

PATHWAYS ABILITIES SOCIETY
QUALITY ASSURANCE REVIEW AND ANALYSIS
April 1, 2019 – March 31, 2020

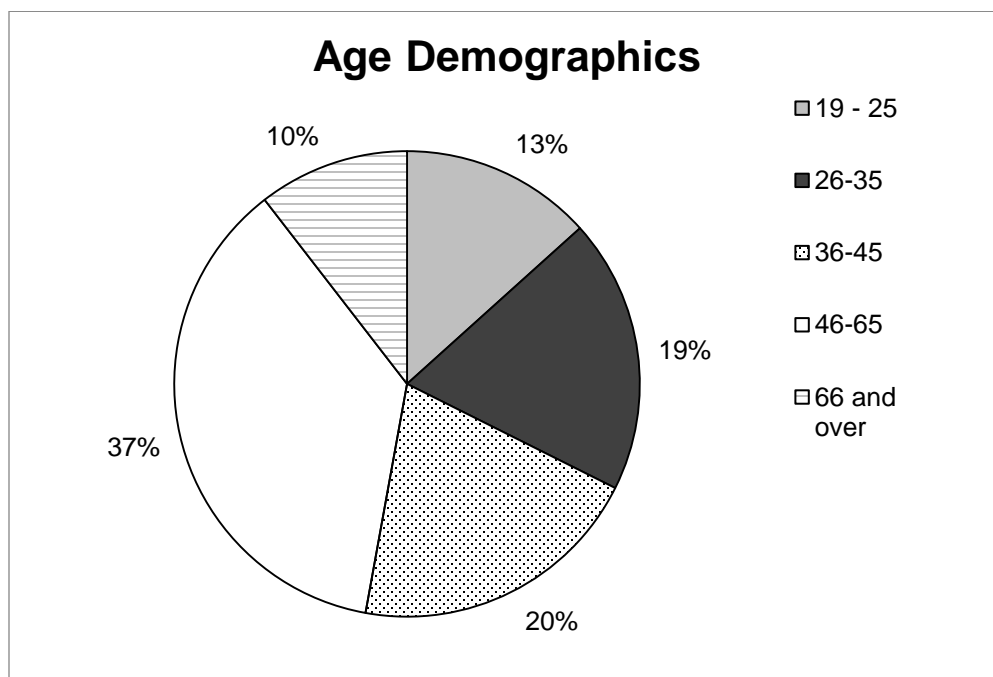
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Demographics

Pathways Abilities Society supported 210 individuals this year (not including the eighteen people supported through the BC housing rent subsidy program). The breakdown in gender was 114 males and 96 females supported at Pathways.

	Under 19	19 - 25	26-35	36-45	46-65	66 and over	Totals
Men	0	21	22	28	36	7	114
Women	0	7	18	15	41	15	96
Totals	0	28	40	43	77	22	210
Percentage of Total Individuals	0%	13%	19%	20%	37%	10%	



Review and Analysis

The average age of the individuals supported was forty-five years. This is an increase of one year over last year. Fifty-two percent of the population were male and forty-eight percent were female.

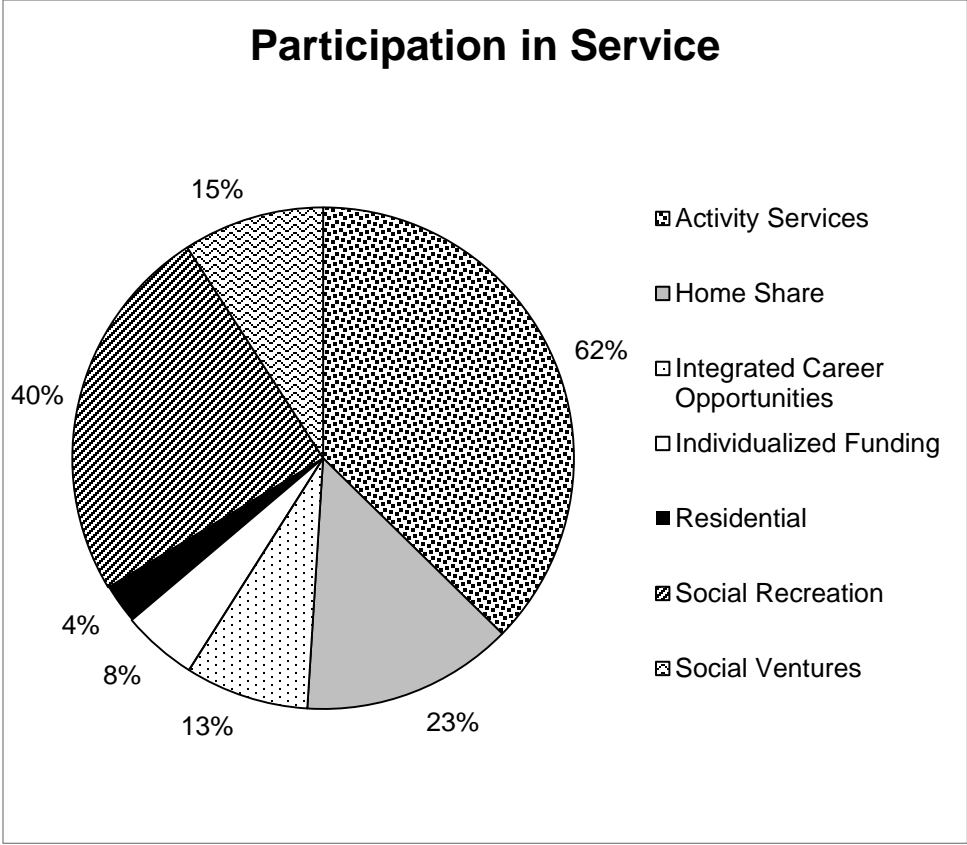
Age	2019 – 2020	2018 – 2019	Percent Change From Previous Year	Difference In Number Of Individuals
Under 19	0%	1%	-1%	-5
19-25	13%	16%	-3%	-5
26-35	19%	16%	+3%	+6
36-45	20%	20%	0%	+1
46-65	37%	35%	+2%	+1
66 and over	10%	10%	0%	+22

We has had three more people in our service this year compared to last year and the majority of the individuals were between the age of thirty-six to forty-five years.

Participation in Services

Service Site	Individuals Participating	As a Percentage of Agency Participation	Percentage of Change From Previous Year	Difference in Number of Individuals
Activity Service	128	62%	+5%	+10
Home Share	48	23%	+1%	+2
Integrated Career Opportunities	28	13%	-8%	-16
Individualized Funding	17	8%	0%	0
Residential	9	4%	0%	+1
Social Recreation	86	40%	+5%	+11
Social Ventures	32	15%	+2%	+5

Please note that the numbers of individuals who participated in the services areas will not match the total number of individuals served by the agency. Many individuals are involved in multiple service areas throughout the year.



Review and Analysis

The same as in past years, Activity Service remains our largest area of service. This year Social Recreation gained the largest majority of individuals. Social Recreation is our second largest service area making up forty-percent of the services provided. In addition, we gained a new resident in Residential Services this year. Integrated Career Opportunities lost the most individuals and shrunk by eight percent. See the Exit Analysis for additional details.

Exits from Service

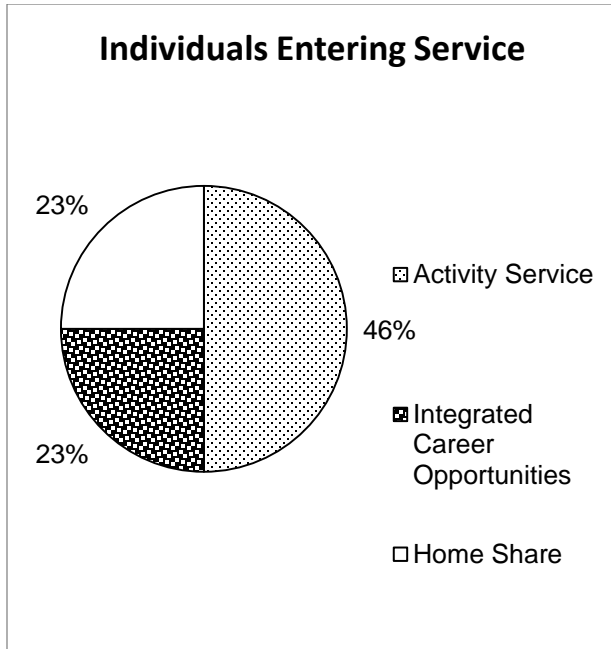
Service Area	Number of Exits
Activity Service	4
Integrated Career Opportunities	18
Home Share	4
Total	26

Reasons for Exit	
Achieved Goals	7
Change in Health	2
Deceased	1
Family/Caregiver Felt That Services Provided Were Not a Good Fit	1
Irregular Attendance	6
Moved Out Of the Service Area	1
Will be Receiving Services From Another Agency	4
Other	3

Review and Analysis

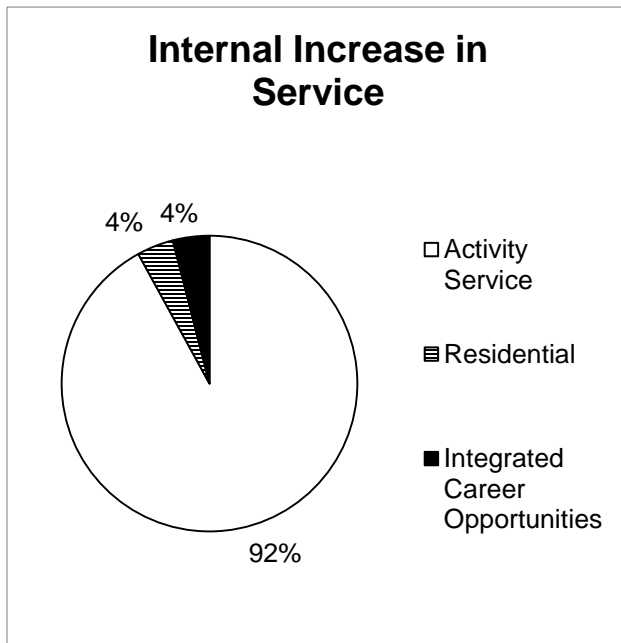
Five fewer individuals left Pathways' services than last year. Happily, the highest reasons for exits this year occurred because Integrated Career Opportunities helped seven individuals **achieve their goals**. **Irregular attendance** was the second highest reason for individuals exiting service. Sadly, an individual who attended services for thirteen years, **passed away** this year. Two individuals departed due to a **decline in health**. A family member felt that **Pathways services was not a good fit** because they were not happy with the multitude of different avenues of employment we were able to procure for their family member. Four individuals decided to **seek service from another agency**. Transportation was the major barrier for one individual, as HandyDart would not provide them with transportation because of the location of their residence. Another individual decided to seek support with another agency because their partner's health was declining. We were unable to find a new suitable home share for an individual after the home share provider became ill and was no longer able to provide support. Another individual moved out of home share because their family did not like the home share provider. Finally, the last individual who left Pathways for another agency did so after we were unsuccessful in finding employment. Pathways was able to secure employment but unfortunately the individual was not successful at that job. Even though this type of employment was not suitable for this individual, the individual insisted they only wanted employment in this particular field. The three **other** unclassified exits occurred in Home Share and Integrated Career Opportunities. An individual supported in home share wanted to move because they wanted a home that had no rules imposed on them. We were successful in finding the individual respite. The respite provider was hoping to become a home share provider for the individual but unfortunately, the situation quickly degraded. In Integrated Career Opportunities, a family member who was unable to secure a customized employment position at a business decided to volunteer at this business instead.

Entrances to Service



Service Area	Entrance
Activity Service	12
Home Share	6
Integrated Career Opportunities	6
Total	24

Internal Requests for Service



Service Area	Increase
Activity Service	26
Intergraded Career Opportunities	1
Residential	1
Total	28

Review and Analysis
Individuals Referred

Service Area	2019 – 2020	2018 – 2019	Difference
Activity Service	16	10	+6
Home Share	6	8	-2
Integrated Career Opportunities	7	3	-4
Residential	1	0	+1
Social Ventures	0	2	-2

The chart above reflects new referrals and referrals to new service areas. An individual does not need a new referral to attend our Social Recreation service area once they enter any of our other services. Therefore, the chart does not reflect the eleven individuals who are new to Social Recreation this year. Staff structure limits the number of referrals that Activity Services can accept. Activity Services tracks vacancies and notifies Community Living BC (CLBC) when a space is available. Sixteen people entered Activity Service and four people exited. Four of those people came from different service areas within Pathways. We had a decrease of three people in our Home Share service area. The Home Share Managers need to find a suitable home share for individuals referred to Home Share before they start service. Home Share received eleven referrals last year. Out of those, Pathways rescinded three referrals because we did not have a suitable home share. We placed three individuals in a home share and we are still looking for a home share for three individuals.

Satisfaction Surveys

Pathways sent out four hundred thirty-three surveys to all stakeholders this year.

Individuals Receiving Service

Pathways distributed one hundred eighty-nine surveys to individuals supported this year. There were two different surveys for individuals served; a survey specifically given to individuals living in one of our home shares and a survey for individuals supported in service areas other than Home Share. We received eighty surveys in total with eighteen of them coming from our home share individuals. Although it appears as though many more were received this is not the case because many individuals are supported in more than one service area.

Service Area	Sent	Received	Return Rate	Satisfaction
Activity Service	107	48	45%	96%
Home Share	42	18	43%	94%
Individualized Funding	12	8	67%	100%
Integrated Career Opportunities	38	8	21%	100%
Residential	7	7	100%	100%
Social Recreation	84	13	15%	100%
Social Ventures	32	11	34%	91%
Totals			46%	97%

Survey Questions For Individuals In Home Share	Average
Are you happy with the quality of services provided by Pathways?	94%
Are you happy living in your home share?	94%
Are you able to achieve your goals and advance to the level of independence you are seeking in accordance with your abilities?	94%
Are you encouraged and supported to make your own choices in your home?	89%
Are you included in decision-making with your home share provider and their family?	71%
Are you treated with respect and dignity?	89%
Does your home provide a secure, safe environment?	94%
Do you get to do what you want to in your home?	78%
Do you get enough support to do what you want in your community?	83%
Are your cultural and diversity needs met in your home?	94%
Is it easy to get around your home?	94%
Are there any accessibility barriers in your home?	39%
Are you aware of Pathways' Complaints and Advocacy policy and procedure?	72%
Survey Question For Individuals From Other Service Areas	Average
Are you happy with the quality of service you receive from Pathways?	94%

Survey Questions For Individuals In Home Share	Average
Do Pathways employees assist you to achieve your goals and advance to the level of independence you are seeking in accordance with your abilities?	95%
Are you learning new skills?	88%
Do you feel safe attending Pathways services?	96%
Do you feel Pathways' activities and/or your Pathways supported job is important?	95%
Do Pathways' employees treat you nicely?	97%
Do you have a favorite activity you like to do in Activity Service, Social Recreation and/or Individualized Funding?	75%
Do you get out to community events that interest you?	74%
Do you have someone you can ask for help at Pathways?	95%
If you do not like something do you have someone you can tell?	88%
If you live at the Old Meadows or Bouvette residence, do you like where you live?	100%
Is there any accessibility barriers at Pathways?	15%
Do you get to choose what you want to do daily during your time at Pathways?	85%
Do Pathways employees tell you about your rights and responsibilities?	89%

Review and Analysis

Ninety-seven percent of individuals completed the survey independently or with the help of their caregiver, family or a Pathways volunteer.

Analyzing individuals' satisfaction of services reveals two individuals from Activity Service, one individual in Home Share and one individual in Social Ventures expressed dissatisfaction with Pathways' services. One of the individuals supported in Activity Service expressed they did not think Pathways was a good fit for them. The other individual was not happy with their support staff the day they completed the survey. The dissatisfied individual in Social Ventures expressed that their struggles with a co-worker had led to their dissatisfaction.

When calculating the two surveys together, fifteen percent of the individuals surveyed stated that they were experiencing accessibility issues at their home or while being supported in Pathways' services. The comments ranged from stating there are stairs to traffic around their home. There were no other specific accessibility requests.

Families

Pathways distributed one hundred thirty-six surveys to family members. Once again we sent a separate survey to home share families. Families from service areas other than home share were able to indicate all the services their family member participates.

Pathways received forty-four surveys, seven of them from families who have individuals supported in a Pathways' home share. The surveys used a scale of one (low satisfaction) to five (high satisfaction) on most questions, the other questions were yes or no questions.

Service Area	Sent	Received	Return Rate	Satisfaction
Activity Service	71	23	32%	91%
Home Share	21	7	33%	93%
Individualized Funding	10	4	29%	95%
Integrated Career Opportunities	19	11	56%	81%
Residential	7	2	29%	100%
Social Recreation	41	8	20%	93%
Social Ventures	15	7	47%	89%
Totals			35%	92%

Survey Questions For Families With Individuals Supported In Home Share	Average
Rate how happy you are with quality of home share services provided by Pathways.	93%
Rate how happy your family member is living in their home.	97%
Rate Pathways' and it's contractors in their level of assistance in helping your family member achieve their individual goals and advance to the level of independence they are seeking in accordance with their abilities.	94%
Rate how well your family member is encouraged and supported in making their own choices in their home.	90%
Rate how well your family member is treated with respect and dignity in their home.	94%
Does their home share provider offer a secure, safe environment?	100%
Rate our home share managers in how knowledgeable and competent they are.	92%
Rate Pathways' flexibility and ability to adapt to individual's needs.	90%
Do you feel your family member has opportunities to form relationships and friendships?	100%
Do you feel the cultural and diversity needs of your family member is being met in their home?	100%
Rate how well you are kept informed of service options and that you are receiving regular communications from Pathways.	70%
Are there any accessibility barriers at Pathways or your family member's home?	14%

Survey Questions For Families With Individual Supported in Other Service Areas	Average
Rate how happy you are with the quality of services provided by Pathways.	88%

Survey Questions For Families With Individual Supported in Other Service Areas	Average
Rate how happy your family member is living in their home. (Home Share, Bouvette, Old Meadows)	86%
Rate how happy your family member is with the quality of services provide by Pathways.	90%
Rate Pathways' in our level of assistance in helping your family member achieve their individual goals and advance to the level of independence they are seeking in accordance with their abilities.	89%
Rate how well your family member is encouraged and supported in making their own choices at Pathways.	84%
Rate how well Pathways' services are offered with respect and dignity.	92%
Do our services offer a safe and secure environment?	100%
Rate Pathways' staff/home share managers in how knowledgeable and competent they are.	84%
Rate Pathways' flexibility and ability to adapt to individual's needs.	86%
Do you feel your family member has opportunities to form relationships and friendships?	94%
Do you feel the cultural and diversity needs of your family member is being met at Pathways?	91%
Rate how well you are kept informed of service options and that you receive regular communications from Pathways.	80%
Are there any accessibility barriers (Employment, Pathways, Home Share)?	0%
Consider the activities Pathways offers and rate them on how positive, meaningful and productive they are and how much they promote community inclusion.	90%
Do you feel your family member receives enough support and assistance from Pathways to be successful at their job?	93%
Does your family member feel like a valued employee?	100%
Does your family member like the job that ICO or Social Ventures helped them attain?	94%
Do you feel the activities in the Social Recreation Calendar are affordable?	93%
Does the Social Recreation calendar and registration work for you?	92%
Are there any new activities you would like to see on the Social Recreation Calendar?	24%
Is transportation a barrier for your family member to participate in Social Recreation Activities?	22%

Review and Analysis

In our efforts to reach as many family members that have individuals supported by Pathways, we sent out surveys to some family members that unfortunately do not have much contact with the individual supported or the caregiver is the main point of contact with the individual not Pathways. This contributed to the lower percentages for the

question if we keep families well informed. Half of the comments left for that question were very positive with one family member stating, "If you have a question, they have an answer." These are the numbers by service area regarding satisfaction with communication, Activity Service was 82%, Social Ventures was 80%, Integrated Career Opportunities was 80%, Individualized Funding was 75%, Social Recreation was 86%, Residential was 90% and Home Share was 70%.

Individuals supported in home share reported accessibility issues at a rate of fourteen percent. Unfortunately, the surveys that indicated accessibility issues did not leave any comments. Without comments, we are unsure what the issues are and how to fix them. The other service areas did not report any accessibility issues.

Other Stakeholders

Pathways sent two hundred eight surveys to our other stakeholders. The volunteers and caregivers each received their own survey and the community volunteer sites, community employers, employers that contract with Pathways and home share contractors received the same survey. Once again, we utilized a combination of questions using one (low satisfaction) to five (high satisfaction) rating and yes and no questions.

Stakeholder	Sent	Received	Response Rate	Satisfaction
Volunteers	31	11	35%	98%
Community Volunteer Sites	25	13	52%	89%
Community Employers	34	11	32%	90%
Employer that Contracts With Pathways	4	4	100%	85%
Community Living BC	13	3	23%	53%
Caregivers	64	20	33%	81%
Pathways Home Share Contractors	37	14	40%	83%
Totals	208	76	42%	83%

Survey Questions for Caregivers	Average
Rate the quality of services provided by Pathways.	81%
Rate how happy the person receiving services is coming to Pathways.	86%
Rate how closely the person receiving services achieves their individual goals and advances to the level of independence they are seeking.	70%
Rate how well the employees at Pathways encourage and support the person receiving services in making their own choices at Pathways.	83%
Rate how well our services are offered with respect and dignity.	88%
Do you feel our services offer a secure, safe environment?	90%
Rate our staff in how knowledgeable and competent they are.	81%
Rate the flexibility of our services and our ability to adapt to individual's needs.	77%
Rate how well you are kept informed of Pathways' service options and receiving regular communications from Pathways.	80%
Rate how well Pathways meets the cultural and diversity needs of the person receiving service.	81%
Are there any accessibility barriers at Pathways?	25%
Rate our services on how positive, meaningful and productive they are.	80%
Do you feel the person receiving services has opportunities to form friendships?	95%

Survey Questions for Caregivers	Average
Is transportation a barrier for the person receiving services to attend Social Recreation Activities?	22%
Does Social Recreation registration work for you and the individual you support?	91%
Are activities in Social Recreation affordable?	93%
Are there any new activities that you would like to try in Activities Services, Social Recreation or with your support worker in Individualized Funding?	0%
Is the individual you support happy with the job they got with support from Pathways?	100%
Did the individual you support receive an adequate amount of assistance from Pathways during the employment process?	86%
Did the individual you support get the job they wanted?	100%
Has the individual you support formed positive relationships between their co-workers and people at their worksites?	78%

Survey Questions for Contractors, Employers, CLBC and Volunteer Agencies	Average
Rate how happy you are with the quality of services provided by Pathways.	84%
Rate how well Pathways meets your expectations.	86%
Rate how well Pathways' employees treat you with respect and consideration.	93%
Rate how well Pathways' employees keep you up to date with changes.	87%
Rate how responsive Pathways' employees are in addressing your questions and concerns.	87%
Rate how well Pathways' employees treat individuals they support with respect and dignity.	92%
Rate how well the Pathways organization works to better the lives of people with divers-abilities.	92%
Rate how well Pathways' services promote and support community inclusion and participation.	92%
Rate how well our services offer flexibility and adapt to individual needs.	92%
Do our hours of service meet your needs?	89%
Are you familiar with the full range of services Pathways provides?	68%

Survey Questions for Volunteers	Average
Rate how happy you are with the quality of services provided by Pathways.	98%
Rate how satisfied you feel overall with your volunteer experience at Pathways.	91%
Rate how helpful your orientation to Pathways was.	91%
Rate Pathways' employees on how friendly and helpful they were.	95%
Rate how appreciated and valued you felt your contribution was.	96%
Rate Pathways' employees on how well they treat people with diverse-abilities with respect and act as good role models.	96%

Survey Questions for Volunteers	Average
Did Pathways' employees ask for your input?	45%
Rate how well the Pathways' team makes quality of service delivery to the individuals a top priority.	98%
Does Pathways provides enough training opportunities?	82%
Did you feel you were contributing to accomplishing Pathways' mission statement?	91%
Would you want to be a recipient of Pathways' services if you was a person with a divers-ability?	100%
Would you recommend volunteering for Pathways to a friend?	100%

Review and Analysis

Overall, the volunteers seemed to be the most satisfied with Pathways' services when compared to any other stakeholder. The satisfaction rating from CLBC effected the overall satisfaction rating. Three CLBC employees responded to the survey and two of them left a rating of two for satisfaction. Both CLBC employees' surveys indicated that they thought Pathways was making an effort; however, staff turnover made things challenging. The CLBC employees also both thought that Pathways should renovate our Franklyn site to allow for a less institutional, calmer environment. We received a satisfaction rating of two from a caregiver who left a comment stating the person she supports is bored with their activities. Pathways makes a new schedule in the spring and fall. Individuals enroll in activities of their choosing. If they are unhappy with the activity chosen, space permitting, they can chose a different activity.

Outcome Measures Results

Annually, Pathways develops outcome objectives as targets to help Pathways achieve our mission statement and strategic goals. Pathways monitors these objectives regularly throughout the year to ensure that we are working effectively towards these goals. The Commission on Accreditation of Rehabilitation Facilities (CARF) dictates that we must list an outcome in each service area that works towards a goal for Effectiveness, Efficiency, Service Access and Satisfaction. The CARF 2020 manual defines effectiveness, efficiency and service access as:

Effectiveness: Results achieved and outcomes observed for persons served. Can apply to different points in time (during, at the end of, or at points in time following services). Can apply to different domains (e.g., change in disability or impairment, function, participation in life's activities, work, and many other domains relevant to the organization).

Efficiency: Relationship between resources used and results or outcomes obtained. Resources can include, for example, time, money, or staff/FTEs. Can apply at the level of the person served, program, or groups of persons served or at the level of the organization as a whole.

Service access: The organization's capacity to provide services to those who desire or are in need of receiving it.

Agency

Outcome Objectives	Measure	Goal	Result	Actions Taken
<i>Effectiveness</i> Reduce the number of Pathways preventable incidents.	Number of preventable incidents.	10% reduction over previous fiscal year.	Not Achieved 7% Increase	A second staff is taking the behavioral leads training to help with training staff on implementation of behavioral plans. Staff participate in behavioral training annually by taking Mandt.
<i>Efficiency</i> Retain, through employee recognition and support, existing employees.	Percentage of employees that leave Pathways' employment voluntarily excluding retirement or medical reasons compared to the previous year.	35%	Not Achieved 10% decrease	Annually Pathways distributes satisfaction surveys to all employees. The results of the surveys cause additions, changes and alterations to our satisfaction action plan and/or our strategic action plan.

Outcome Objectives	Measure	Goal	Result	Actions Taken
<i>Efficiency</i> Promote an environment of safety for employees while supporting individuals.	Percentage of employees that are injured by individuals due to aggressive behavior.	30% reduction in employee injuries due to aggression directed towards staff by individuals we support compared to previous fiscal year.	Not Achieved 100% Increase	To prevent injuries, employees take the technical portion of Mandt training. While the relational and conceptual portion of Mandt help employees prevent escalation, the technical portion helps employees to avoid injury if de-escalation has been unsuccessful.
<i>Efficiency</i> Reporting of incidents is conducted in a timely manner.	Percentage of incidents that are reported within the time defined by the Incident Report Policy and Procedure.	95% of incidents reported promptly.	Not Achieved 88%	Employees are required to take core competency training annually. This includes reviewing the Incident Report policy and procedure. We will add additional questions regarding reporting an incident properly.
<i>Efficiency</i> Pathways will look for access to additional sources of funding for special projects and/or capital needs.	Application for grants for funding opportunities.	1 or more grant(s) applied for during the 2019/2020 fiscal year.	Achieved Applied for 3 Grants	Pathways has continued this goal in this year's outcomes.
<i>Satisfaction</i> Employees will have a high amount of job satisfaction.	Percent of employees who state that their level of job satisfaction is high.	90%	Not Achieved 74%	See satisfaction action plan for actions.

Outcome Objectives	Measure	Goal	Result	Actions Taken
<i>Satisfaction</i> Maintain a high level of satisfaction with service.	Percent of all stakeholders responding to satisfaction surveys who indicate that they are happy with the quality of services provided by Pathways.	95%	Not Achieved 90%	See satisfaction action plan for actions.
<i>Business Function</i> Reduce the amount of copy paper used.	Number of copies produced annually on agency photocopiers	20% reduction over previous fiscal year.	Not Achieved 20% Increase	Pathways will continue to use electronic copies of documents in order to reduce paper usage.

Review and Analysis

We achieved our goal to apply for three grants to provide additional funding. We did not achieve our goal to reduce paper usage. This is due in part to the addition of a colour printer at our Franklyn site. To ensure prompt reporting of incidents, we will be adding additional questions to the annual core competency quizzes that will educate employees. To avoid preventable incidents, we are training an additional employee to become a behavioral lead. They will assist in educating employees on implementation of behavioral plans. This will not only reduce the amount of preventable incidents but also reduce employee injuries due to aggressive behavior from individuals supported. The Mandt instructor is reviewing Mandt practices and theories at all staff meetings.

Activity Service and Individualized Funding

Outcome Objectives	Measure	Goal	Result	Action Taken
<i>Effectiveness</i> Social Inclusion. Encourage community inclusion and participation of the individuals we serve.	Number of individuals who participate in activities offered in the community this year compared to previous year.	Increase participation of community based activities by 10%.	Achieved 17% Increase	We have discontinued this outcome due to the pandemic.

Outcome Objectives	Measure	Goal	Result	Action Taken
<i>Effectiveness</i> Personal Development. Individuals will have opportunities to learn new skills.	Percent of individuals that express a desire to acquire a new skill that acquire a new skill to the best of their ability.	75%	Not Achieved 50%	We discontinued this outcome because it was very hard to measure.
<i>Effectiveness</i> Rights. Individuals are informed of their rights and responsibilities.	Percent of individuals that report on satisfaction surveys a right and/or responsibility that is important to them.	90%	Not Achieved 50%	Continue to review rights and responsibilities at annual Individual Service Plan meeting.
<i>Efficiency</i> Social Inclusion. Increase in the opportunities for individuals to participate in community based activities.	Increase in the number of community based activities compared to number of community-based activities in the previous year.	10% Increase in the number of community/volunteer activities offered.	Not Achieved 6%	We have discontinued this outcome due to the pandemic.
<i>Efficiency</i> Physical Well Being. Maximize safety of individuals attending services.	Percent of preventable falls per year.	Reduction of 20% over the 2018/2019 reporting period.	Achieved 72% reduction	Will continue to work with caregivers, families and Health Services for Community living to prevent falls.

Outcome Objectives	Measure	Goal	Result	Action Taken
<i>Service Access</i> Individuals with mobility issues will have access to all our service areas.	The entrances at the West Kelowna location will have a ramp and automatic door to increase ease of people with mobility issues entering and exiting the building.	Ramp and automatic door installed.	Not Achieved Ramp constructed but automatic door not installed	This is an outcome for the 2020 2021 Outcome Objectives.
<i>Satisfaction</i> Staff will work as a team towards a common goal and objective.	Percent of employees who state that they have a positive working relationship with their fellow co-workers.	80%	Not Achieved 64%	See Satisfaction Action Plan.
<i>Satisfaction</i> Maintain a high level of satisfaction with service provided to individuals attending Activity Service, and Individualized Funding expressed by their family members.	Percent of individuals support network responding to satisfaction surveys who indicate that they are happy with the quality of services provided at Activity Services and Individualized Funding.	95%	Not Achieved 92%	See Satisfaction Action Plan.

Review and Analysis

We achieved our goal for decreasing preventable falls as we saw a seventy-two percent reduction in preventable falls. We also achieved the goal to increase the number of individuals going out for community inclusion activities. Unfortunately, we did not meet

our outcome to increase the number of community activities we. We did analyze what we were going to offer on the schedule before we sent the registrations out.

Unfortunately, there was not enough interest to run all the activities. We saw a five percent decrease in the number of individuals choosing to participate in community activities. To improve team moral, Pathways is organizing a paid, after hours work session to empower employees to strategize on how we can improve the working environment. Although we did not achieve our goal of ninety percent of individuals reporting a right or responsibility, this is still a one hundred percent improvement from last year's surveys.

Home Share

Outcome Objectives	Measure	Goal	Result	Actions taken
<i>Efficiency</i> Complete home studies in a timely manner.	Number of days to complete home study and recommendation (beginning after applicant submits all requirements).	21 working days	Achieved 21 working days	This is again an outcome for the 2020 2021 Outcome Objectives.
<i>Effectiveness</i> Rights. Individuals living in home shares in our agency know about complaint mechanisms.	Percent of individuals who express knowledge about Pathways' complaint policy and procedure.	95%	Not Achieved 72%	We are meeting with each individual supported in Home Share privately two times per year. This will ensure they are able to communicate concerns they have.
<i>Service Access</i> Home Share Providers will be responded to in an efficient, timely manner.	Percent of Home Share Providers indicating that their needs were responded to in a timely fashion by the agency.	90%	Achieved 93%	This is again an outcome for 2020 2021 Outcome Objectives
<i>Service Access</i> Rights, Physical and Emotional Well Being. Individuals will have access to a home share regardless of their mobility issues.	Number of wheelchair accessible home shares within our agency.	Acquire 2 more accessible home shares	Not Achieved 0 Accessible home share acquired	Will continue to advertise using social media and classified advertisements to educate and recruit the population regarding home share.
<i>Satisfaction</i> Individuals supported in Home Sharing will experience their home as a shared living environment.	Percent of individuals reporting inclusion in family decision-making.	95%	Not Achieved 72%	This outcome was difficult to measure and has been discontinued.

Outcome Objectives	Measure	Goal	Result	Actions taken
<i>Satisfaction</i> Rights. Maintain a high level of satisfaction with service provided to individuals living in home share and services expressed by stakeholders.	Percent of stakeholders responding to satisfaction surveys who indicate that they are happy with the quality of services provided through Home Sharing and services.	95%	Not Achieved 82%	See Satisfaction Action Plan.

Review and Analysis

We met objective of completing home studies on average within twenty-one days. We have added this outcome objective again to our 2020 – 2021 Outcome Objectives. We did not achieve our goal of securing two new accessible home shares. Pathways continues to advertise for home share providers on Facebook and Castanet. We currently have twelve accessible home shares. We did exceed our satisfaction goal with our response time to home share providers. We did not achieve our goal to increase awareness of Pathways' complaint mechanisms. Home Share Managers did meet with individuals in home share individually to educate them about the process. We have added all items pertaining to satisfaction rates to our Satisfaction Action Plan.

Integrated Career opportunities and Social Ventures

Outcome Objectives	Measure	Goal	Result	Actions Taken
<i>Effectiveness</i> Maximize the number of new employer contacts that result in job placements.	Percent of new employer contacts that result in job placements within six months of initial contact.	40%	Achieved 50%	We have cancelled actions this year for this outcome due to the pandemic.

Outcome Objectives	Measure	Goal	Result	Actions Taken
<i>Effectiveness</i> Personal Development and Material Wellbeing. Maximize career enhancements for employed individuals.	Percent of individuals that receive a job or career enhancement (promotion, raise, extra responsibilities).	50%	Achieved 55%	Employment developers are following up with employers and advocating for the people they support.
<i>Efficiency</i> Maximize the efficiency of staff resources in maintaining successful employment.	Average number of hours/individual from intake to first job placement.	60 Hours	Achieved 55 hours	This is an ongoing guideline for all new referrals.
<i>Efficiency</i> Bikeways is a recognized brand in Kelowna.	Hosting one promotional event to coincide with another widely celebrated bike related event (e.g. bike to work week).	1 Event	Achieved Bike to Work Week	We have cancelled actions this year for this outcome due to the pandemic.
<i>Efficiency</i> Personal Development and Material Well Being. Individuals entering ICO secure lasting employment.	Percent of individuals that enter ICO that retain employment for a 6 month period	85%	Not Achieved 80%	We have consistent communication with employers and providing supports as needed to retain employment.
<i>Service Access</i> Self-Determination, Material Wellbeing. There will be a wide variety of options for individuals who have barriers to being employed to choose from.	Number of community employment options for individuals to choose from.	At least 3 community employers to choose from.	Achieved At Least 3 Employment Options Offered	Depending on the pandemic, Pathways will continue to expand our list of community employers so we are able to offer a variety of employment options.

Outcome Objectives	Measure	Goal	Result	Actions Taken
<i>Satisfaction</i> Individuals will have a high level of satisfaction with their employment.	Percent of individuals who report that they like their job.	95%	Not Achieved 94%	See Satisfaction Action Plan.
<i>Satisfaction</i> Maintain a high level of satisfaction with the quality of services provided by ICO and Social Ventures.	Percent of family members responding to satisfaction surveys who indicate that they are happy with the quality of services provided by ICO and Social Ventures.	95%	Not Achieved 86%	See Satisfaction Action plan.

Review and Analysis

Pathways held a very successful event for Bike-to-Work week. This year were planning a movie night event for the community. Unfortunately, due to the SARS-CoV-2 pandemic we are unsure what that will look like or if we will be able to run it. Fifty-five percent of the individuals supported in employment reported that they received a raise or promotion this year, which exceeded our objective by five percent. We exceeded our goal of securing new employer contacts that resulted in job placements by ten percent. Pathways was also successful in meeting the outcome for job placements. We missed the outcome of job retention by five percent. The employees in Social Ventures and Integrated Career Opportunities continue to maintain contact with employers to provide support when needed to aid with job retention.

Residential

Outcome Objectives	Measure	Goal	Result	Action Taken
<i>Effectiveness</i> Self-determination will be encouraged and supported.	Number of times an employee supports an individual to visit with or call a family member per month for 7 out of 8 individuals.	2 times per month.	Achieved 3.5 average visits or phone calls per month	This is an outcome for 2020 2021 Outcome Objectives

Outcome Objectives	Measure	Goal	Result	Action Taken
<i>Effectiveness</i> Self-determination. Individuals will be able to decide what activities they want to do.	Explore options to give individuals the opportunity of reducing the number of days they attend Activity Services by 1 day per week.	1 day per week.	Not Achieved The residents want to keep the schedule the way it is.	We have discontinued this outcome.
<i>Efficiency</i> Physical and Emotional Well-being will be increased by promoting an environment of safety for individuals and employees residing in the homes.	Number of aggressive incidents at Old Meadows and Bouvette.	10% reduction compared to last reporting period.	Not Achieved Period before new resident moved in 45% increase. Time period after resident moved in 68% increase	The Leadership team monthly reviews incidents. A second employee is taking behavioral leads training. We are reviewing Mandt theory at staff meetings.
<i>Service Access</i> Increase access to exterior of home at Bouvette.	Construction of a patio and ramp to backyard at 2837.	Ramps and patio are constructed.	Achieved A patio and ramp have been constructed	No action needed.
<i>Service Access</i> Physical Well Being. Increase access to Old Meadows for those with mobility issues.	Construction of a ramp to replace the stairs at the front door of Old Meadows.	Ramp is constructed.	Not Achieved Deemed not necessary at this time	We have discontinued this outcome.
<i>Satisfaction</i> Rights. Individuals will express that they like where they live.	Percent of individuals who express they are happy where they live.	100%	Achieved 100%	We will continue to survey for residents level of satisfaction. This is an outcome for the 2020 2021 fiscal year.

Outcome Objectives	Measure	Goal	Result	Action Taken
<i>Satisfaction</i> Staff will work as a team towards a common goal and objective.	Percent of employees who state that they have a positive opinion of their fellow co-workers.	80%	Not Achieved 70%	See Satisfaction Action Plan.

Review and Analysis

Pathways exceeded our goal for our residents to connect with their family members at least two time per month with a result of an average of three and a half visits or phone calls per month. The Residential Supervisor explored the option of reducing the number of days that the residents attend Activity Service. The Supervisor asked the residents if they would like the option to say home one day during the week the residents stated they did not want to change their schedule. We did not meet our outcome to reduce aggressive incidents. After the new resident moved into Old Meadows, we saw a sixty-eight percent increase in aggressive incidents compared to the same period in the previous year. All employees are required to take Mandt training that instructs them on how to prevent incidents and de-escalate situations. Where applicable, the behaviorist from possAbilities attends staff meetings to educate staff on how to implement individual’s behavior plans and de-escalation protocols. Pathways’ behavioral lead also attends staff meetings to review Mandt theory and physical techniques. Pathways improved access to the backyard at the Bouvette residence thanks to the construction of a ramp. Pathways deemed the construction of a ramp at Old Meadows not necessary at this time. One hundred percent of the residents surveyed expressed that they are happy with where they live. We missed the outcome for staff feeling as if they are part of a team working towards a common goal by ten percent. We have added this to our Satisfaction Action plan and the Supervisor is developing a fun team event for residential staff when the pandemic allows for it.