



FY2019 State of the Agency

A Measured and Sustainable Approach

Presented October 7, 2019

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.

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.

We Are A Social Enterprising Agency

- 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 surplus to reinvest in our mission

As a Social Enterprise we aspire to achieve a Culture of Excellence:

- A culture navigated to achieve the agency's mission, vision, values, and strategic goals.
- Where core competencies are defined and consistent for all positions in the agency.
- An environment that promotes emotional intelligence and corporate responsibility.
- Unified by the implementation of evidence- based practices, quality outcomes and high productivity.
- Operating in an environment that demonstrates good judgement and collaborative teamwork, clear and consistent communication, innovation, accountability and recognition.

Who are some of the partners who validate our excellence?

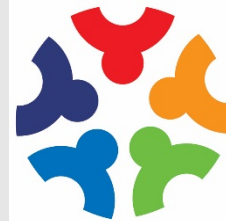


VIRGINIA DEPARTMENT OF
SOCIAL SERVICES



DBHDS

Virginia Department of
Behavioral Health and
Developmental Services



FAIRFAX - FALLS CHURCH

**Community
Services Board**



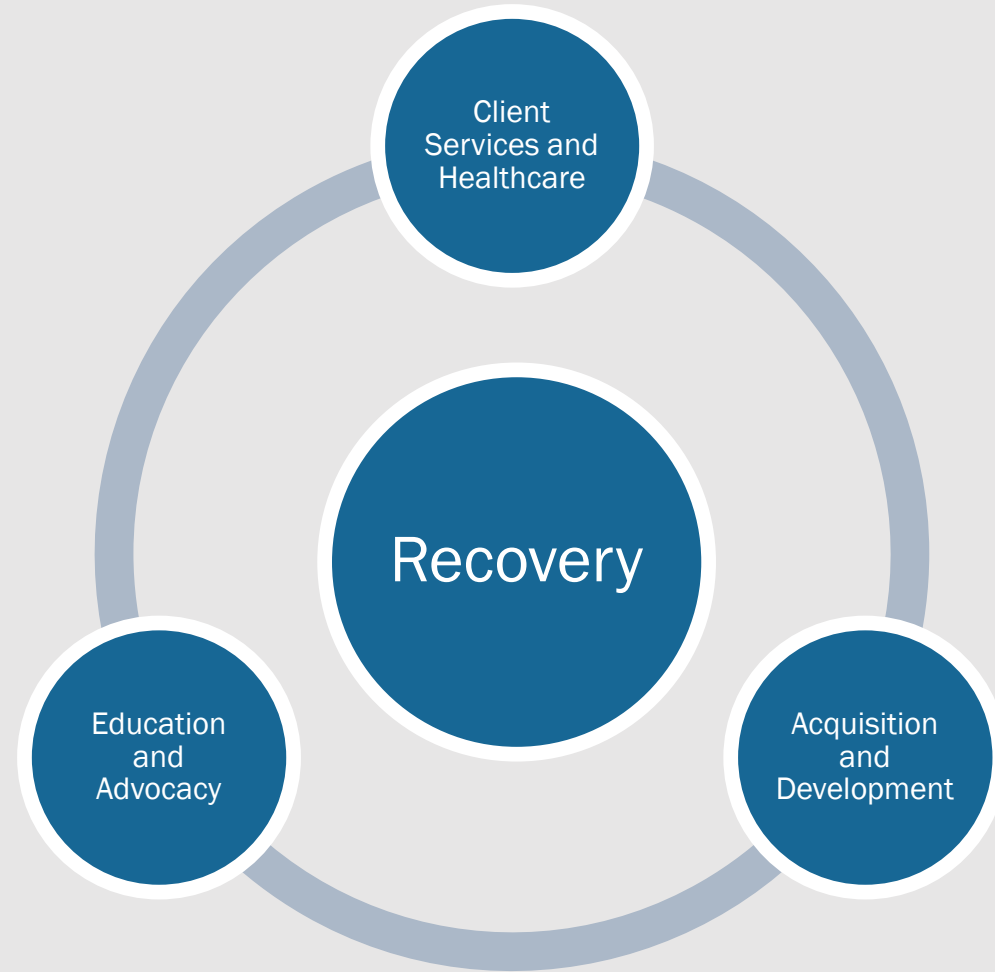
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Organizational Plans

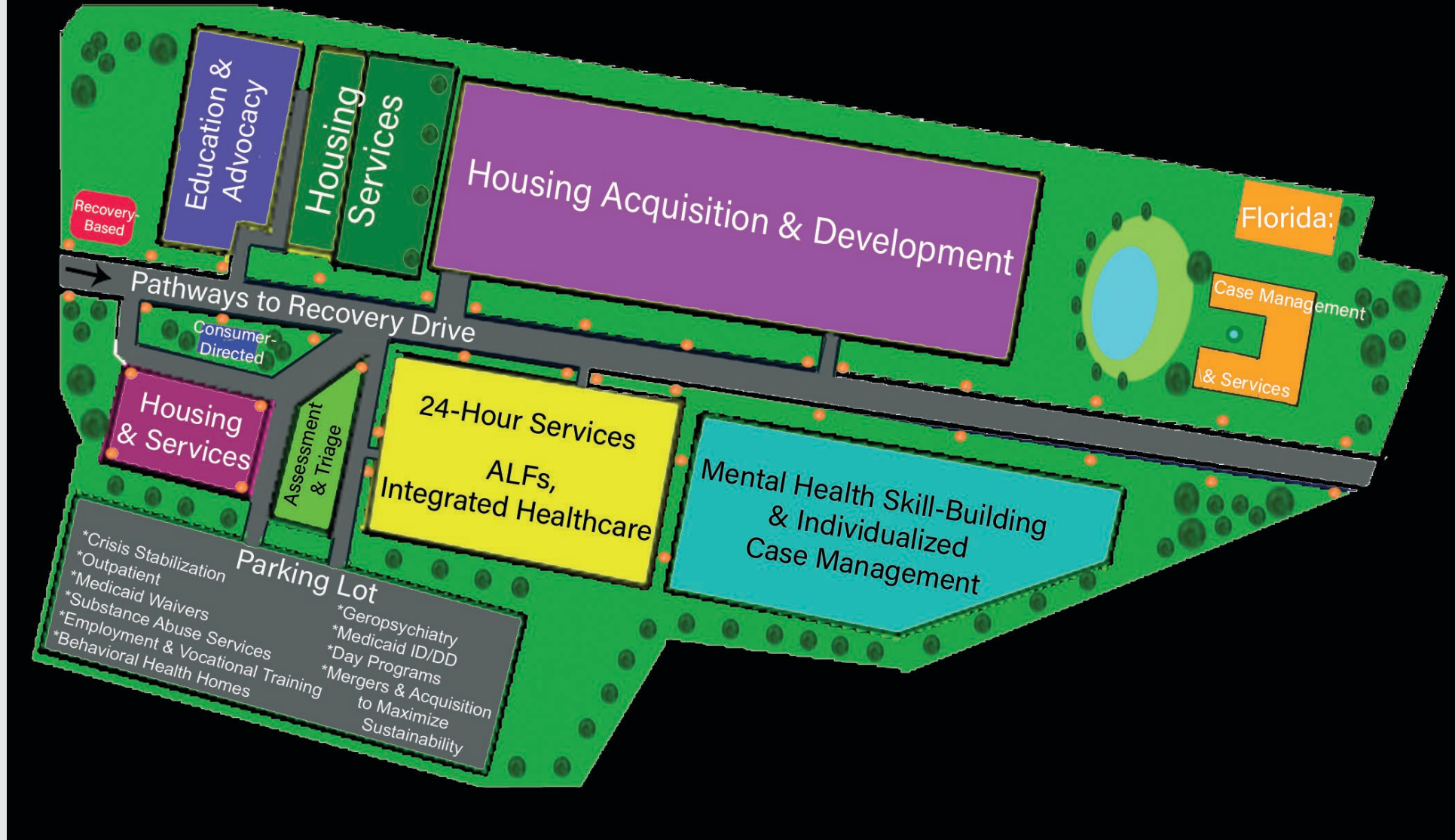
We establish and track agency outcomes through:

- *Service Delivery Plan*
- *Business Functions Plan*
- ***ORGANIZATIONAL PLANS***
 - Accessibility Plan
 - Continuity of Operations Plan
 - Cultural Diversity and Competence Plan
 - Emergency Management Plan
 - HIPAA Risk Analysis Plan
 - Information Technology Plan
 - Risk Management Plan
 - Strategic Plan
 - Tenant Selection Plan
 - VAWA Emergency Transfer Plan

Pathways at a Glance



Building a Measurable and Sustainable Campus of Continuing Care



OUR IMPACT: FISCAL YEAR 2019

1268
Lives Touched



331
Permanent Supportive
Housing Units



93
Units owned



241
Units leased



526
Tenants



93%
of individuals served
remained in
permanent housing



89%
of individuals remained
out of psychiatric
hospital beds



99%
of individuals
remained out of jails

Stable Housing

93% of individuals served remained in permanent stable housing.

Hospitalization (Medical)

89% remained out of medical hospital beds during the fiscal year.

Hospitalization (Psychiatric)

92% 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

99% of individuals remained out of jails during the fiscal year.

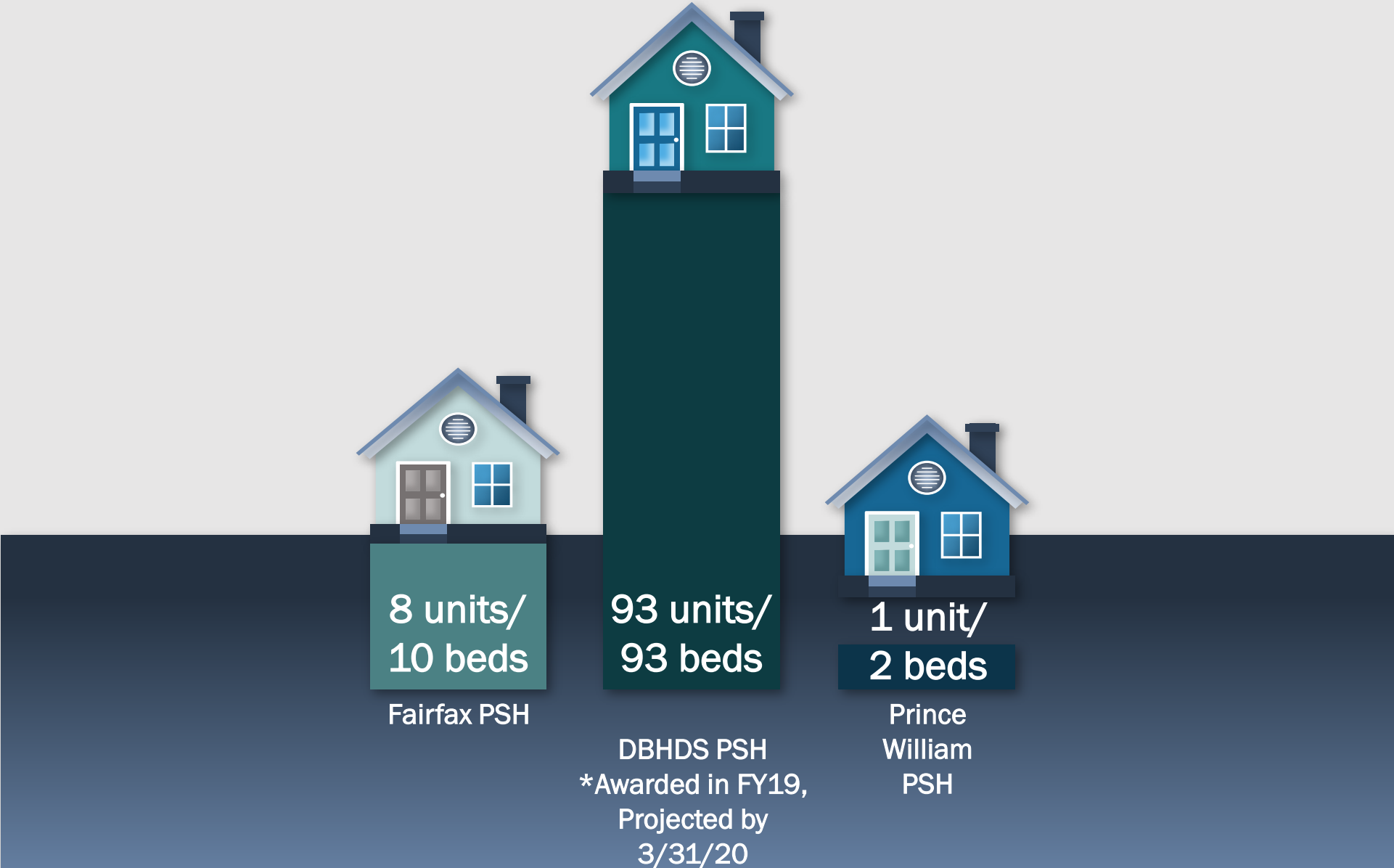
Overall Satisfaction

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



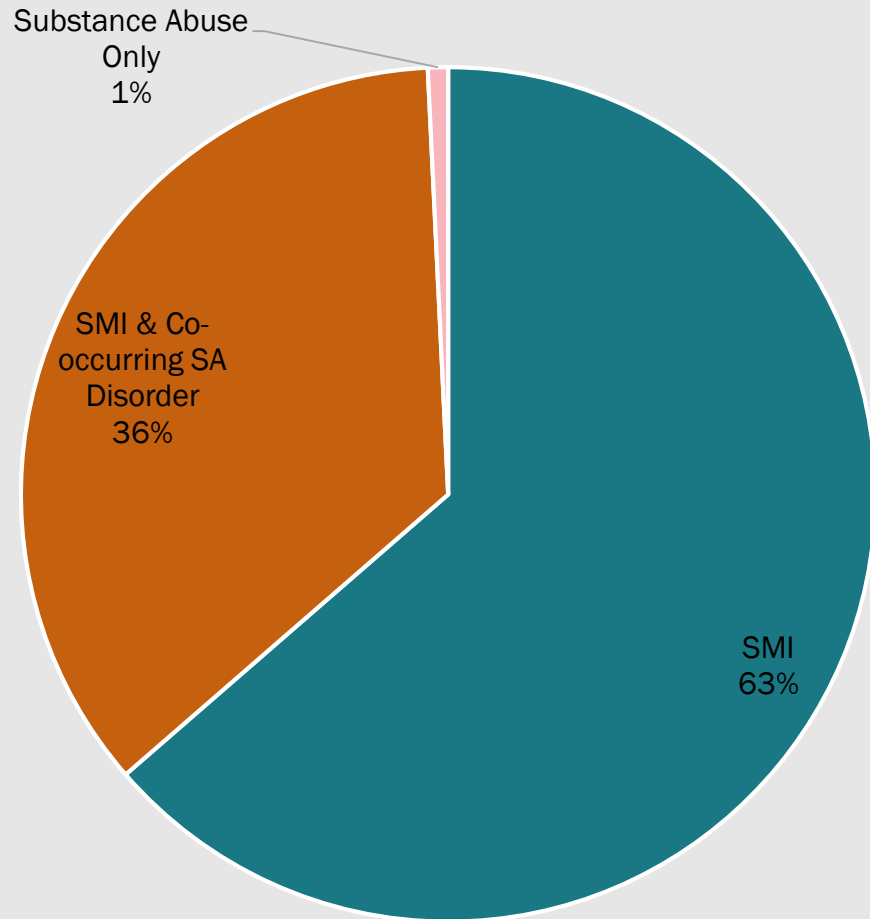
We Use Nationally Validated Service
Delivery Outcomes and Practices
Underwritten by RBA-High Fidelity

FY2019 Unit/Bed Expansion: 102 units/105 beds

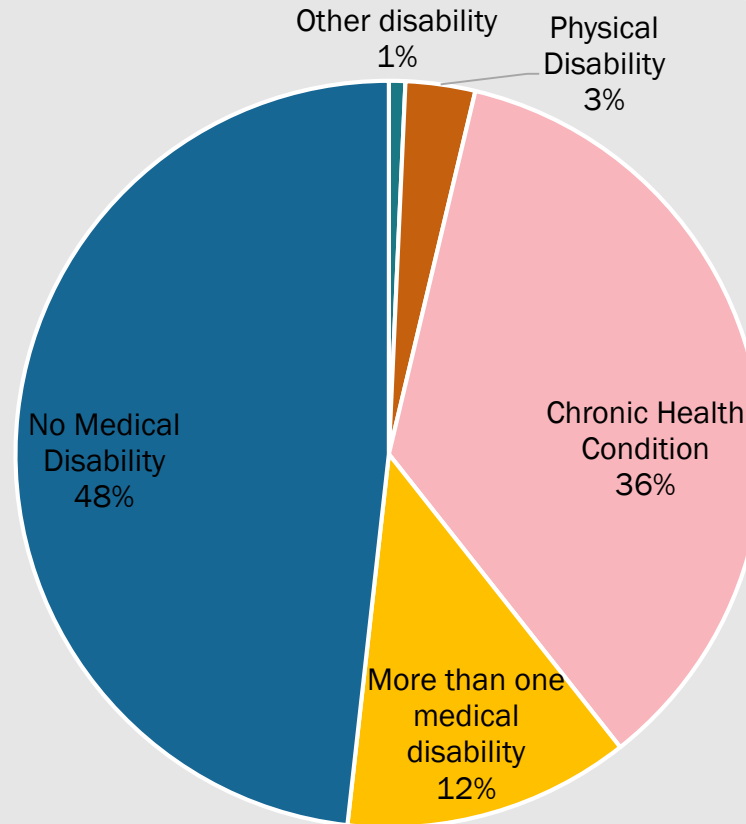


Who We Serve

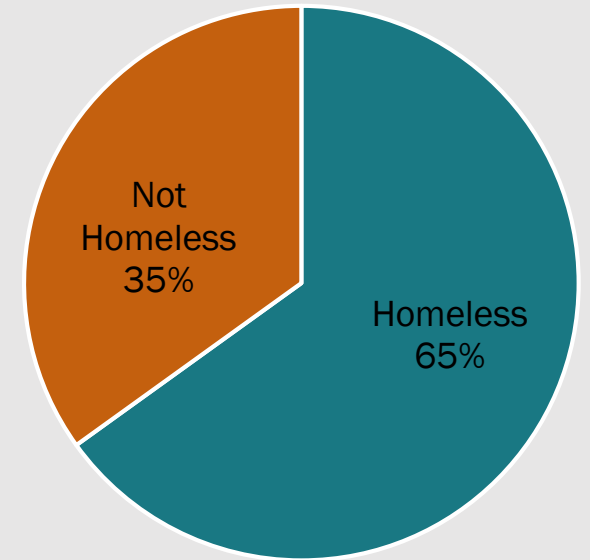
SMI/SA Diagnoses



Medical Diagnoses

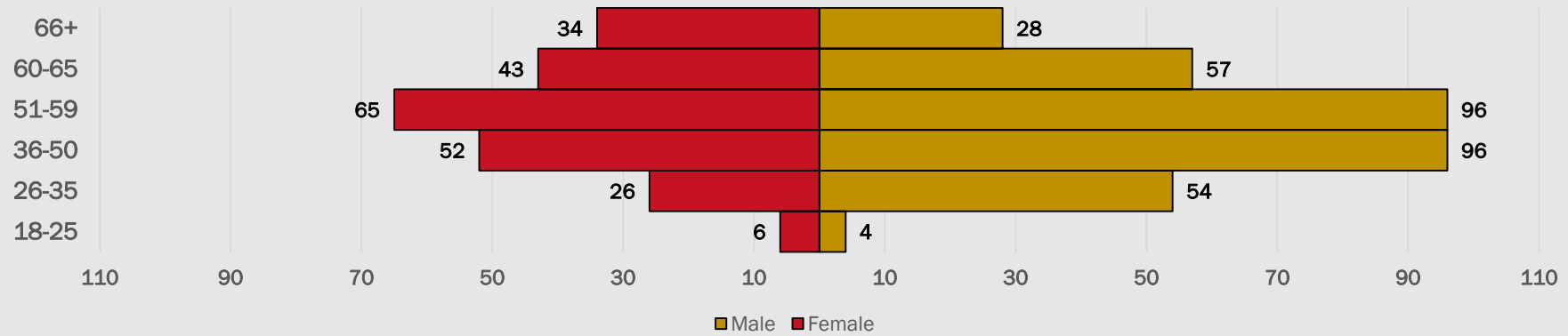


History of Homelessness

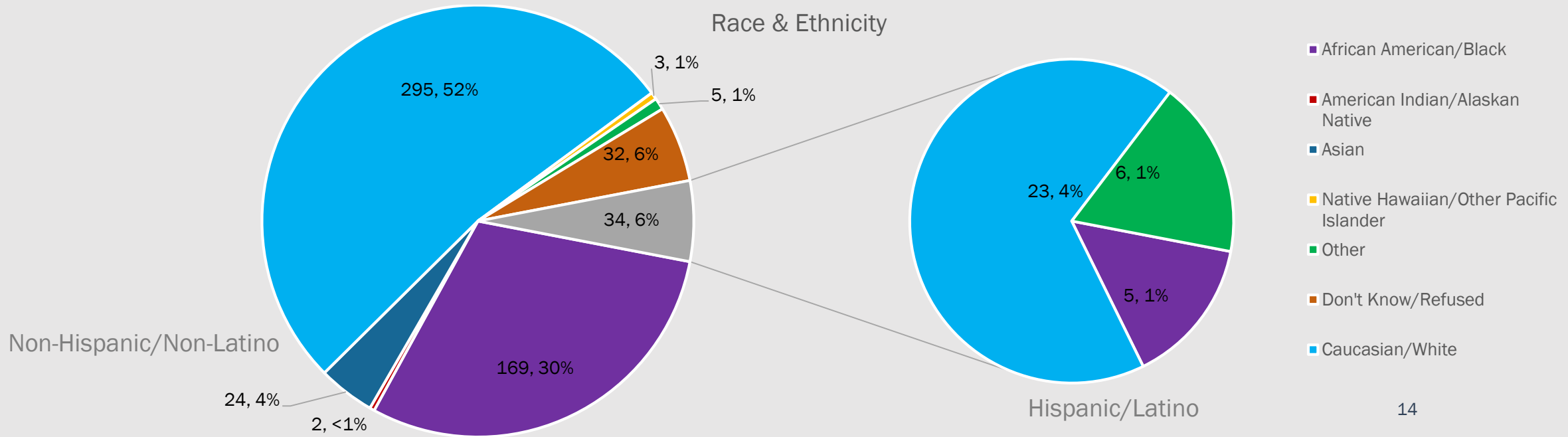


Who We Serve

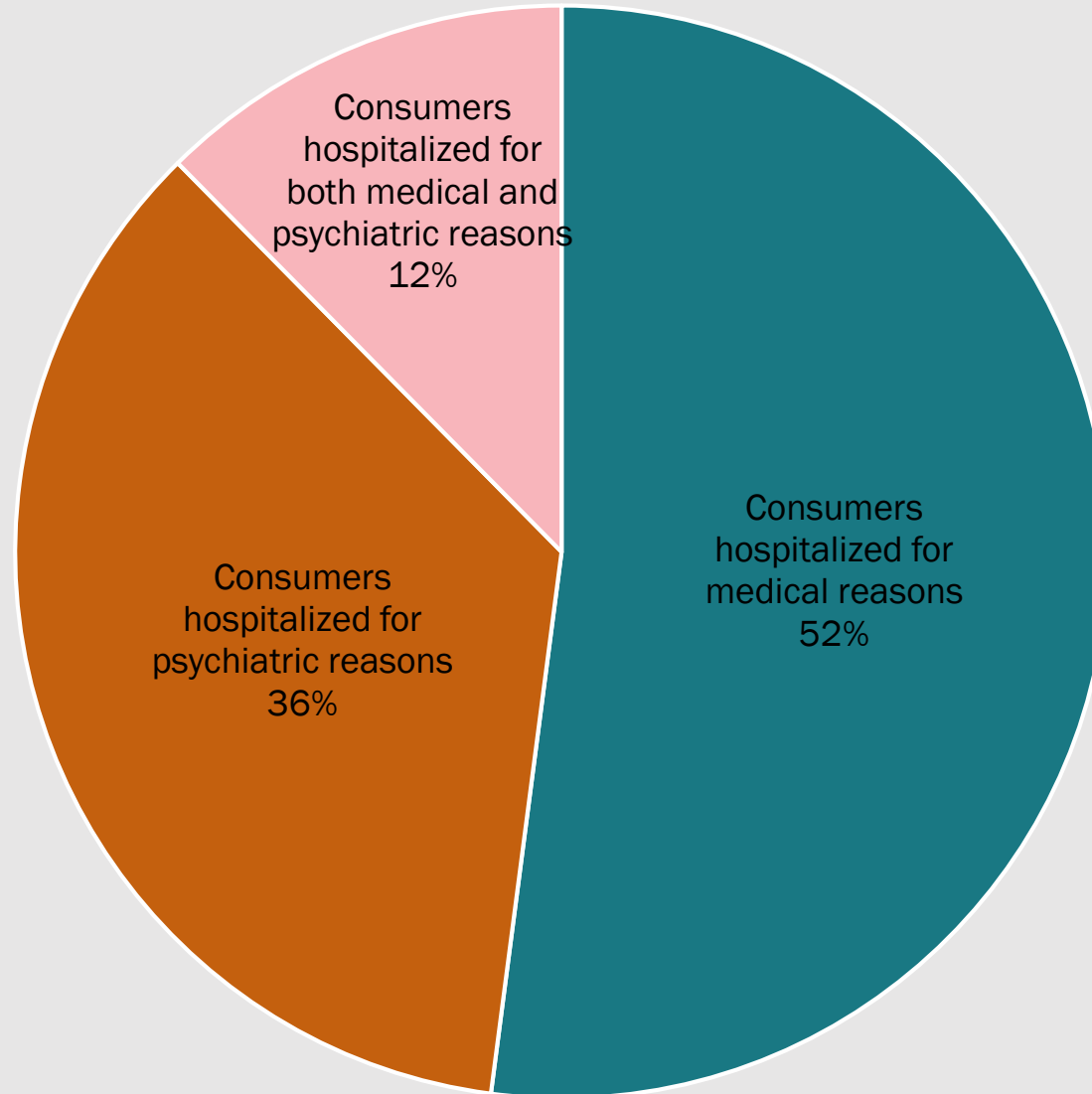
Individuals Served by Gender and Age Range



Race & Ethnicity



Hospitalization Type



Virginia- Cost of Services

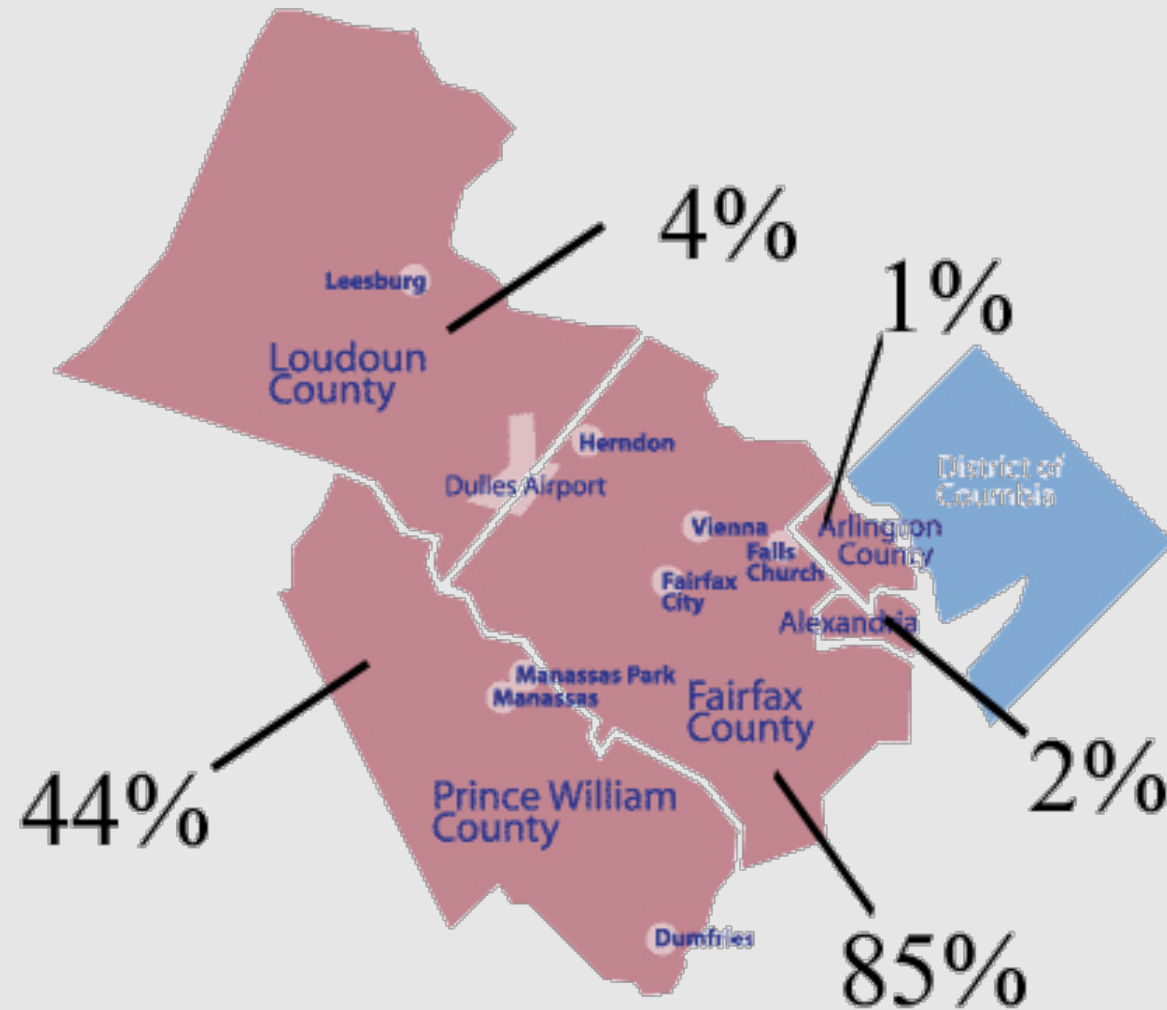
Stakeholder perception:

"Pathways is a really important partner with expertise. They are nimble in a way government cannot always be..."

Kristin Yavorsky, Director of Community Housing VA



VA Locations Served



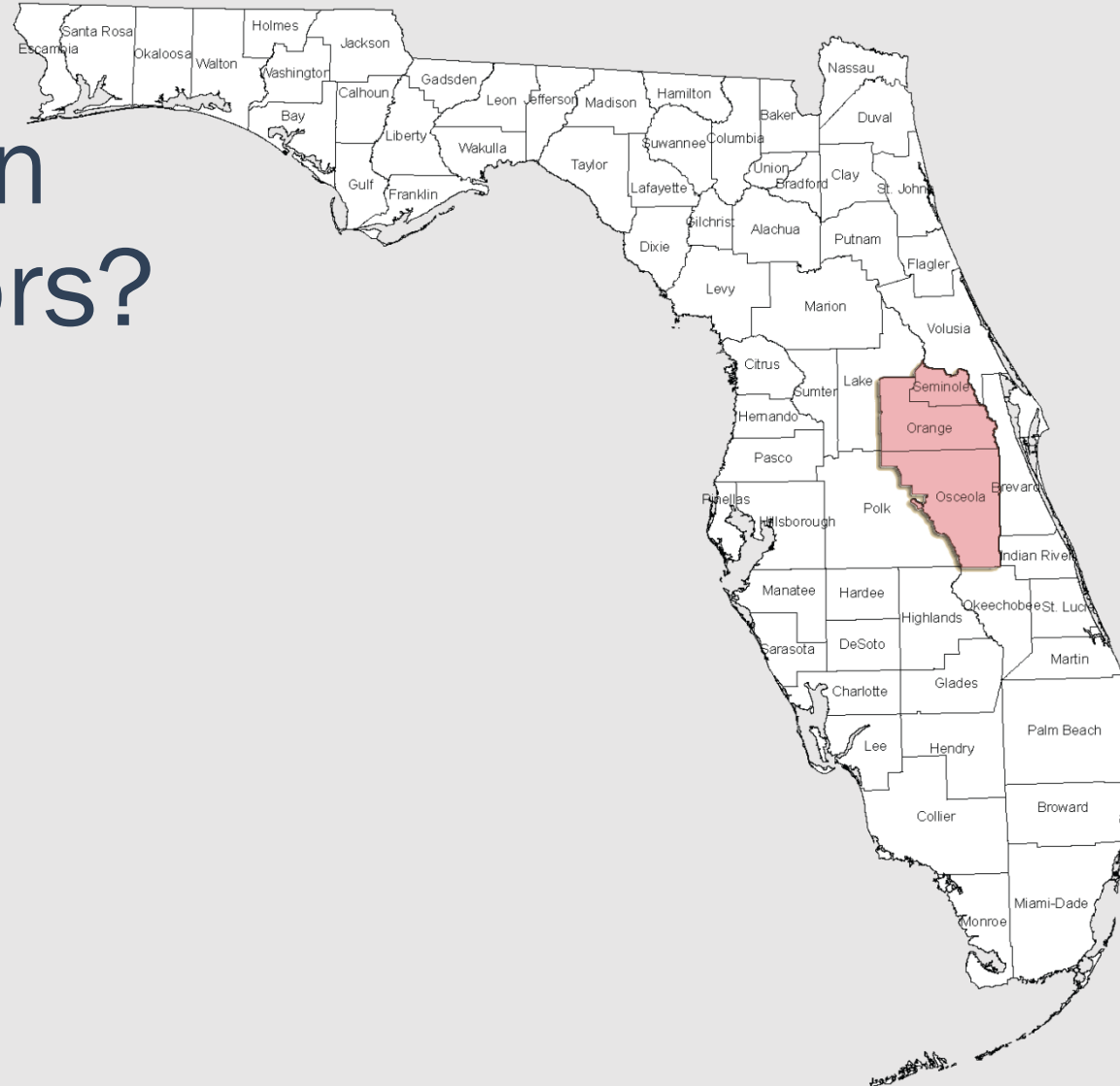
Unmet Needs in our Homeless Community

Sources:

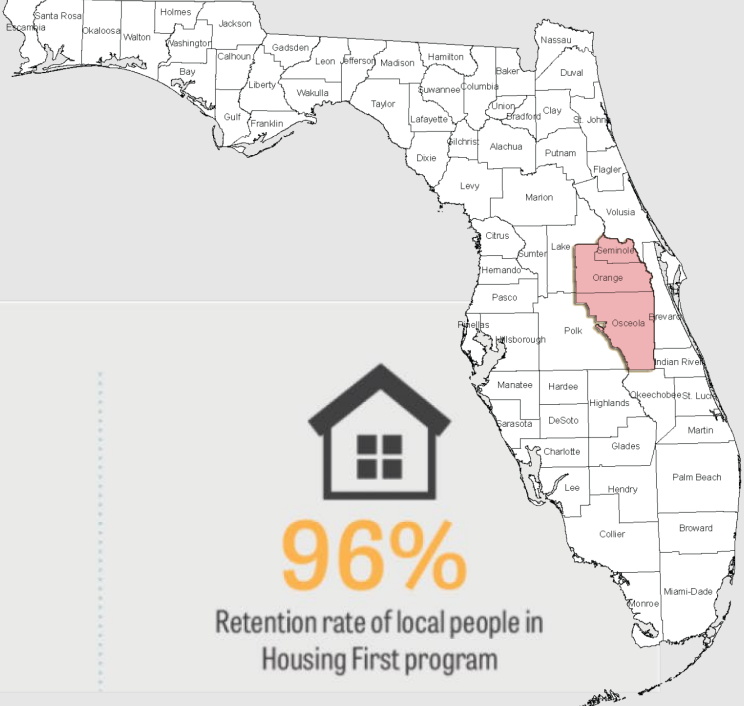
- Point In Time (PIT) information from OPEH website
- Pathway Homes' waitlist
- Prince William website
- Central FL PIT

- There were 1,034 people who were literally homeless in the Fairfax-Falls Church Community on the night of January 23, 2019 (an increase of 5% from the previous year)
 - 508 single adults
 - 198 (39%) with SMI and/or SA
 - Down 10% from 2018
- Pathway Homes waitlist has decreased to 484 individuals (unduplicated)
- There were 400 people homeless (unchanged from the previous year, Prince William waitlist info of which 68 of those are single adults with SMI/SA
- (Note: There were 2,074 people homeless in Central FL)
- (Note: Washington D.C.'s PIT count was 6,521)

What about our Southern Neighbors?



State of Florida



BY THE NUMBERS



\$13,000

Savings per person, per year with Housing First

\$1.3 million

Annual savings to community for 100+ people in Pathways Housing First program



96%

Retention rate of local people in Housing First program

Serving 116 with current capacity of 120

- 12 FT staff
- Budget of \$822,870

Operating in its 5th year!



How are we valued?

- Pathway Homes is a "Gold Standard" agency, Mark Brewer Pres/CEO of the Central Florida Foundation
- Mayor Jerry Deming invited us to sit on his affordable housing committee (mentions us in televised interview)
- Recruited by MCO's to partner in FL's first 1115 Waiver program.

The Value of Florida

PROS

- Mission focused
- Increased branding and name recognition (DMAS, DBHDS, NVHF, CSB perceives us as a regional talent and less dependent and greater diversified)
- Perceived as a regional/national influence
- Enhanced our reputation in VA with stakeholders
- Diversification (we have been able to break into new markets such as TCM-unable to be reimbursed for these services in VA, families and children, funding by private and public funds))
- Evidence Based- Highest Fidelity to PSH
- Matures PHI of VA into new markets
- Greater negotiating strength due to backing of parent company
- Potential opportunity to partner in the development of social bonds

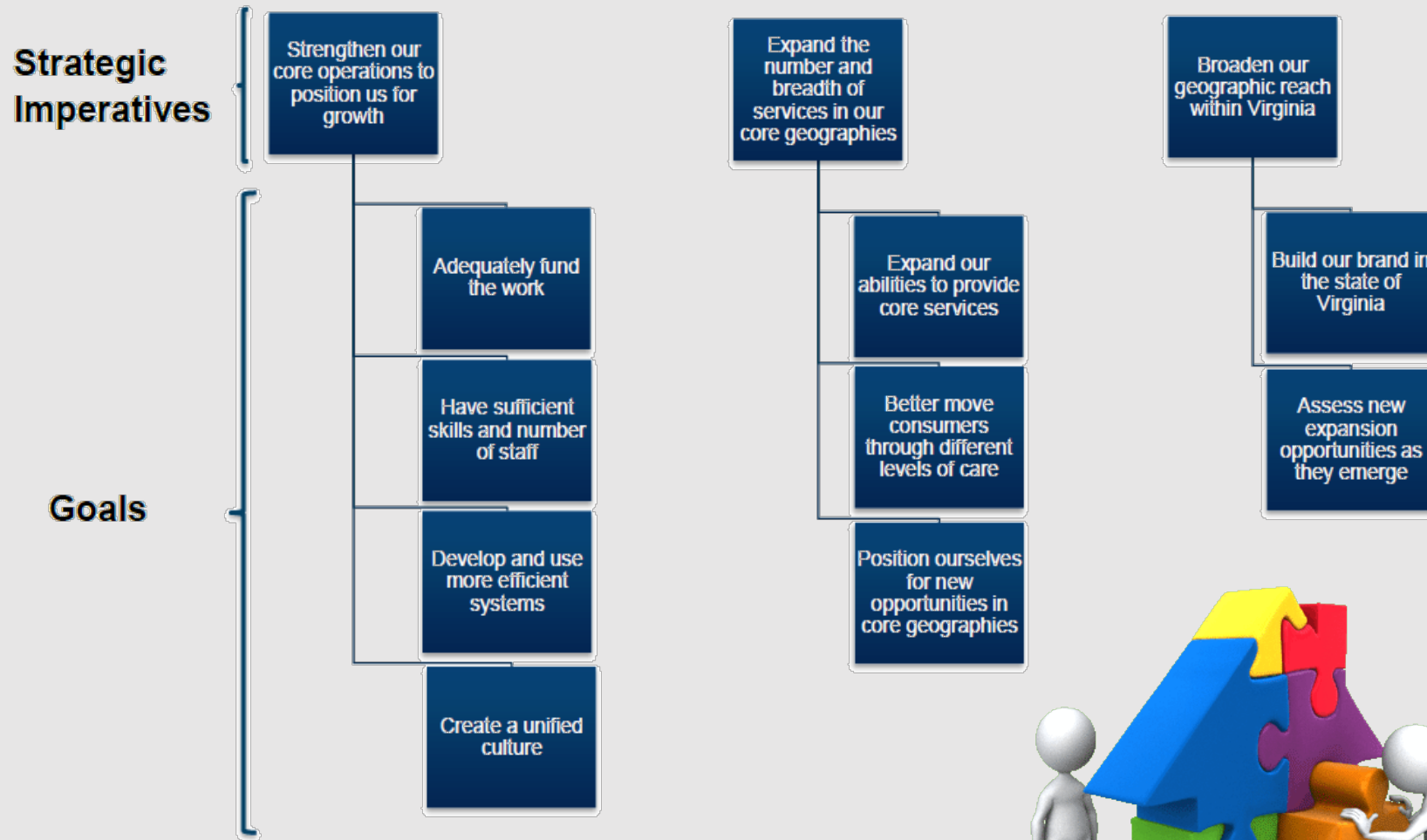
CONS

- Contracting environment is understaffed and has lacked capacity to provide timely reimbursement
- Extending in kind band width
- Some financial carrying risk for parent company

STRATEGIC PLAN REVIEW

2016 – 2021 Strategic Plan
Implemented October 2016

Strategies and goals



2016-2021 Strategic Plan Goals

1.1 Adequately fund the work

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

1.3 Develop and use more efficient systems

1.4 Create a unified organization (communication)

2.1 Expand our ability to provide core services (VA & FL)

2.2 Better move consumers through different levels of care

2.3 Position ourselves for new opportunities in core geographies

3.1 Build our brand in the state of VA

Strategic Goals Progress

07/10/2018 - 6/30/2019

1.1 Adequately fund the work

- *Maintained 45 days cash on hand (goal \$1-1.5M)*
- *HUD CoC grant renewals for \$5,649,375*
- *Private fundraising \$590,686*
- *DBHDS committed funding increased by over \$2 million*
- *New PW County CHDI funding o \$2.4 million*
- *92% Medicaid collections*

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

- *Leadership Fairfax*
- *Executive Coaching*
- *Internal CARF surveyors*
- *Licensure supervision (free)*
- *Relias On -line trainings*
- *Hired new medical staff (NP, RN)*
- *Increase in # of licensed-eligible clinical staff*
- *Ongoing Management Team trainings*
- *Expanded use of housing volunteers*
- *Updated organizational chart to align skill and maximize efficiencies*

Strategic Goals Progress

07/10/2018 - 6/30/2019

1.3 Develop and use more efficient systems

- *Use of SharePoint agency-wide*
- *Credible (EHR) updates*
- *Expanded use of Paycom (HRIS) features*
- *Yardi- property management software*
- *Ascensus (fiduciary for 403 B)*
- *Ongoing review of agency processes and workflows, and staff training on updates*

1.4 Create a unified organization

- *Culture of Excellence*
- *New Evaluations to incentivize excellence*
- *Staff updates at quarterly meetings*
- *Inclusion of FL staff in meetings via video conferencing*
- *Use of shared calendars and secure IM*

Strategic Goals Progress

07/10/2018 - 6/30/2019

2.1 Expand ability to provide core services

- *17% employed*
- *93% remain housed*
- *76% are engaged in productive daily activity*
- *100% access to healthcare as needed*
- *Outpatient psychotherapy license*
- *Crisis stabilization license*

2.2 Move consumers through levels of care

- *Added **12** new beds thru grants and subsidies*
- *Increased # of staff who are SOAR-trained*
- *Hired RN*

Strategic Goals Progress

07/10/2018 - 6/30/2019

2.3 Position re: new opportunities in core geographies

- *Increased # served in Fairfax by 12*
- *Increased # served in Prince William by 35*
- *Increased # served in Loudoun by 27*
- *Received funding to serve ID/DD population (10-14 new beds)*
- *Maintained # served in central FL*
- *Expanded Mental Health Skill Building services in Loudoun County.*
- *Successful award of DBHDS PSH new expansion \$ and transition of New Hope Housing PSH beds to PHI*

Strategic Goals Progress

07/10/2018 - 6/30/2019

3.1 Build our brand in the state of VA

- *Launched a new branding video "These Four Walls"*
- *Engage in Merger, Acquisition, Parter and Affiliation Discussions*
- *Accepted DBHDS request to expand PSH beds*
- *Provide board leadership in the VA Assoc of Community Based Providers (VACBP)*
- *Board Membership on the Center For Non -Profit Advancement*
- *Articles in local newspapers*
- *Exploring creation of PSH White paper*
- *Website enhancement*
- *Awarded state funds through PW County to serve DOJ settlement population*
- *CAC participated in Housing Day conference in Richmond. Traveled to Richmond without staff for the first time ever.*
- *Visits with legislators at the State Capitol in Richmond*

SATISFACTION SURVEYS

How Well Are We Doing?

Impact on Consumer Satisfaction

Overall Satisfaction of Individuals Served

Housing & Services: 85% (93% FY18)

Services Only: 100% (43% FY18)

Landlord Services: 92% (94% FY18)

Trends in staff recruitment and turnover

- 108 staff worked during the fiscal year (4 fewer than in FY2018)
 - *67% clinical positions*
- 22 new staff started
- 25 staff left
 - *21 clinical (1 of these was a Division Director)*
 - *4 non-clinical (3 of these were kitchen aides)*
 - *4 Part-Time*

- *3 Staff Retired:*

Joel McNair- Dir FL 33 (2nd time)

Sakin Mire- HR 27 yrs

Lexi Gaber- Nurse Practitioner 17 yrs

2018 Staff Survey Completed via Survey Monkey – 55% response rate

CATEGORY AVERAGE	2016	2017	2018
■ Relationship with Supervisor	91%	86%	87%
■ Work Environment	93%	79%	81%
■ Leadership and Planning	89%	69%	71%
■ Training/Development	83%	67%	62%
■ Corporate Culture/Communications	81%	64%	70%
■ Pay and Benefits	74%	60%	63%
■ Overall Engagement	84%	76%	78%

EMPLOYEE RECOGNITION

Employee of the Quarter

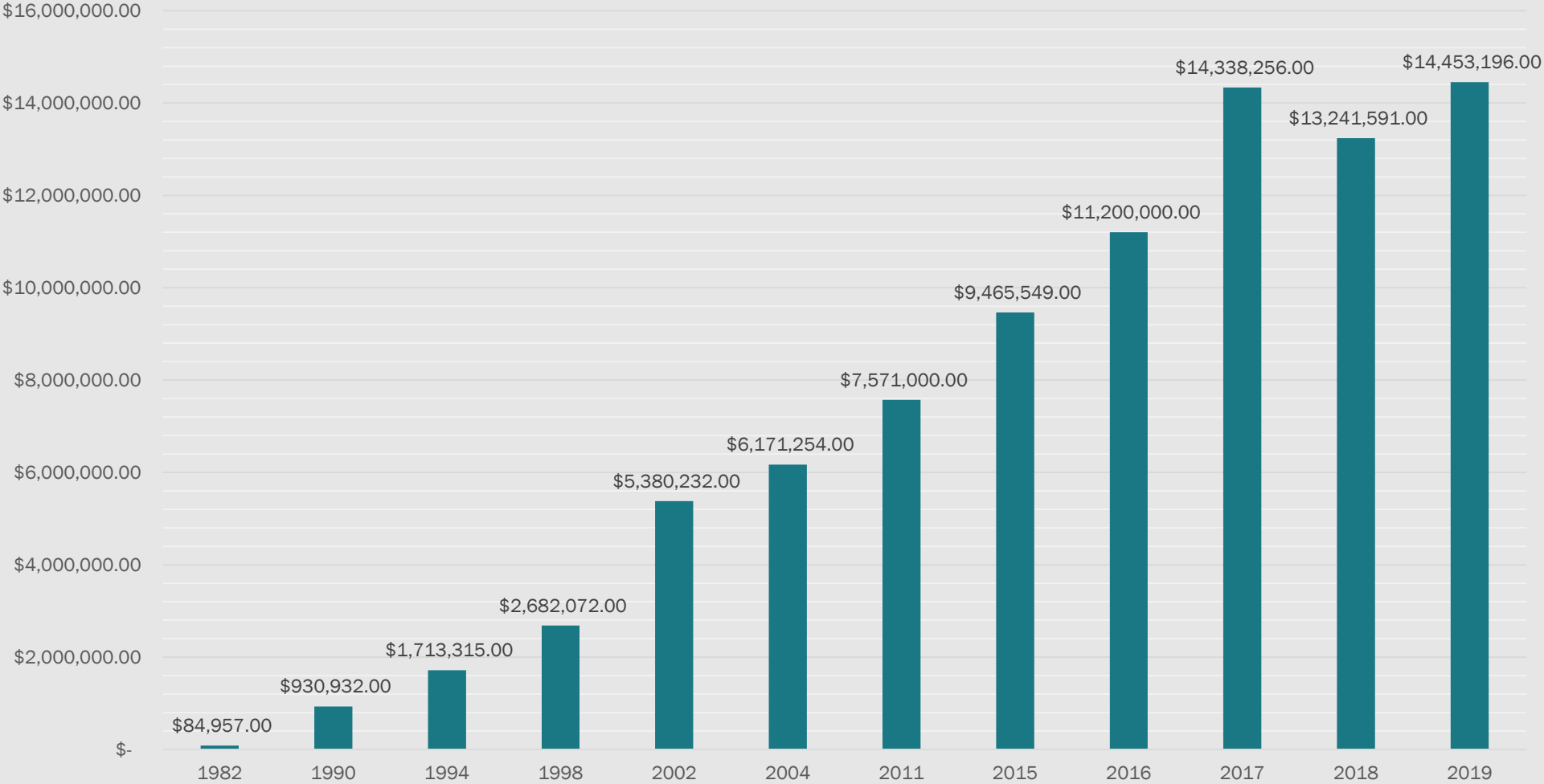
- Summer: South County Team
- Fall: Ashley Taylor
- Winter: Doug Little (FL)
- Spring: Catie Ruth

Annual Achievement Award

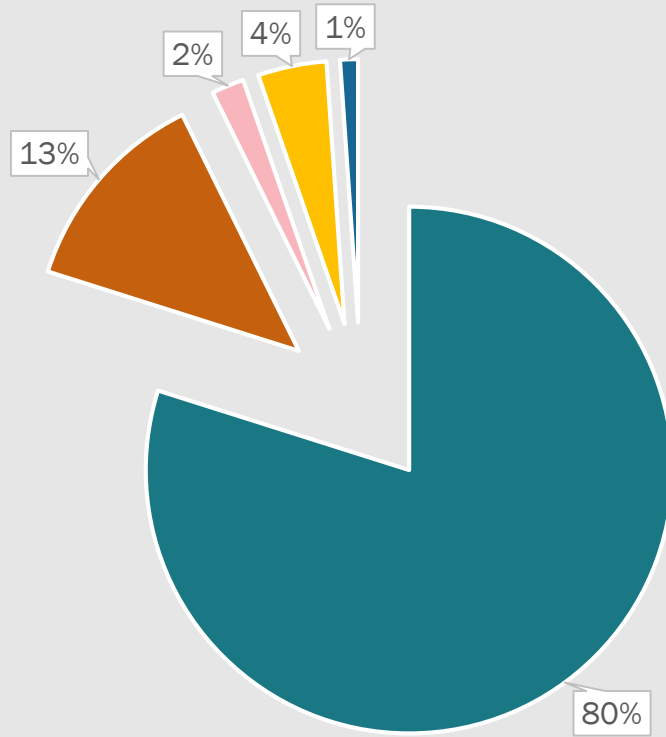
- Support & Teambuilding:
Rachael Lalley
- Mission in Action:
David Leventhal
- Visionary Service:
Ashley Taylor

Revenue Growth

Agency Budget



2019 REVENUE



- Governmental Fees & Grants
- Client Fees and Rents
- Contributions
- Sublease and Other Income

2019 EXPENSES

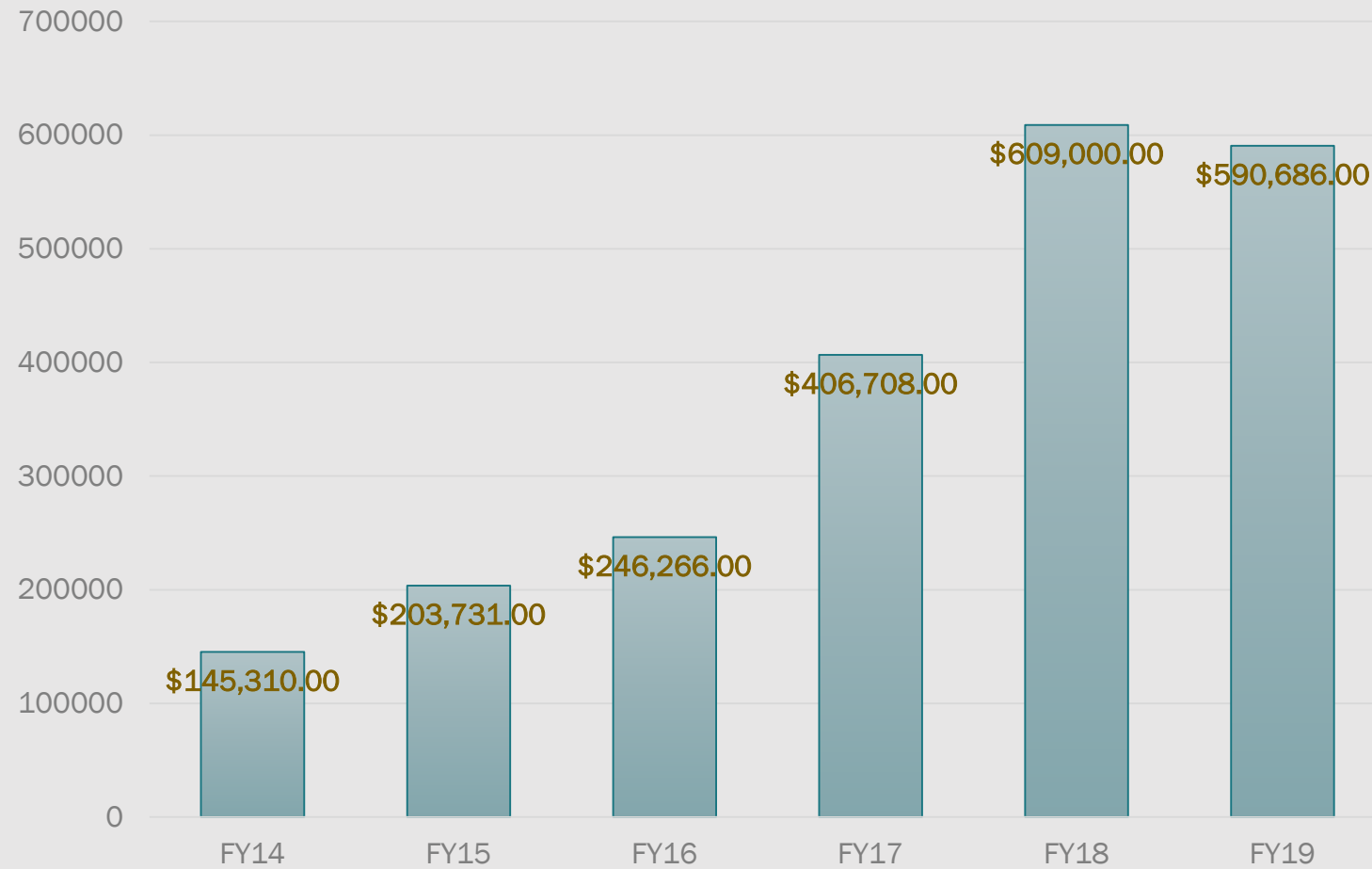


- Program Services
- Management and General
- Fund Raising

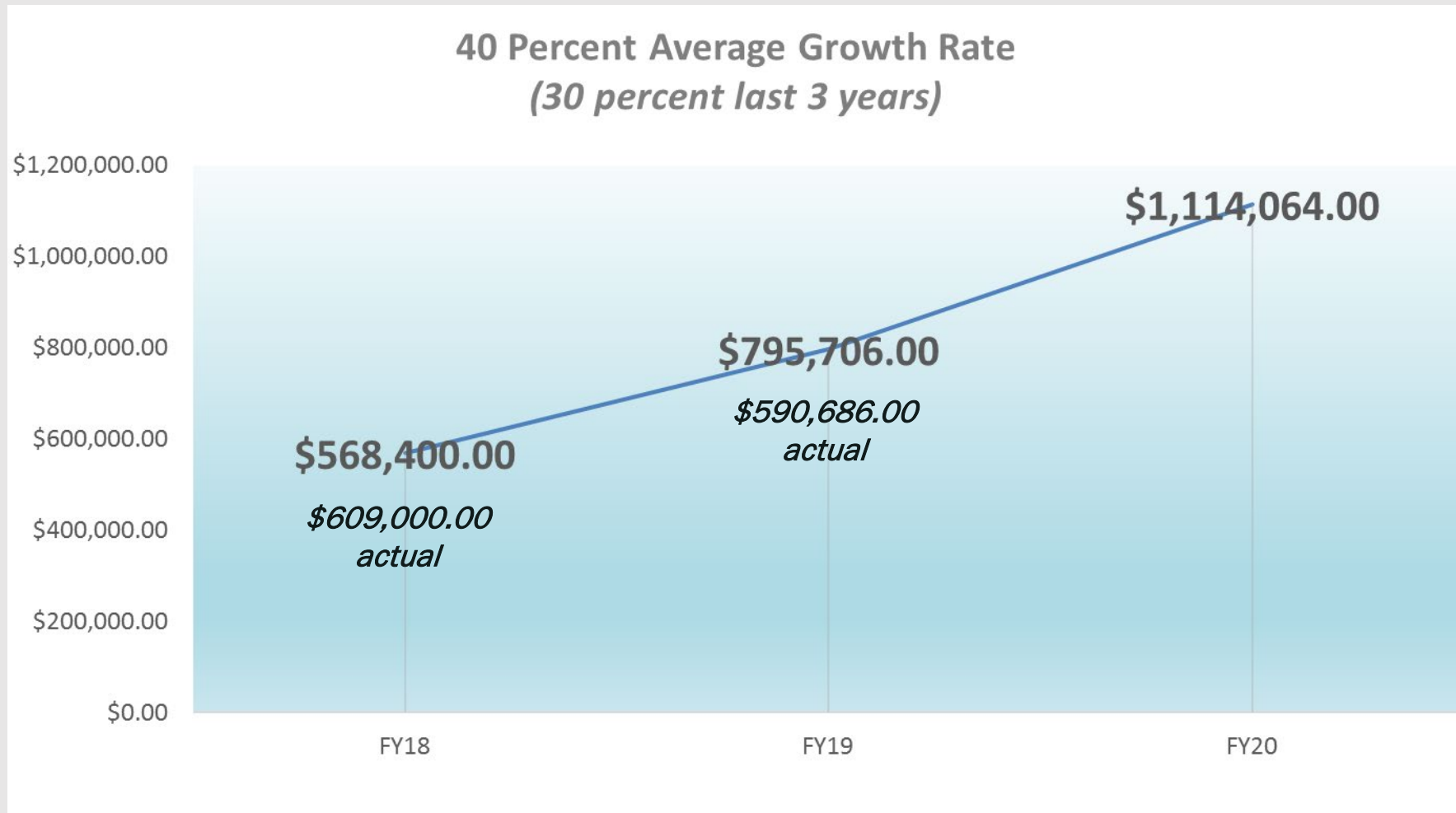
PHILANTHROPY AND VOLUNTEERING SUMMARY

What We leverage

FY2014 – FY2019 Contributions



Goal \$1,000,000+ by FY20



Volunteers

- Total Volunteers: 152
- Total Number of Volunteer Groups: 7 groups
- Total Volunteer Hours: 2,215
- Total Value Volunteer Hours: **\$56,302**

Note: Independent Sector Value of Volunteer Time = \$25.43 Per Hour

Board Impact

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



Last Year
Successes and
Things that make
you go ‘aww’

FOUR WALLS
can be enough
WITH
SUPPORTIVE SERVICES
that help make housing
PERMANENT

- http://www.fairfaxtimes.com/articles/formerly-homeless-now-advocates-at-the-state-house/article_2e17c5ba-e145-11e9-8c91-1b3b8175721d.html

Last Year Successes and Things that make you go 'aww'



Things that make you go "oh my...." Staff Fun Days



Forecasting

Expansion potential (1-5 years)

- PSH
- ALF Expansion
- Group Homes
- Integrative Healthcare
- Expansion of Outpatient Service
- Expansion of SMI/Substance use services (co-occurring services)
- Tele Health Services
- Applied Behavior Analysis (ABA)
- New network opportunities (i.e. value based contracting)
- Peer-run/consumer drop-in services (reimbursable)
- Racial Equity and Social Justice Focus
- Expansion of DD/ID housing and services (Acquisition , SPARC day programming)
- Behavioral Health Homes
- Enhanced billing for day program services
- Mergers, Partnerships, Affiliations, Acquisitions
- Housing and Vocational Waivers-1115 Waiver
- Mergers, Acquisition, Partnerships, Affiliations
- Regional/Multistate expansion



תודה
Dankie Gracias
Спасибо شكراً
Merci Takk
Köszönjük Terima kasih
Grazie Dziękujemy Děkojame
Ďakujeme Vielen Dank Paldies
Kiitos Täname teid 谢谢
Thank You Tak
感謝您 Obrigado Teşekkür Ederiz
감사합니다
Σας ευχαριστούμε ඔබට
Bedankt Děkujeme vám
ありがとうございます
Tack