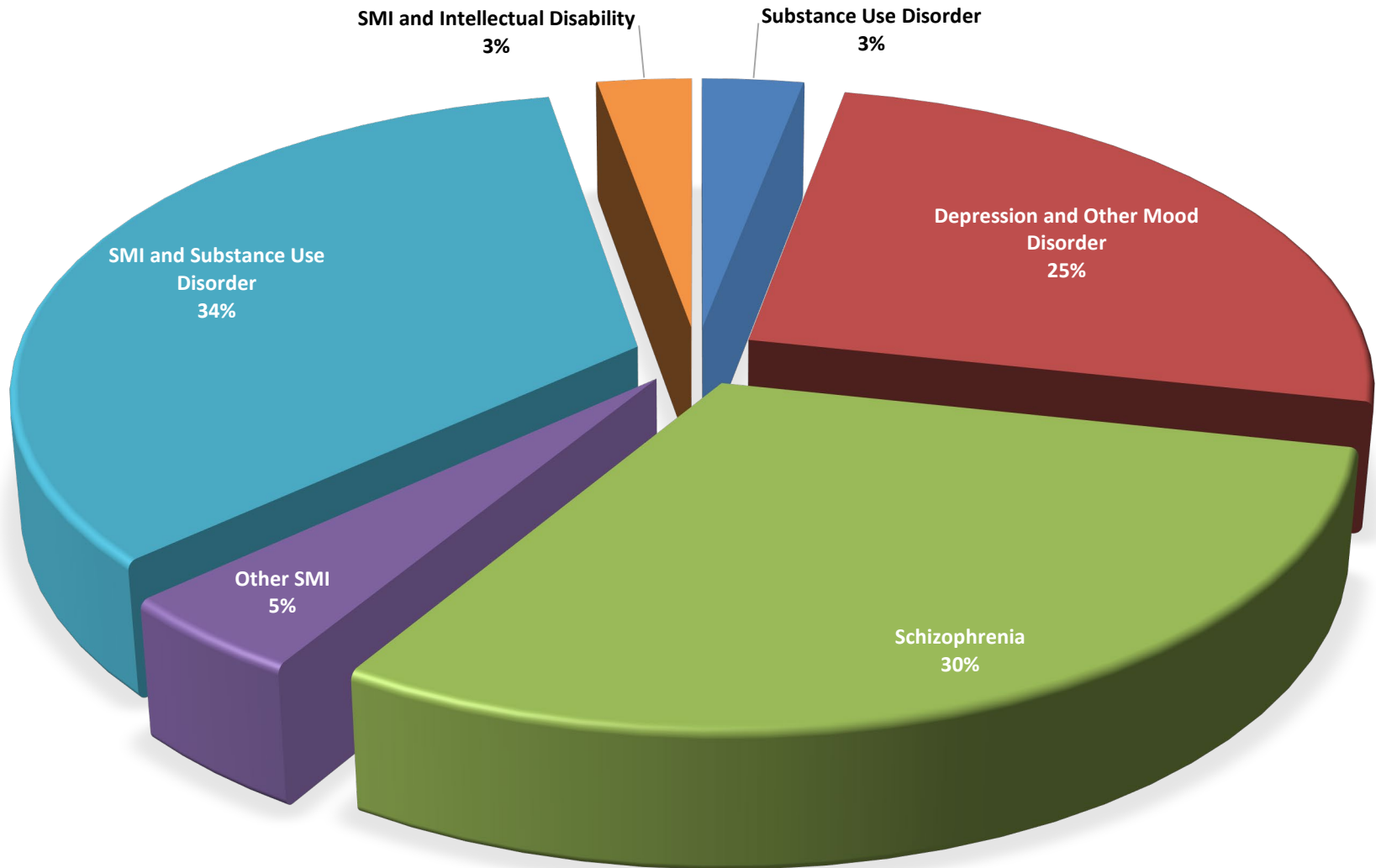
Individuals not de-duplicated across activities, so percentages total more than 100



Education

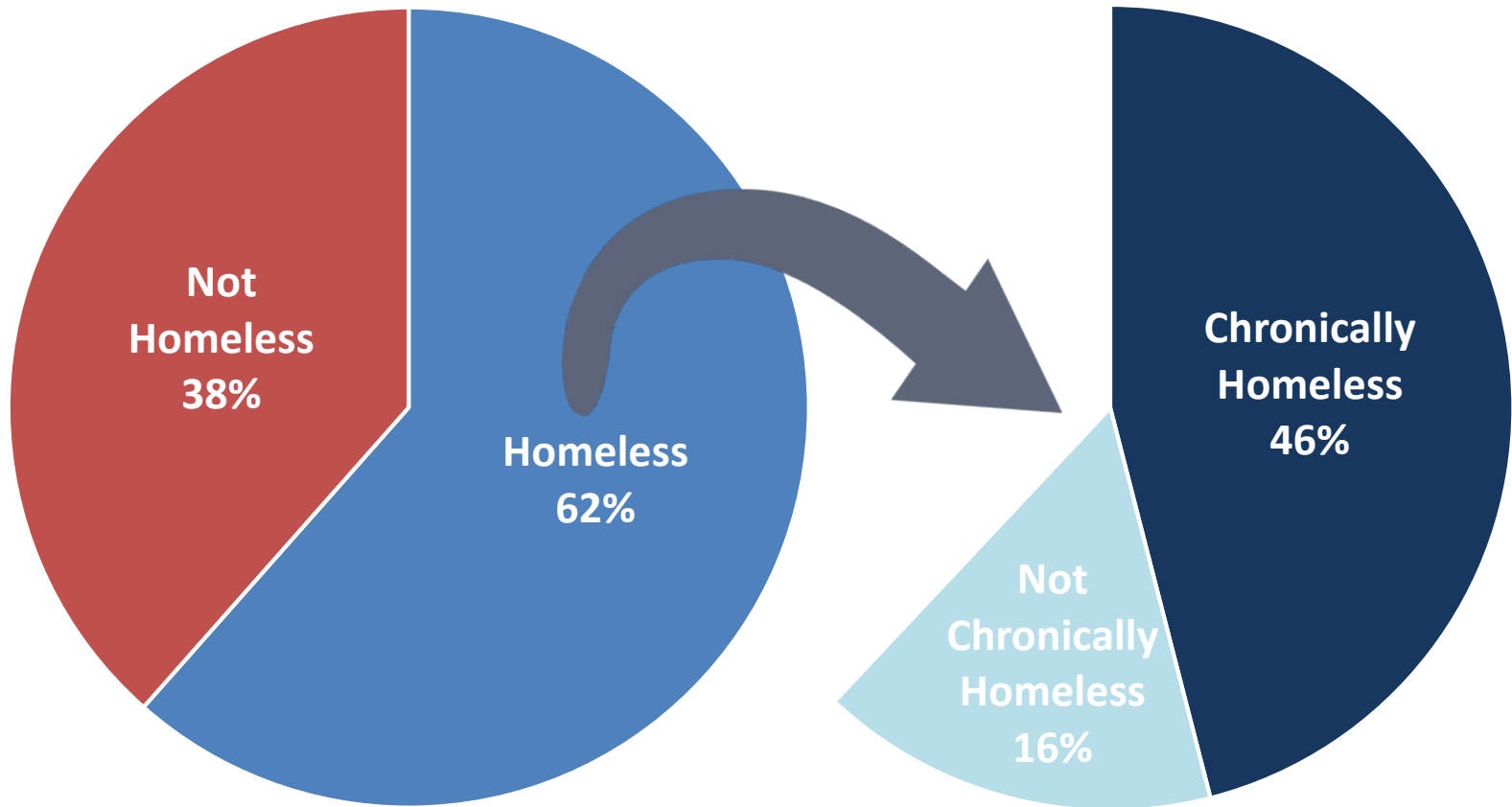


Diagnoses



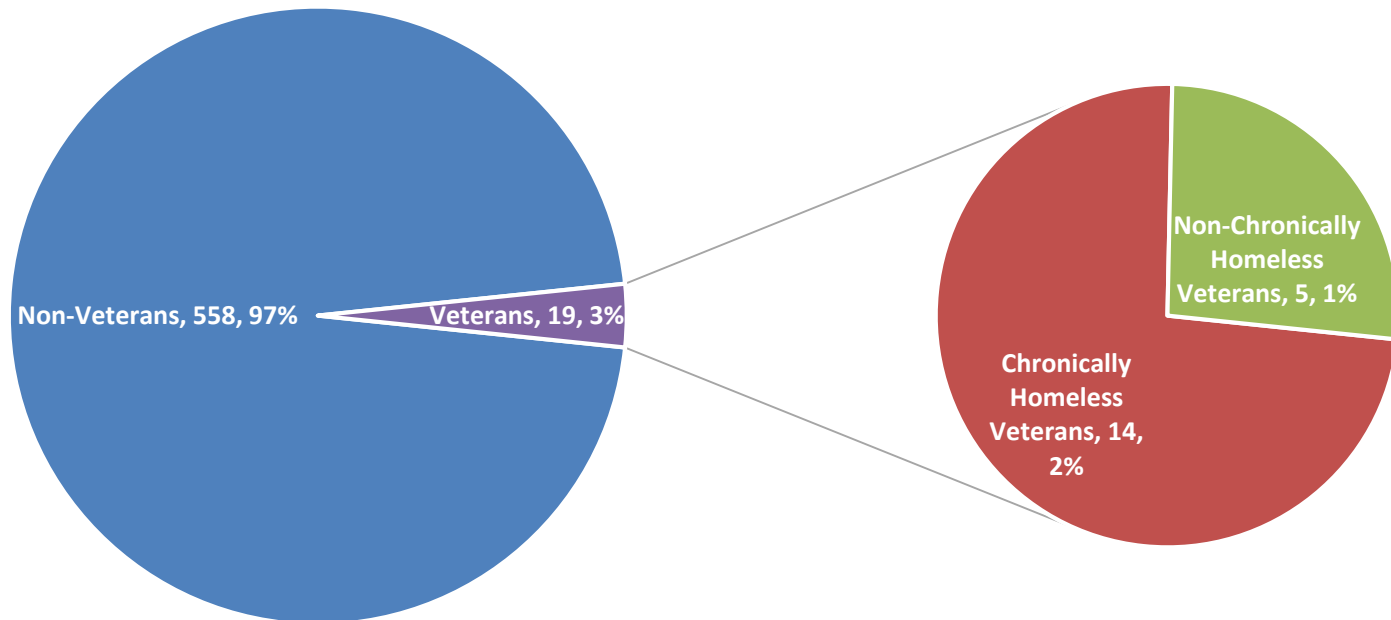
Homeless/Chronically Homeless

Homelessness Status at Entry

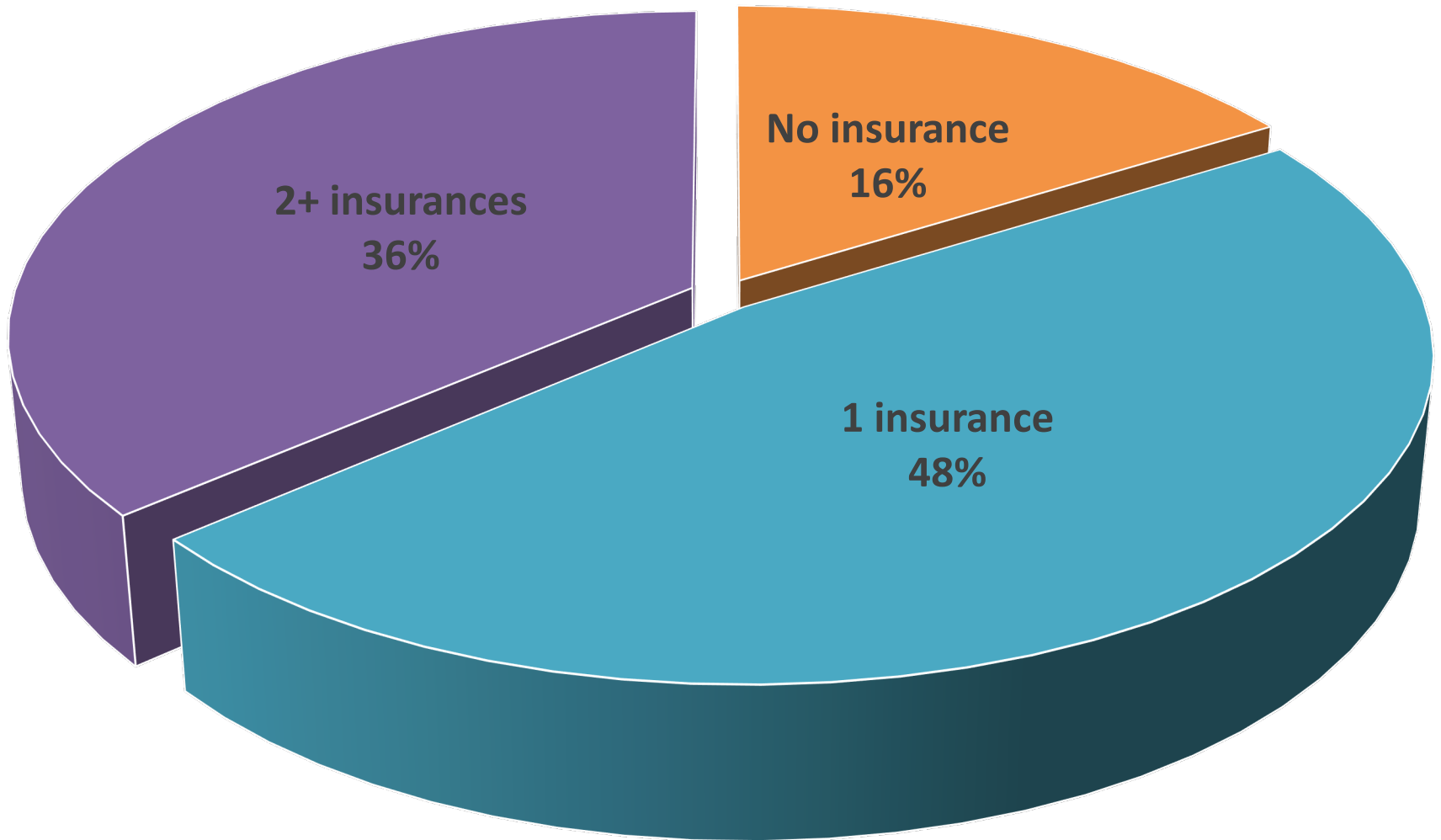


Veteran Status

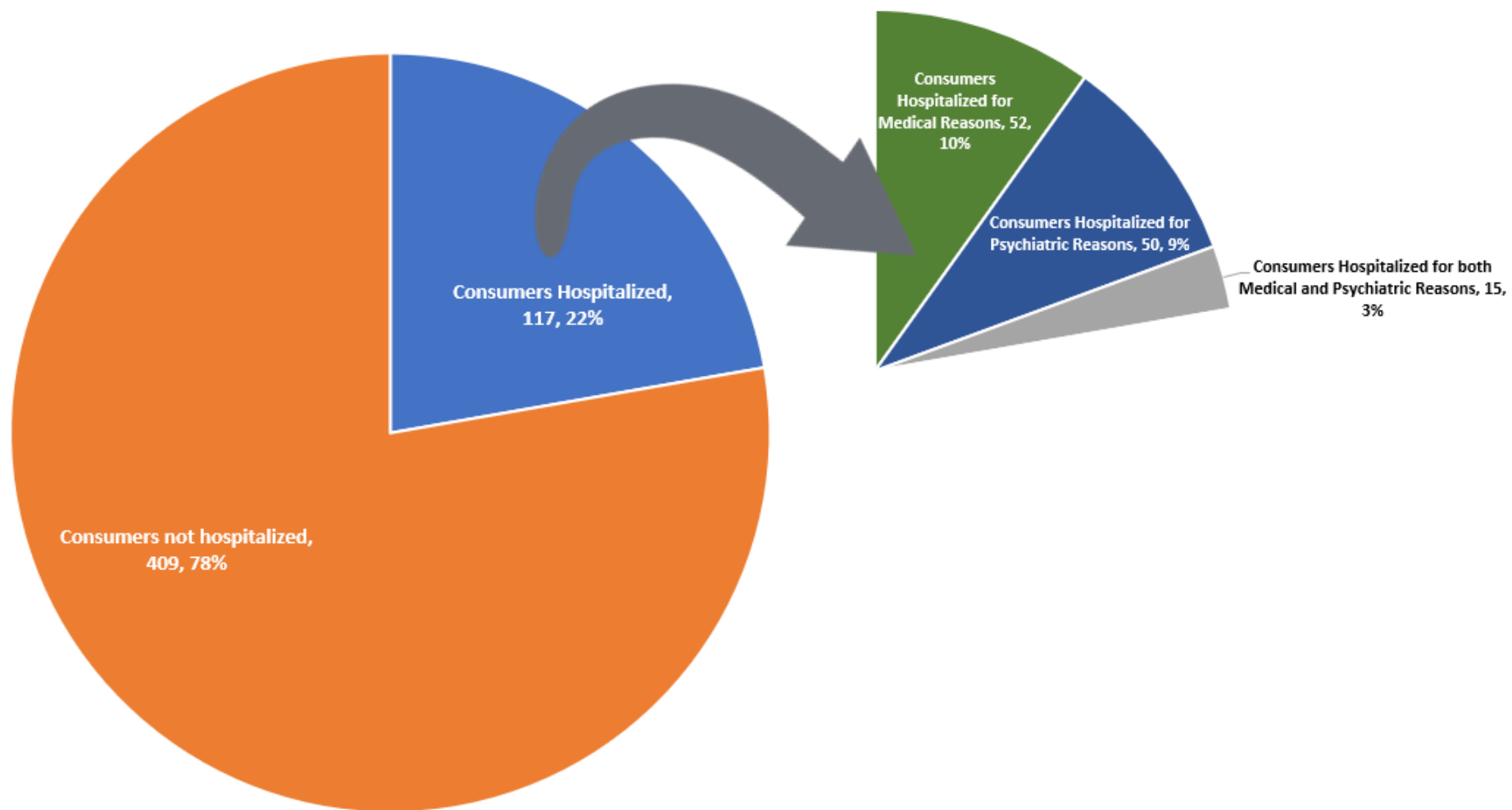
Veteran Status



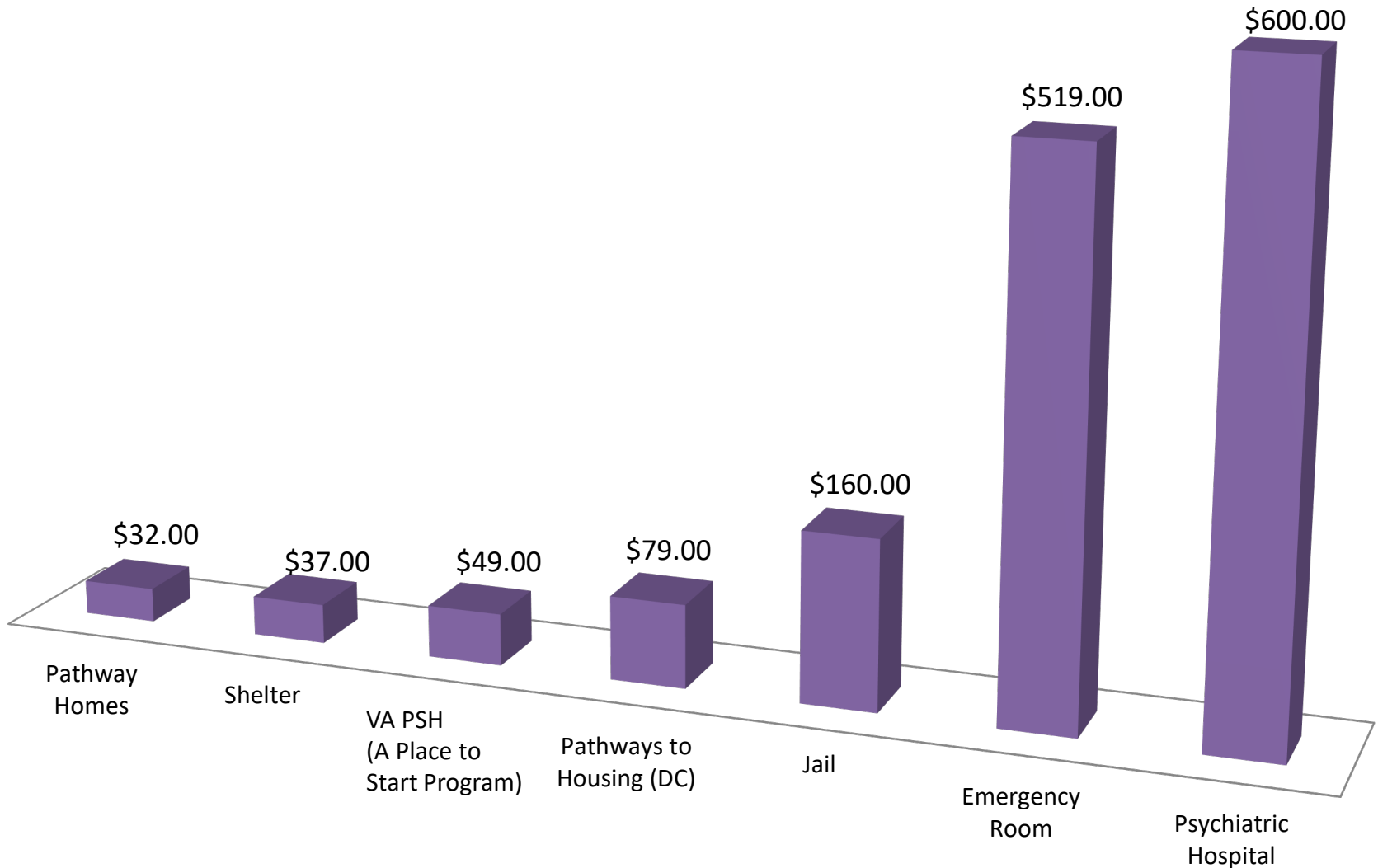
Health Insurance Status



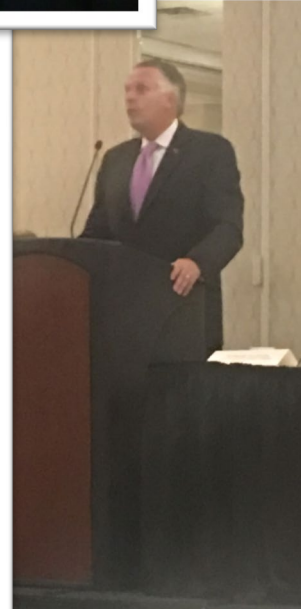
Individuals Hospitalized



Cost of Services (per person per day)



Advocacy Highlights



FY2018 Advocacy Activities

- Fair Housing Consultations
- Richmond and Roanoke visit with VACBP
 - Direct advocacy with Governor McAuliffe, Senator Kaine, Governor Northam
 - Consumer Advisory legislative advocacy in Richmond (Representative Bulova, and Delegate Mark Sickles)
- Fairfax County Long Term Care Coordinating Council (LTCCC)/Concerned Fairfax
- Steps to Pathways Seminars
- Behavioral Health Oversight Consultations to local CSBs and DBHDS
- Board Advocacy Committee
- Washington Regional Association of Grantmakers (WRAG)
- Fannie Mae Beta Project
- Fairfax Board of Supervisors

2016 – 2021 Strategic Plan
Implemented October 2016

STRATEGIC PLAN REVIEW

Strategies and goals

Strategic Imperatives

Strengthen our core operations to position us for growth

Expand the number and breadth of services in our core geographies

Broaden our geographic reach within Virginia

Adequately fund the work

Expand our abilities to provide core services

Build our brand in the state of Virginia

Have sufficient skills and number of staff

Better move consumers through different levels of care

Assess new expansion opportunities as they emerge

Develop and use more efficient systems

Position ourselves for new opportunities in core geographies

Create a unified culture

Goals



Strategic Goals Progress

07/10/2017 - 6/30/2018

1.1 Adequately fund the work

- Maintained 45 days cash on hand (goal \$1-1.5M)
- HUD CoC grant renewals for \$5,521,495
- Private fundraising increased by \$200K to \$609,000
- DBHDS funding increased by \$177,000
- New transitional CABHI funds for \$101,422

1.2 Have sufficient number of skills and staff to do the work

- Hired SOAR specialist
- Increase in # of licensed clinical managers
- Management Team training in landlord legal action, and retirement planning options.
- Expanded strategy to maximize volunteers

Strategic Goals Progress

07/10/2017 - 6/30/2018

- 1.3 Develop and use more efficient systems
 - Office 365, SharePoint, and Yardi implemented
 - Transition to Paycom HRIS
 - Ongoing review of agency processes and workflows, and staff training on updates.
- 1.4 Create a unified organization
 - Staff updates at quarterly meetings
 - Intranet capability available through SharePoint
 - Use of shared calendars and IM available

Strategic Goals Progress

07/10/2017 - 6/30/2018

2.1 Expand ability to provide core services

- 17% employed
- 97% remain housed
- 74% are engaged in productive daily activity
- 100% access to healthcare as needed

2.2 Move consumers thru levels of care

- Added **21** new beds thru grants and subsidies
- Increased # of staff who are SOAR-trained
- Hired RN

Strategic Goals Progress

(07/01/2017 - 6/30/2018)

- 2.3 Position re: new opportunities in core geographies
 - Increased # served in Fairfax by **21**
 - Received transitional CABHI funding to serve 25 new individuals (4 in Prince William County)
 - Maintained # served in central FL
 - Initiated Mental Health Skill Building services in Loudoun County for the first time ever.
 - Submitted application for Transitional Group Home and PSH in Chester and Albermarle counties in VA

Strategic Goals Progress

(07/01/2017 - 6/30/2018)

- 3.1 Build our brand in the state of VA
 - Pro Bono website redesign and marketing consultation from Fannie Mae communications team.
 - Provided consult to Prince William, Alexandria, and Loudoun counties re: state PSH funding RFP.
 - CAC participated in 2-Day training in Richmond on self-advocacy through Mental Health America Virginia Chapter.
 - Visits with legislators at the State Capitol in Richmond

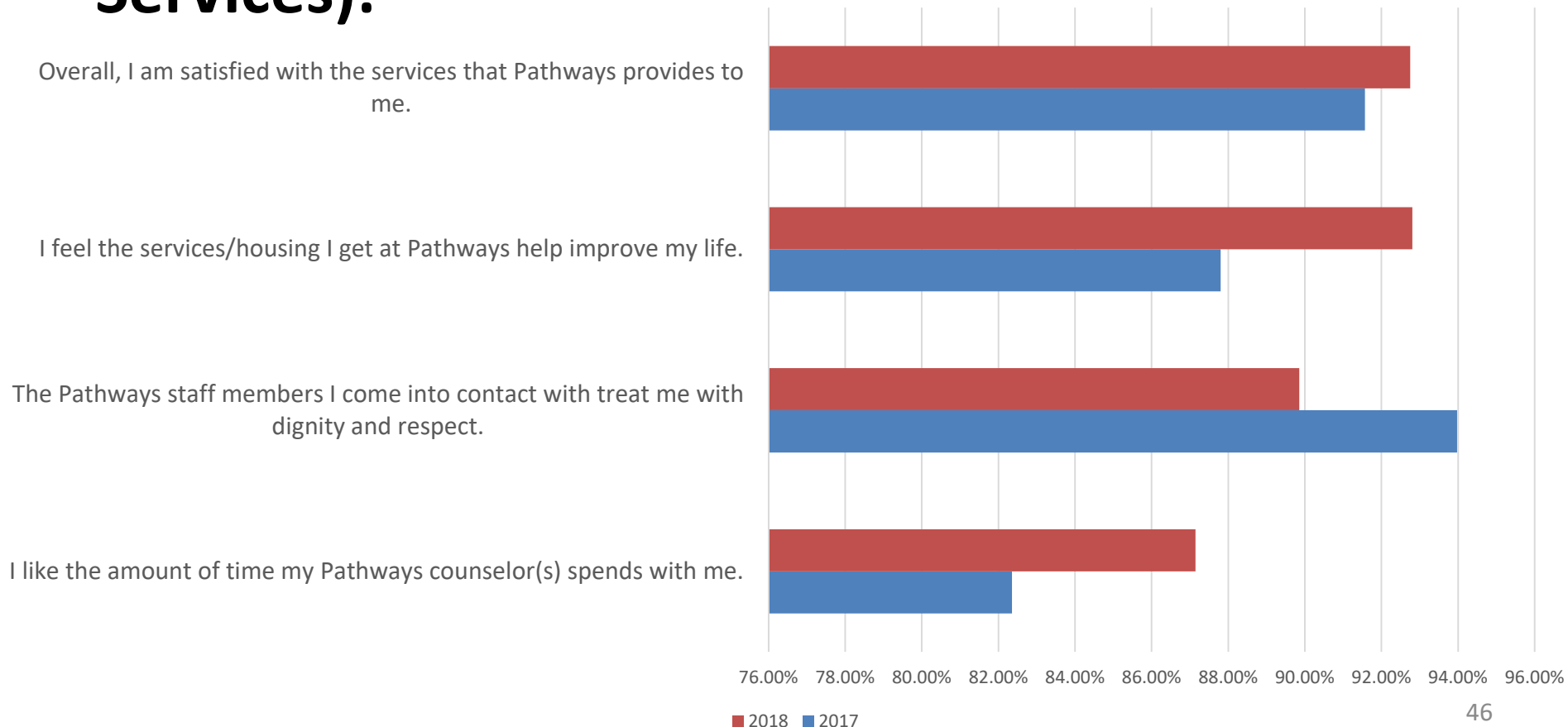
How Well Are We Doing?

SATISFACTION SURVEYS

Impact on Consumer Satisfaction

29% Overall Response Rate

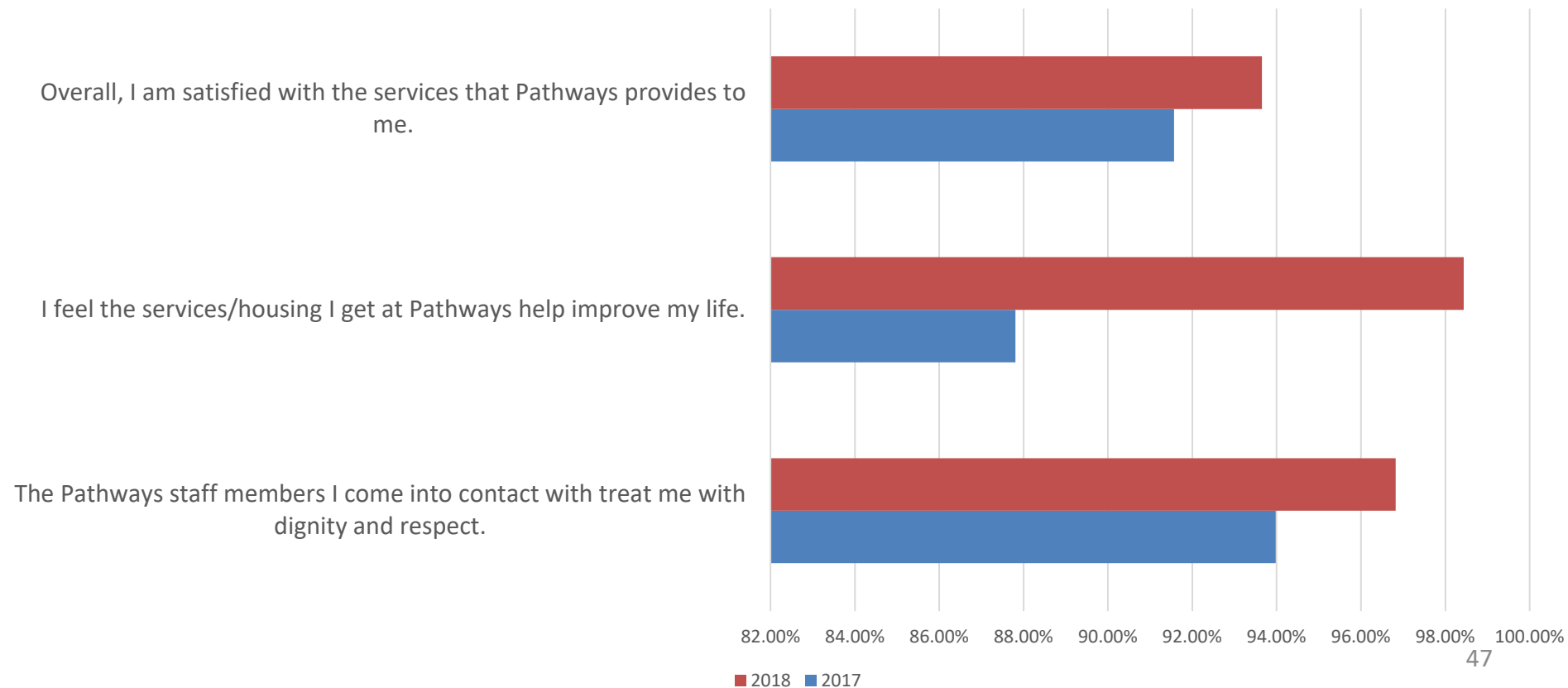
Satisfaction of Individuals Served (Housing & Services):



Impact on Consumer Satisfaction

29% Overall Response Rate

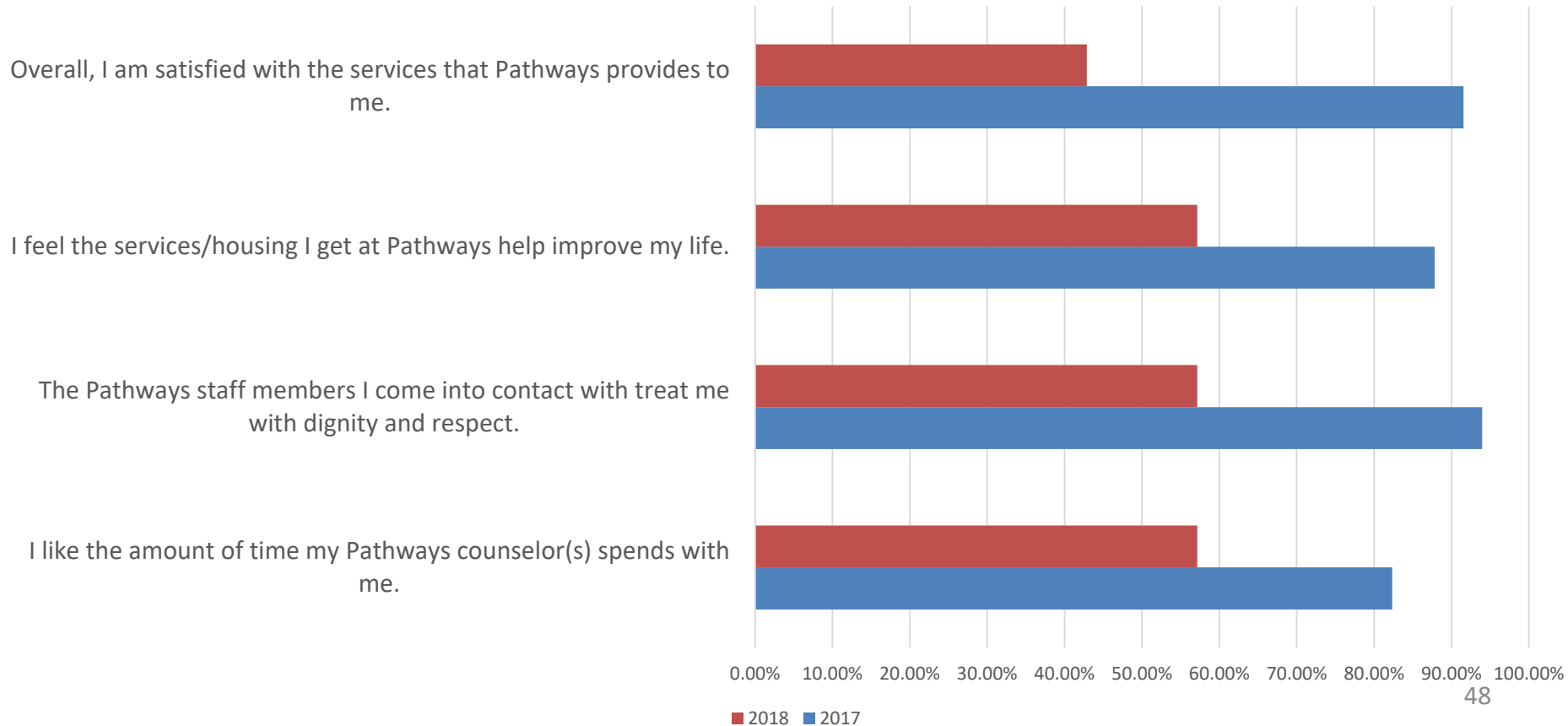
Satisfaction of Individuals Served (Housing Only):



Impact on Consumer Satisfaction

29% Overall Response Rate

Satisfaction of Individuals Served (Services Only):



2017 Staff Survey Completed via Survey Monkey – 76% response rate (highest ever).

Category averages:

2017

- Relationship with Supervisor **86%**
- Work Environment **79%**
- Overall Engagement **76%**
- Leadership and Planning **69%**
- Training/Development **67%**
- Corporate Culture/Communications **64%**
- Pay and Benefits **60%**

2016

- Relationship with Supervisor **91%**
- Work Environment **93%**
- Overall Engagement **84%**
- Leadership and Planning **89%**
- Training/Development **83%**
- Corporate Culture/Communications **81%**
- Pay and Benefits **74%**

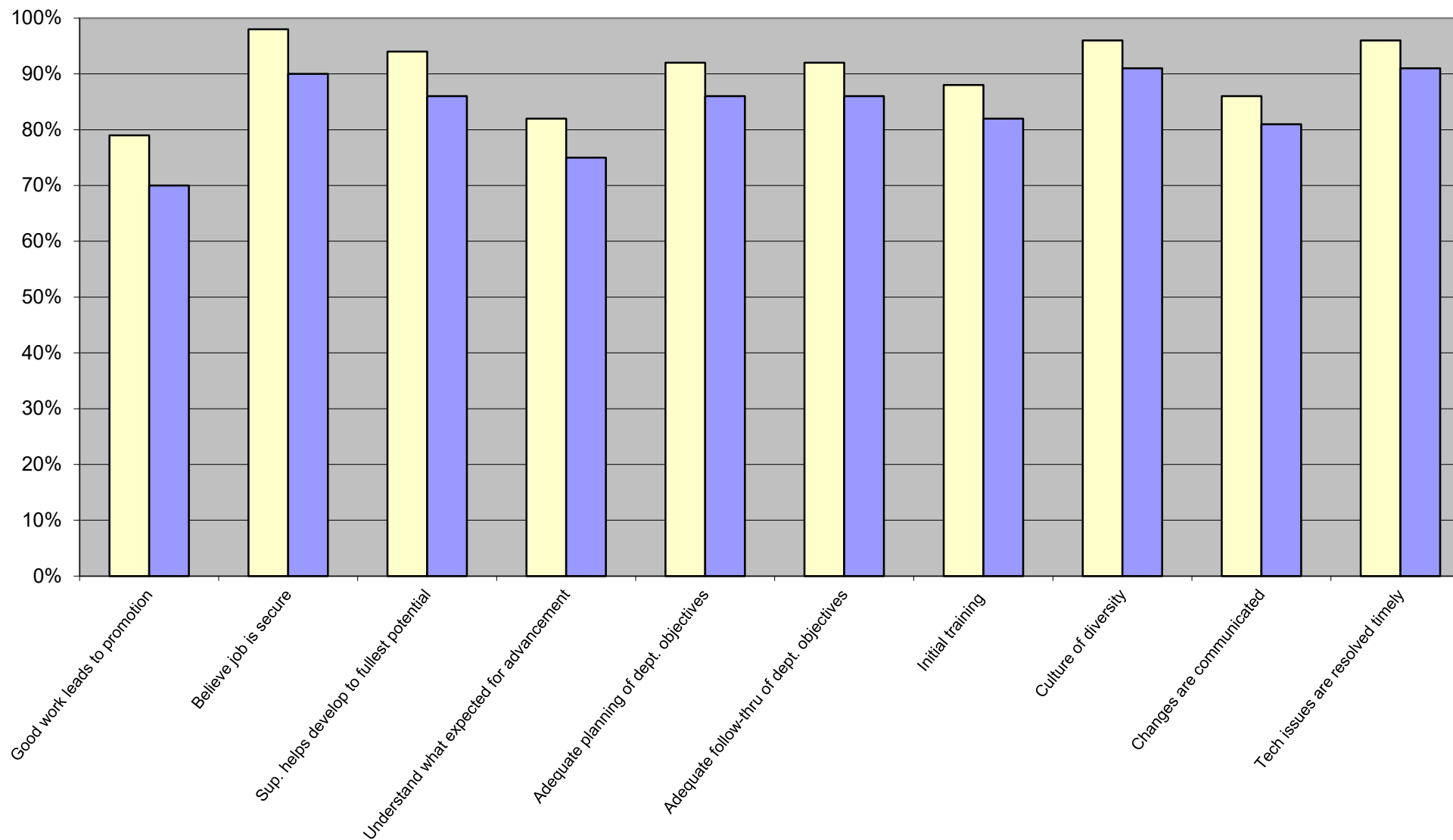
Staff Satisfaction

FY2014 – FY2018 Trends

Medium Category Organizations Pathway Homes Pathway Homes Pathway Homes Pathway Homes Pathway Homes						
AVERAGES	That Made the List (2016)	Results 2017	Results 2016	Results 2015	Results 2014	Results 2013
Leadership and Planning	90%	69%	89%	92%	95%	93%
Corporate Culture and Communications	89%	64%	81%	87%	91%	92%
Role Satisfaction	91%			91%	95%	94%
Work Environment	90%	79%	93%	85%	91%	92%
Relationship with Supervisor	92%	86%	91%	95%	93%	95%
Training, Development and Resources	83%	67%	83%	86%	85%	84%
Pay and Benefits	87%	60%	74%	80%	81%	80%
Overall Employee Engagement	92%	76%	84%	89%	92%	91%

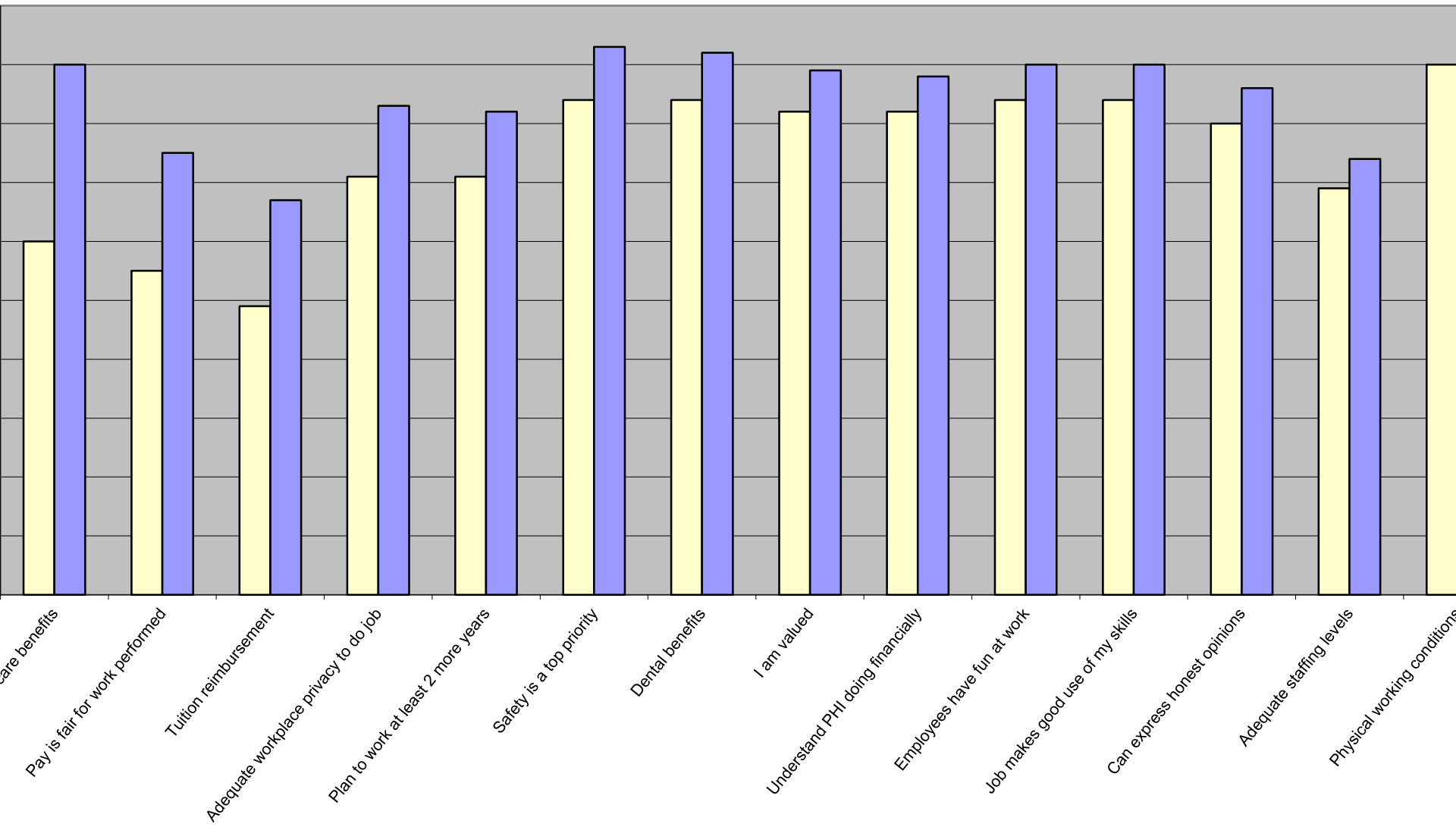
**Pathway Homes Results 5% or Better
Compared to Medium Category Organizations that made the list**

Pathway Homes Medium Category Organizations That Made the List



**Pathway Homes Results 5% or Worse
Compared to Medium Category Organizations that made the list**

Pathway Homes Medium Category Organizations That Made the List



Board in Action



Board Impact

- All volunteer board
- Range and depth of expertise
- Board member recruitment and onboarding
- Advocacy and education activities
- Philanthropic contributions
- Financial consultation
- Employee and Resident events
- Leadership Team support
- Give or Get Policy Implemented More Aggressively

Looking Ahead



CONTINUE:

- Culture of Excellence
- Expansion of ALFs
- Loudoun County Expansion
- Housing Acquisition and Development
- Increased Board involvement in fundraising
- Consumer Advisory Board advocacy
- Mental Health Skills-Building

EXPANSION OF THE FOLLOWING SERVICE LINES TO REMAIN COMPETITIVE:

- Crisis Stabilization
- Outpatient
- Medicaid Waivers
- Substance Abuse Services
- Employment and Vocational Training
- Behavioral Health Homes
- Geropsychiatry
- Medicaid ID/DD
- Day Supportive Programs
- Mergers and Acquisition to Maximize Sustainability

What underscores a Culture of Excellence?

- **Core Competencies** that are consistent for all positions across the agency.
- Our core competencies should be driven by the agency's **strategic plan, vision, mission, values, ethics and input from *you*.**

What does being a Non-Profit mean?

- A non-profit organization (NPO) is dedicated to furthering its mission. In economic terms, it is an organization that uses its surplus of the revenues to further achieve its ultimate objective, rather than distributing its income to the organization's shareholders, leaders, or members. Non-profits are tax exempt or charitable, meaning they do not pay income tax on the money that they receive for their organization.
- The key aspects of nonprofits is accountability, trustworthiness, honesty, and openness to every person who has invested time, money, and faith into the organization. Nonprofit organizations are accountable to the donors, funders, volunteers, program recipients, and the public community.
- Public confidence is a factor in the amount of money that a nonprofit organization is able to raise. The more nonprofits focus on their mission, the more public confidence they will have, and has a result, more money for the organization

How does our Non-Profit function as a Social Enterprise?

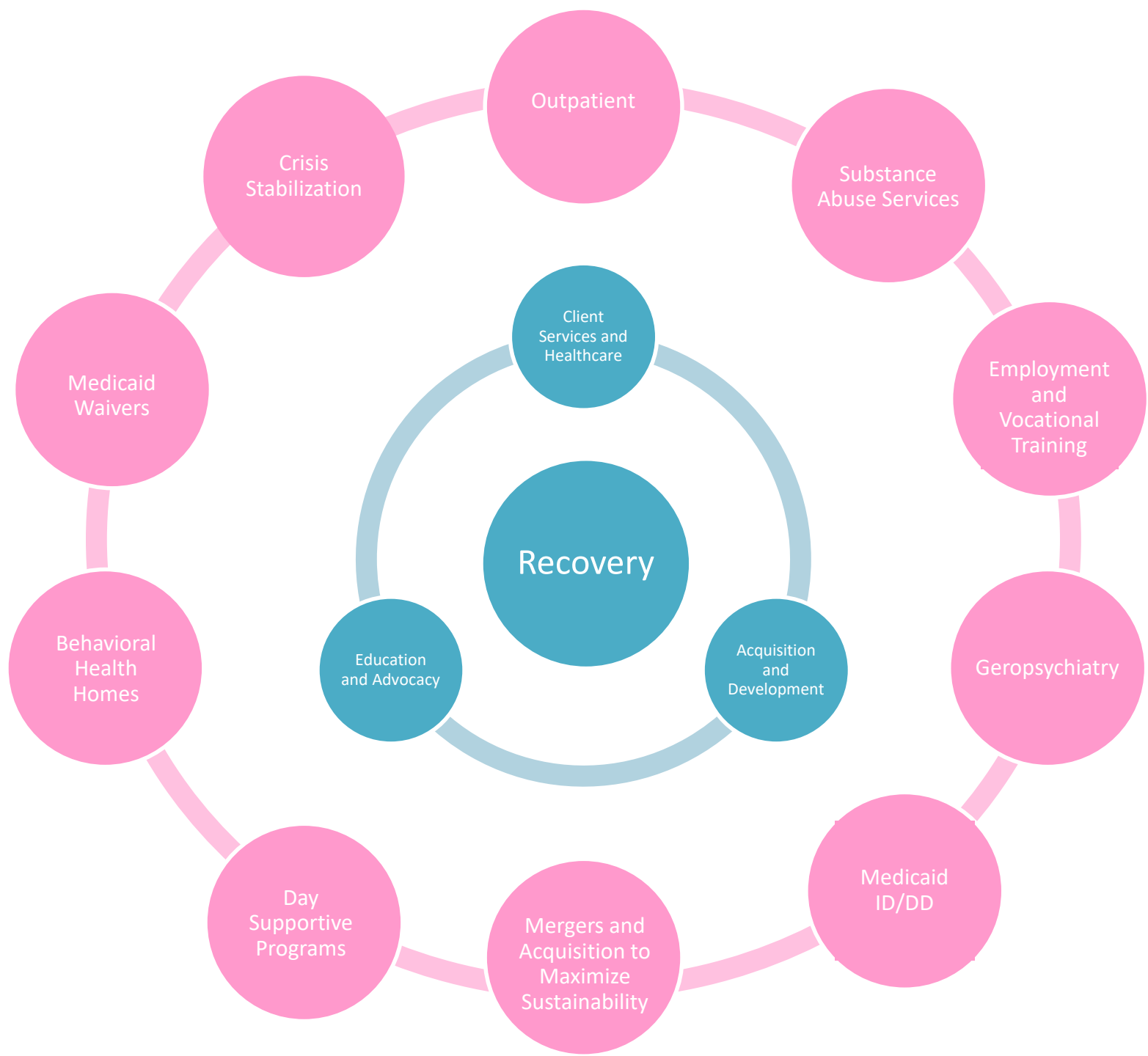
- A social enterprise is an organization that marries the social mission of a non-profit with the market-driven approach of a competitive business.
- Social enterprises are revenue-generating businesses with a twist. Whether operated by a non-profit organization or by a for-profit company, a social enterprise has two goals: to achieve social, cultural, community economic and/or environmental outcomes; and, to earn revenue.
- On the surface, many social enterprises look, feel, and even operate like traditional businesses. But looking more deeply, one discovers the defining characteristics of the social enterprise: **mission is at the center of business**, with income generation playing an important supporting role. (from The Centre for Community Enterprise).

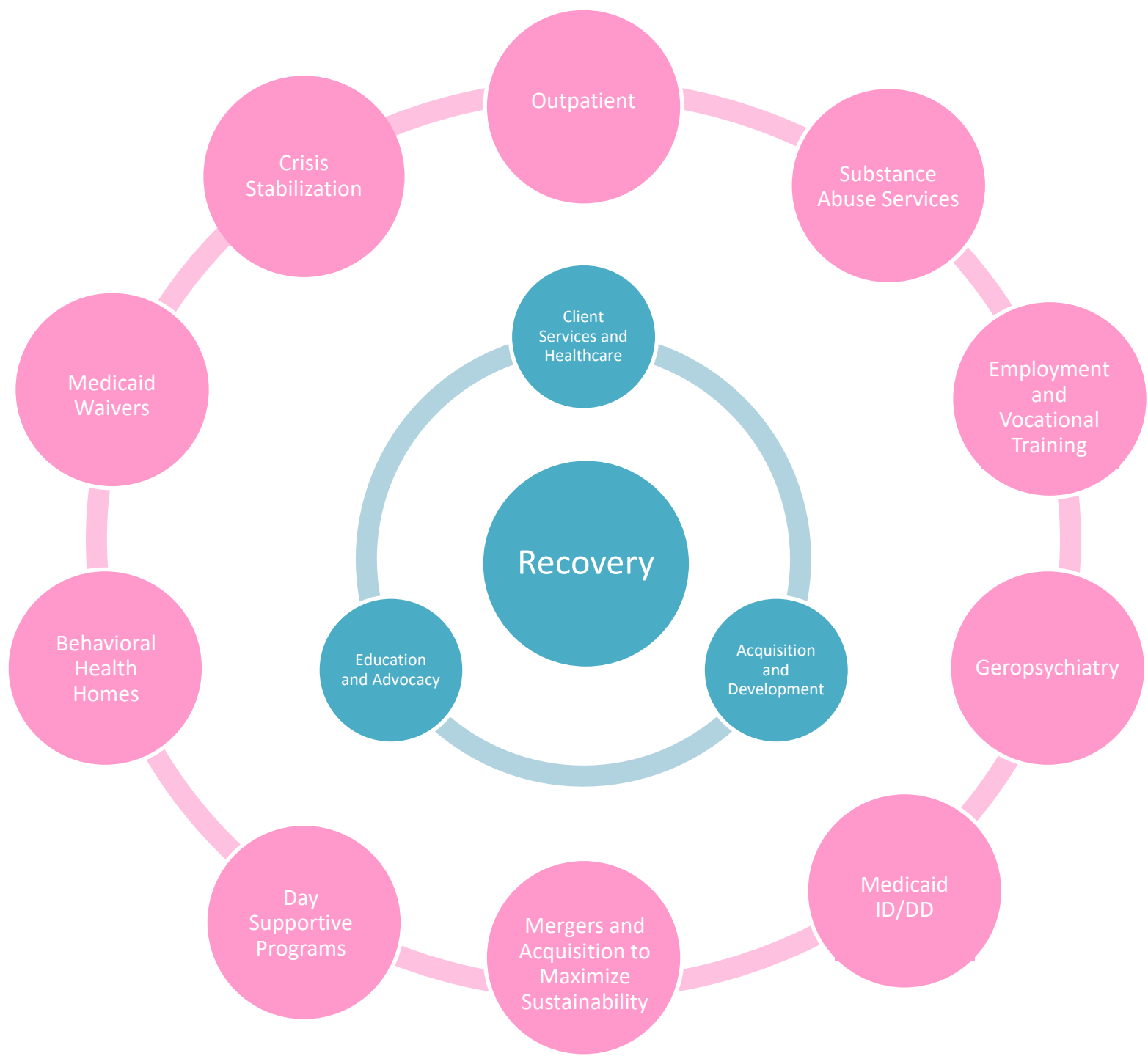
Efficiencies create increased working capital.

We are doing more with less – How?

- Increased face-to-face requirements, Medicaid billing
- Staff training
- Technology
 - Outsourced support
 - Automated processes
 - Business processes
 - Software (EHR, Accounting, Property Mgt., HRIS)
 - Data collection and information management







A word cloud featuring the phrase "Thank You" in numerous languages and scripts. The words are arranged in a circular pattern, with "thank you" in the center in large, bold, red letters. Other prominent words include "gracias" in green, "danke" in blue, "merci" in orange, and "teşekkür ederim" in pink. Smaller words in various colors like yellow, purple, and blue are scattered around the perimeter. The background is white.