

Pathway Homes, Inc.  
2011 Strategic Plan Matrix  
Updated June, 2015

**Information Technology**

Tactics/Objectives	Time Frame	Person(s) Responsible	Status/Date October, 2011	Status/Date April, 2012	Status/Date June, 2012	Status/Date June, 2013	Status/Date June, 2014	Status/Date Dec 2014	Status/Date June 2015
Transition the agency to the use of secure electronic health records.	GO LIVE – June 6, 2011	<u>Credible Implementation Team:</u> Sylisa Anita Eleanor Lauren Pollet	Credible Operational – training of staff continuing	Transition completed. Initial training completed. Ongoing refresher training in progress.	Celebrating 1 year of Credible implementation this month!	Credible fully implement in 2012. Objective completed and discontinued.	<b>Completed and discontinued June 2012</b>		
Upgrade systems to integrate and improve agency communication and databases.	Ongoing	Eleanor Lauren P.	Ongoing: Computer systems are being upgraded and replaced as old systems become outdated.	Ongoing: Desktop computers are being replaced with laptops at program sites as they become outdated.	Ongoing: Wifi system fully operational at the admin office. Ongoing review and upgrade or replacement of computer systems as needed.	Wifi and VOIP implemented and fully functional. Transition to AT & T tethering for internet access for clinical staff in the field planned for Fall implementation.	Transition to AT&T hot spots for clinical staff in the field implemented and fully operational. Credible use expanded to SP and PW staff – will provide secure messaging capability. Systems upgraded or replaced PRN. All but two desktops updated to	VOIP extended to PW ALF due to open	VOIP fully implemented in PW ALF and working successfully in all programs.

							laptops for Supported Living staff.		
Maintain agency hardware and make necessary repairs for staff computers and peripherals in an efficient, effective and timely manner.	Ongoing	IT Committee Eleanor Lauren P.	Implementing new procedures for timely maintenance and upkeep. Currently inventorying all hardware and peripherals.	Ongoing.	Inventory complete in scattered sites pending inventory of office equipment.	Inventory of office equipment complete. However, updates continue as IT assets are replaced/updated.	Replaced 11 computer systems – 9 of them new, during the year. Inventory is updated to reflect assets at end of each month.		Ongoing upgrades and updates as needed.
Upgrade agency hardware, including the primary server and transitioning staff computers to laptops as appropriate.	2011	IT Committee Lauren P.	Server upgraded – 6/2011 Staff Netbooks & Laptops provided– May-Sept, 2011	Ongoing transition from desktops to laptops as the desktops are replaced.	Ongoing as needed.	Initial upgrades complete. Ongoing transition to laptops as desktops become due for upgrades.	Almost all supported living staff now has a laptop. Upgrades continue as needed.	All supported living staff have laptops.	Ongoing
Upgrade agency accounting software to an improved, web-based system.	GO LIVE – July 1, 2011	Brenda Don	SAGE is operational. Ongoing training and expanded implementation ongoing.	Completed	Completed	Completed and discontinued.	<b>Completed and discontinued 2012.</b>		
Provide initial and ongoing training for staff on I.T. systems and security.	2011 -2012	Eleanor Lauren P.	Credible/Sage Training ongoing	Initial IT security training completed. Ongoing training in progress	Credible re-training planned for July/August, 2012	Initial Credible training provided for all clinical staff at hire; refresher training provided individually as needed. Annual training on IT systems and security completed.	Initial and ongoing training continue for all new and existing staff. HIPAA Risk Analysis and training completed. Annual IT security completed.		Initial IT training for new staff and IT security training annually.
Develop and implement			Board Approved	Implemented	Completed	Fully implemented			

an agency Telework policy.	Spring, 2011	Sylisa Leadership Team	4/11/2011			in 2011.			
Develop a comprehensive email list of our stakeholders to use for newsletters and other agency communication.	2011-2012	Leadership Team	In progress.	Completed first mailing to solicit/upgrade existing stakeholder email list. Only 275 addresses were active.	January newsletter went out to 275 active email addresses. April newsletter went out to 366 email addresses – 340 of them active. Efforts continue to solicit email addresses.	813 active email addresses as of 6/30/13. Efforts continue to increase these numbers and keep the list current.	901 active email addresses as of end of FY. Efforts continue to build list and keep it current.	976 actively working email addresses.	Over 1,000 active email addresses.
Update and improve the agency website.	Spring, 2011	Leadership Team/Operations Team	New Website Live – July 1, 2011 Needs significant work.	Website revisions ongoing.	Several new updates to the website include calendar for staff and Board; SAMHSA facilities search; and new website privacy notice. Also received Guidestar Exchange Member Partner in Trust Seal.	Updated the website platform resulting in a new design and increased security of the website. Implemented updated design for accepting online donations and revised the employee pages. All changes have received very positive response. Major revision of volunteer pages in progress.	Completed update of the volunteer pages on the website with increased usability and access. Revised employee pages.  <b>Completed - No future website updates planned this FY. Continue to address under communication goal.</b>		
Explore conversion to a VOIP telephone system.	Fall 2011 - Winter 2012	Eleanor Lauren P.	Proposals being reviewed.	Reviewed three proposals. Re-visit viability at end of fiscal year	Pending approval in the budget.	Full implementation of VOIP successfully completed in December, 2012.	<b>Completed and discontinued in 2012</b>		

**Recovery**

Tactics/Objectives	Time Frame	Person(s) Responsible	Status/Date <b>October, 2011</b>	Status/Date April, 2012	Status/Date June, 2012	Status/Date June, 2013	Status/Date June, 2014	Status/Date Dec 2014	Status/Date June, 2015
Develop a truly consumer-directed, not just consumer-involved, housing program, the first in our community.	Open Dave's House II - July, 2011	Sylisa Sherry Meyers	Program open w/all beds filled.	Completed. Ongoing efforts continue	Completed	3rd Consumer-directed home opened this year, serving 24 individuals.	<b>Completed and discontinued 2013</b>		
Create and expand volunteer positions within the agency, which integrate consumers into our daily operations as much as possible.	2011 - 2012	Eleanor	Utilizing volunteers & consumers for Receptionist Position	Revisit as other opportunities arise	Exploring opportunities for Pathways consumers to volunteer at Admin Office.	Pathways consumer is volunteering as an IT tutor at SP. Efforts continue to recruit other consumers.	Two consumer instructors recruited for the Computer Training Center. Additional consumer recruited for front desk position	Consumer presented with Pathways staff at Workshop in Norfolk, VA on Consumer-Directed Housing	
Create opportunities that support consumer spiritual growth, whole health and the "good life" philosophy.	2011-2012	Recovery Committee, Clinical Management Team	Recommendations being developed.		Agency cookout was held in June and was a big success. The Consumer Advisory Council was visible and accessible throughout the event.	Use of volunteers to provide quality of life support e.g. cooking buddy, walking buddy, painting buddy, etc.  Successful	2 <sup>nd</sup> Annual Summer of the Arts Exhibition planned for August 2014. Volunteer activities continue to target quality of		3 <sup>rd</sup> Annual Summer of the Arts planned for July, 2015

						completion of Pathways 1 <sup>st</sup> Summer of the Arts Exhibition featuring consumer artists and opportunities for sale of art pieces.	life activities e.g. cooking, exercise, music, etc.		
Engage in community projects and activities designed to reduce stigma.	2011 - 2016	Sylisa Leadership Team	10/2011 Annual MIAW Planning Team	Help the Homeless Walk CFC Campaign Talks	Fair Housing Advocacy at Fairfax Board of Supervisors meeting.  Help the Homeless Community Walks	Fairfax County 100K Homes events.  Community newspaper articles.  Attendance at hearings in Richmond.	Membership in Fairfax Fair Housing Committee; Satisfied judgment received in Fair Housing complaint; Membership in VACBP; Use of media to educate and promote advocacy efforts		Ongoing.
Maintain Recovery Committee efforts to continually ensure the implementation of recovery training to all stakeholders.	Ongoing	Sherry , Recovery Committee	Initial orientation trainings completed, expanded trainings being developed.		Initial training provided to all staff upon hire and annually to clinical staff.	Hearing Voices that are Disturbing training to Family group.	Ongoing efforts in this area.	Discontinue with plan to integrate in daily practices and agency culture e.g. Explore increased use of Consumer Advisory Council in this role; Consider Consumer Speaker's	

									Bureau; Explore use of external facilitator to develop Advisory Council skills
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**Growth**

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Enhance internal clinical skill base to serve an increased number of individuals with co-occurring multiple disabilities.	2011-2013	Senior Clinical Leadership Team, Clinical Mgmt, Training Committee	Expanded training opportunities have begun to be offered. Formal plan to be developed.	Exploring partnerships with CSB to provide training on ID to clinical staff. Initiated web-based training – DSM V and MI		Training re: ID pending.  Training re: emerging EB-practices initiated (MRT).  Implementation of new web-based training system with library of trainings, implemented (Relias)	Relias fully implemented and operational across the agency.  ID training still pending.  Ongoing clinical training in EBTs. Co-occurring SUD training in planning stages.	Conduct DDCMHT assessment of agency during 1 <sup>st</sup> qtr of 2015. Roll out DD staff training following agency assessment.	DDCMHT assessment pending implementation. Staff participation in related training ongoing.
Develop programs that allow for step-down opportunities for current residents and promote their continued recovery and movement toward housing that meets their greatest level of individual	2011 - 2016	Senior Clinical Leadership Team	1 consumer from Stevenson Place to Dave's House II, 1 consumer from Semi-Ind. To DH II, 1 consumer from Semi-Ind. To Laura's House		Several individuals scheduled to transition into new condominiums from other Supported Living locations, including Dave's House II at Kincaid.	The opening of 2 <sup>nd</sup> consumer-directed program (West Ox I and II) provided opportunities for several individuals to transition from programs requiring more intensive staff support.	Acquired 6 new housing units that allow existing consumers to step-down from more intense level of support		Ongoing

potential and self-sufficiency.									
Sponsor new consumer-directed programs and re-structure existing programs utilizing consumer-directed recovery strategies.	2011 - 2016	Senior Clinical Leadership Team	Dave's House II – opened July, 2011.  HUD Bonus project to be submitted.	RFP submitted to fund program similar to Dave's II	Awarded funding. Scheduled to open 2 <sup>nd</sup> consumer directed program at West Ox in July, 2012	2 <sup>nd</sup> consumer-directed program opened on schedule and number of beds expanded during the year.	Ongoing exploration of new housing and service delivery designs to meet continued need.		
Expand public/private partnerships to develop new housing and supports.	2011 - 2016	Leadership Team	Ongoing, Negotiating with DHCD for possible renovation and leasing of a county property for HUD bonus project.		Lease approved for property on West Ox Road	West Ox property successfully leased and beds filled.  Additional beds added through Casablanca, Alsop, and Greenwood properties.	Work ongoing on the development of 57-unit Lorton property. Several key outcomes achieved for this project.	Exploratory phase of expanding housing and services to Central Fl	Temporarily on hold as funding allocation is revisited.
Expand services as appropriate to respond to current and emerging Regional needs.	2011 - 2016	Leadership Team	Selected by County to develop HUD bonus project to serve 22 consumers targeted in the 10-year plan.		On track to initiate services in August, 2012	Provision of direct services to 24 new individuals.  Additional 9 served through Casablanca, Alsop and Greenwood.	Served additional 10 new individuals due to acquisition and expansion of housing units.	5 new individuals to be served with opening of PW ALF	Nine new individuals served with the addition of PW ALF, additional bed at SP, two new McKinney units.
Establish a Community Housing Development Organization (CHDO) to secure new housing units.	October, 2011	Sylisa	Pathway Recovery, Inc. submitted - awaiting Incorporation date from state. 501(c)(3) application submitted.	CHDO established. Submitted legal documents to IRS in March	Achieved and discontinued.	Achieved and discontinued.	<b>Completed and discontinued in 2012</b>		

Provide housing and/or supportive services to a total of 425 persons (an additional 50 individuals) by 2016.	2011 - 2016	Leadership Team	6-Bed, Dave's House II open,  22- Bed, CoC Bonus Project approved for 2012	Served 374 individuals in 2011 plus an additional 24 in homes leased to the CSB, which provides the services to individuals living in these homes	On track to serve an additional 21 new individuals by July, 2012.	Serving 428 as of the end of the fiscal year.	Served 438 FY 2014	On track to serve an additional 8 through PW ALF and 17 through staff deployed to CSB	467 served
Market agency trainings with CEU's to outside agencies to increase agency exposure and revenue.	2011-2012	Sylisa Eleanor Sherry	Approved for ASWB CEU's, others being applied for, Several curriculums have been developed.	Need to develop Ethics training for CEUs. Existing training curricula may need to be updated	Current trends indicate web-based trainings that are much cheaper than what Pathways can offer at this time. Discontinue and revisit in next plan.	Discontinued.	<b>Discontinued in 2012</b>		
Maintain active involvement with the Office to Prevent and End Homelessness (OPEH) to maximize opportunities for growth and response to new RFP initiatives available through the implementation of the County 10-year Plan to End Homelessness.	2011 - 2016	Sylisa/ Eleanor	On OPEH Housing Options and Singles Housing Committees, Other CoC and HMIS committee involvement	Also on Interagency HOST Committee working on the Housing Blueprint	Co-chair for Singles Redesign (Rapid Re-housing) Committee beginning in May, 2012, working to develop recommendations for policy and system change to the Board of Directors.	Assisted OPEH's efforts with 100K Homes campaign by SLW serving on Development Cttee; EV on the Implementation Cttee and Housing Sub Cttee, and SM on the Support Service Sub Cttee. In addition, active participation of the Board during Registry Week events (Dara & Jim).  EV currently serves on the OPEH-led	Continued to provide feedback and consultation to OPEH staff as needed. EV continues to serve on OPEH's Monitoring and Evaluation Cttee; EV and AR are also on the Singles Providers Cttee.		Pathways piloting the CoC coordinated intake and referral system led by OPEH. Other supports to OPEH ongoing.



						CoC Evaluation and Monitoring Cttee.			
Expand corporate, community and County partnerships.	Ongoing	Sylisa Anna	Current discussions with Fairfax DHCD and OPEH.		Initiated contact with Reston Interfaith re: contacts in banking industry and local Chamber of Commerce	Extensive work and progress made by Dir of Dev (Anna):  Fairfax Chamber of Commerce Bank of America Wells Fargo Center for Nonprofit Advancement New Hope Church Freddie Mac TapRoot Mayer Foundation Cafritz Foundation Community Foundation of VA	Ongoing connections made with corporate community. Received contributions for the first time from Cafritz Foundation, Capital One, and Bank of America.  Partnership with CRS resulted in additional funding from HUD reallocated funds as well as the Lorton project.  Expanded into PW county with development of ALF		Ongoing
Increase agency personnel infrastructure as needed to adjust to the changing needs of the environment.	Ongoing	Sylisa Leadership Team	Increasing utilization of volunteers, Redefining and restructuring certain positions to better utilize resources.			Review and revision of pay scale and restructuring of certain positions completed resulting in greater efficiencies and savings to the	Ongoing. Implementation of contract with CSB to staff MH residential vacancies	Two new positions created (IT Support, and Property Management Support) to address agency growth and	One new MHCIII and 5 MHCII positions created due to expansion.

						agency.		changing needs of agency	
Develop and implement a major I.T fundraising campaign.	2011-2014	Sylisa Anna Philanthropy Committee	Board Approved – 4/11/2011, 100% Board and Leadership pledges being sought, \$89,000 pledged.	100% commitment from Board and LT. \$122,000 raised as of March, 2012. Official community kickoff scheduled for 4/19/12	IT Campaign formally kicked off in April. Raised \$160,000 as of 6/26/12	IT Campaign is in its 2 <sup>nd</sup> year.	IT Campaign wrapped up its 2 <sup>nd</sup> year and is more than half way to goal.		IT campaign wrapped up its final year.

**Human Resources**

Tactics/Objectives	Time Frame	Person(s) Responsible	Status/Date <b>October, 2011</b>	Status/Date April, 2012	Status/Date June, 2012	Status/Date June, 2013	Status/Date June, 2014	Status/Date Dec, 2014	Status/Date June, 2015
Form a task force to develop recommendations for improving recruitment and hiring practices, including marketing the agency as an outstanding employer, the use of consumers in the hiring process and issues of getting and providing employment references.	Summer, 2012	Sherry Leadership Team	Hiring Task Force is formed and has begun work.		Ongoing	Ongoing	Ongoing	Revisit by 3/15/15	Human Resource assessment scheduled for November, 2015
Expand opportunities for internal trainings for staff and management, which also provide	2011-2012	Eleanor, Senior Clinical Leadership Team, Training Committee	In progress.	Multiple trainings scheduled for staff through May, 2012. Web-based format will allow	Completed two major web-based trainings for clinical staff with 2 repeat viewings by 6/1.	Three additional web-based trainings with CEUs offered to clinical staff during the	Relias web-based training implemented and fully operational.		

continuing education units (CEU's).				maximum number of staff to participate and benefit from CEUs	Additional viewings scheduled in June. Two other web-based trainings scheduled over the summer months.  Will continue to provide CEUs for Pathways-developed training through the end of current certification as approved CEU provider.	year.  Pathways' designation as an Approved Continuing Education provider was allowed to expire and other avenues to provide training with CEUs explored.  Relias Learning web-based training system was implemented with full access to a vast library of relevant training with CEUs as needed.	Provides opportunities for CEUs.		
Develop and implement an agency Telework policy.	Spring, 2011	Leadership Team	Completed. Board Approved – 4/11/2011	Completed	Completed and discontinued	Completed and discontinued.	<b>Completed and discontinued in 2011</b>		
Continue to move, as possible, toward shrinking the increased salary gap of recent years between comparable agency and county positions.	Ongoing	Sylisa Leadership Team	Progress made through FY 2011 and FY 2012 agency COLA's to staff.	Pending return to Merit based increases and/or COLAs	Merit increases planned to be reinstated beginning July 1, 2012.	Merit increases reinstated as scheduled.  Continue to explore other options to compensate staff.	Ongoing.	Tuition Lottery Reimbursement implemented. 2% COLA in January 2015.	Ongoing efforts in this area
Continue and further senior level talent management and	Ongoing	Sylisa Leadership Team	Leadership Team participating in GMU Nonprofit Series for		Increased use of "all staff" email, website, and agency	360 Survey completed for all leadership and	Implemented personnel practices	Plan to hire Executive Coach for LT in 2015.	

leadership development efforts, including succession planning.			Development of Senior Leadership Skills, Succession planning continuing at LT and MT levels.		meetings to keep staff in the loop. 360 Survey developed and will be completed by staff across the agency beginning August, 2012.	management team members and results with action plan shared in teams.	training in monthly management team meetings. Discussions continue re: other means to promote management-level professional development	Ongoing training in MT meetings	
Expand opportunities for agency program networking and team-building.	2011-2016	Leadership Team	New, creative uses of Agency Staff meetings being developed.	Ongoing	Ongoing	Ongoing	Ongoing		Ongoing
Hire a Major Gifts specialist philanthropy position.	Spring, 2012	Sylisa	Networking and pre-interviewing has begun.		Job description updated and position vacancy advertised.	Director of Development and Major Gifts hired 9/2012.	<b>Completed and discontinued in 2012</b>		

**Communication**

Tactics/Objectives	Time Frame	Person(s) Responsible	Status/Date <b>October, 2011</b>	Status/Date April, 2012	Status/Date June, 2012	Status/Date June, 2013	Status/Date June, 2014	Status/Date Dec, 2014	Status/Date June, 2015
Expand efforts to improve staff education about all agency programs and services.	2011-2012	Leadership Team	Exploring better uses of quarterly agency staff meeting.	Completed pictorial representation of all Pathways programs and housing. Discussed in LT. Plan to review with MT.	Updated agency program chart to include new programs that are coming on in July and August, 2012.	Program organizational chart updated. Discussions ongoing in LT and MT.	Ongoing presentations in MT and agency staff meeting	Annual State of the Agency presentations completed	Ongoing
Utilize I.T. improvements in the use of laptops and electronic records software such as secure instant messaging and shared calendaring to streamline communication among staff.	2011 - 2012	Leadership and Management Teams	Utilization begun, but exploring and developing how to <b>maximize</b> use of these new tools.	Using secure IM in Credible. Extended use of remote access work via secure web-based connections. Improved communication due to availability of new mobile IT equipment.	Consistent use of secure messaging in Credible. Increased use of remote access log-in by approved staff to Telework.	Continued use of secure messaging in Credible. Increased use of approved telework by staff. Roll out of smart phones for identified clinical staff with text messaging and internet hot spot capability.	Use of VOIP, smartphones with internet connectivity; EHR messaging and text messaging; cloud-based shared workspaces are streamlining and improving communication among staff		Use of messaging in Credible ongoing. Smart phone use extended to all Supported Living staff and messaging availability for all staff
Develop a comprehensive stakeholder email address list to improve communication with our stakeholders.	2011-2012	Leadership Team Board Lauren P.	In Progress	In progress. First mailing to solicit new address/update existing was completed.	List of usable email addresses has increased to over 350 from 275 active addresses in January, 2012. Need to develop additional strategies to obtain more addresses.	Email list as of 6/30/13 is 813 working addresses.	Email list as of 6/30/14 was 901 active addresses.		Over 1,025 as of 6/30/15

Convert to and distribute agency newsletter in an electronic format.	2011-2012	Eleanor Lauren P.	In progress, Also discussing shorter newsletters put out more often.	Completed. First electronic newsletter published and distributed January 15, 2012. Plan to distribute quarterly.	Distributed 2 <sup>nd</sup> e- newsletter in April as scheduled. 3 <sup>rd</sup> e- newsletter scheduled to go out in July.	E-newsletter successfully implemented 1/2012 and sent out each quarter since. Completed and discontinued.	Distribution continues quarterly. <b>Completed and discontinued in 2012</b>		
Explore development of VOIP or other phone system upgrade to allow for direct dialing to staff extensions.	Fall 2011 – Winter 2012	Sylisa Eleanor Lauren P.	In progress. Proposals being reviewed.	Three proposals reviewed. Awaiting decision re: allocation of funds.	On track to allocate funds with IT fundraising in FY13 budget.	VOIP successfully implemented 12/2012. Completed and discontinued.	<b>Completed and discontinued in 2012</b>		
Provide initial and ongoing training for staff on I.T. systems and security.	2011 - 2012	Eleanor Lauren P. Brenda (SAGE)	10/2011 Credible/Sage Training ongoing	Initial training completed in both systems. Ongoing training as needed.	2 <sup>nd</sup> Security training completed at agency staff meeting in May. Will incorporate into Credible training in Summer, 2012.	Initial training on IT systems provided for all staff upon hire and periodically as needed. Security training completed annually at agency staff meeting. Continue.	Initial completed as needed and ongoing thereafter.  HIPAA Risk Analysis completed and agency-wide training completed		Ongoing
Develop and implement an agency Telework policy.	Spring, 2011	Leadership Team	Completed. Board Approved – 4/11/2011	Completed. Telework policy implemented.	Completed and in practice. Discontinue.	Completed and discontinued .	<b>Completed and discontinued in 2011</b>		
Explore development of an agency video for YouTube and other media uses.	Fall, 2011	Sylisa	Contract w/ Rob Lamp 10/2011	Agency video developed and distributed. Currently on You Tube and Pathways website	Ongoing conversations with Rob Lamp regarding the other videos developed.	Videos developed and one on agency website. Plan to utilize the other videos that were developed.	Plan to develop new videos pending.		Ongoing

Update agency website to maximize its attraction and ease of use for all stakeholders.	2011-2012	Eleanor Lauren Anna	New website LIVE as of July 1, 2011, but still need significant improvement.	Ongoing revisions being made.	Revisions continue. Actively using the website to market the agency and expand readership through linkages to social media – Facebook, Google+, Twitter, LinkedIn, etc.	New website platform with security upgrade.  See status under IT for additional updates.  Improvements ongoing.	Major revision of Volunteer pages of website completed and operational this FY. Other revisions ongoing.	Communications Manager hired full time. Will continue website revisions as prioritized.	Ongoing  Started work on updating Programs pages on website.
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