

PATHWAYS ABILITIES SOCIETY

QUALITY ASSURANCE REVIEW AND ANALYSIS

April 1, 2020 – March 31, 2021

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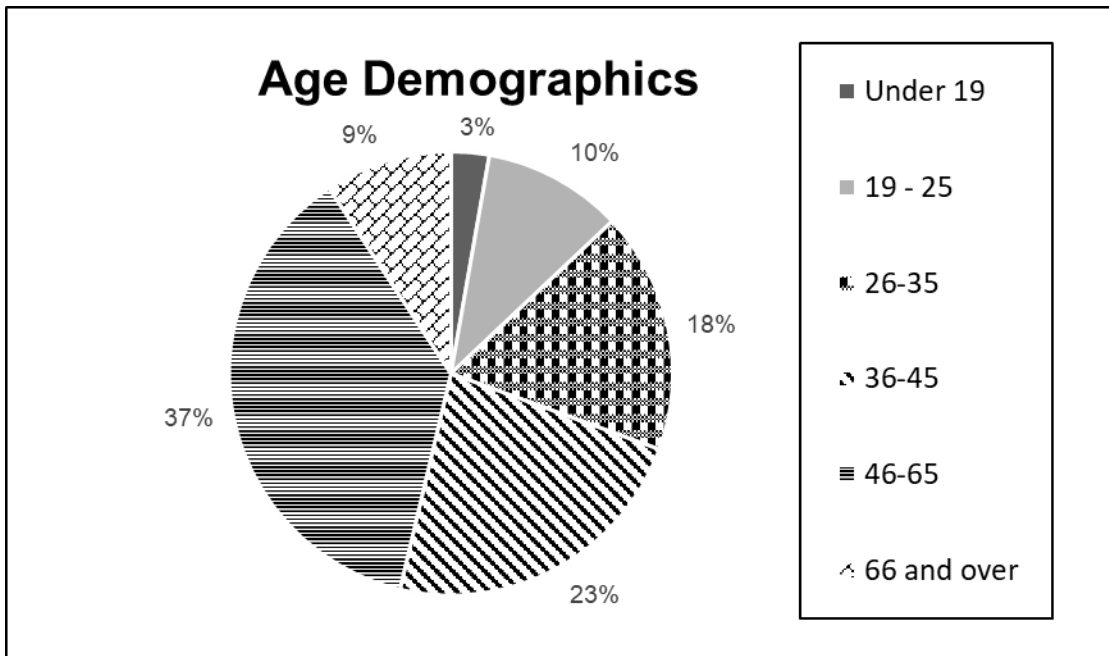
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Demographics

As of March 31, 2021, Pathways Abilities Society was supporting 201 individuals. This number does not include the fifteen people that only receive apartment support through the BC housing rent subsidy program. Of the two hundred and one people supported, one hundred eight people were male and ninety-three were female.

	Under 19	19 - 25	26-35	36-45	46-65	66 and over	Totals
Men	3	11	19	25	40	10	108
Women	3	13	20	14	32	11	93
Totals	6	24	39	39	72	21	201
Percentage of Total Individuals	3%	12%	19%	19%	36%	10%	



Review and Analysis

The average age of the individuals supported was forty-four years old. This was a decrease of one year of age over last year. Fifty-four percent of the population were male and forty-six percent were female.

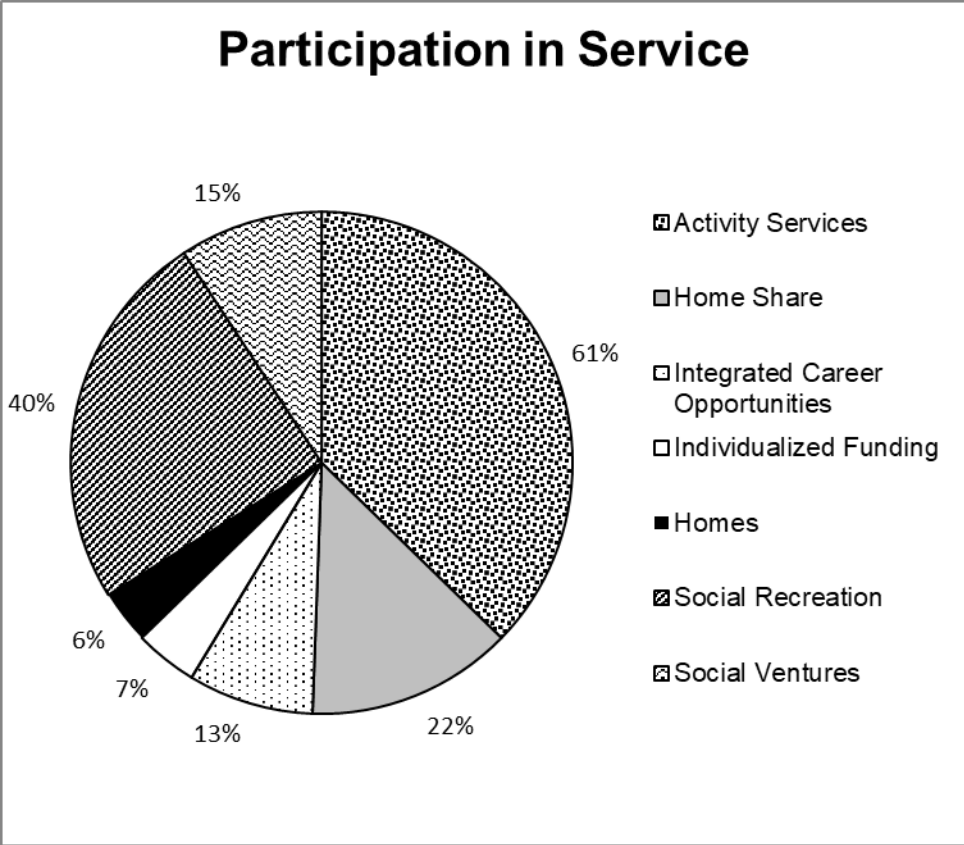
Age	2020 – 2021	2019 – 2020	Percent Change From Previous Year	Difference In Number Of Individuals
Under 19	3%	0%	+3%	+6
19-25	12%	13%	-1%	-4
26-35	19%	19%	0%	-1
36-45	19%	20%	-1%	-4
46-65	36%	37%	-1%	-5
66 and over	10%	10%	0%	-1

We have nine less people in our service this year when compared to last year. The majority of the individuals were between the ages of forty-six to sixty-five years of age, which is the same as last year.

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	126	61%	-1%	-2
Home Share	46	22%	-1%	-2
Integrated Career Opportunities	28	13%	0%	0
Individualized Funding	14	7%	-1%	-3
Homes	12	6%	+2%	+3
Social Recreation	85	40%	0%	-1
Social Ventures	32	15%	0%	0

Please note that the numbers of individuals who participated in the service areas does not match the total number of individuals served by the agency. Many individuals are involved in multiple service areas throughout the year. You will notice the Residential Service area has been renamed and will be referred to as the Homes throughout this analysis.



Review and Analysis

As with past years, Activity Service has the largest amount of people we support. The pandemic affected attendance and very few people were participating in Activity Service at the beginning of the fiscal year. We had only a few individuals who attended regularly throughout the entire pandemic. Now that the restrictions are lifting, attendance numbers are getting closer to pre-pandemic levels but we are still not at full attendance capacity for all our individuals yet. Although, technically we have eighty-five individuals signed up for our Social Recreation Service, this service has not been operating because of the restrictions associated with the pandemic. Five individuals have service in Social Recreation exclusively.

We bought a new home this year and relocated the individuals at our Old Meadows home to the new Guisachan home. We were then able to have three new individuals come and live at the renamed “New Meadows” location. Overall, there has not been much change in the percentage of participation between this year and last year.

Exits from Service

Service Area	Number of Exits
Activity Service	11
Integrated Career Opportunities	11
Home Share	9
Social Ventures	4
Total	35

Reason for Exit	
Achieved Goals	1
Change in Health	6
Deceased	1
Family/caregiver felt that services provided were not a good fit	1
Individual felt that services provided were not a good fit	6
Irregular Attendance	2
Moved out of Service Area	5
Other	4
Pathways felt that services were not a good fit for the individual	1
Will be receiving services from another agency	8

Review and Analysis

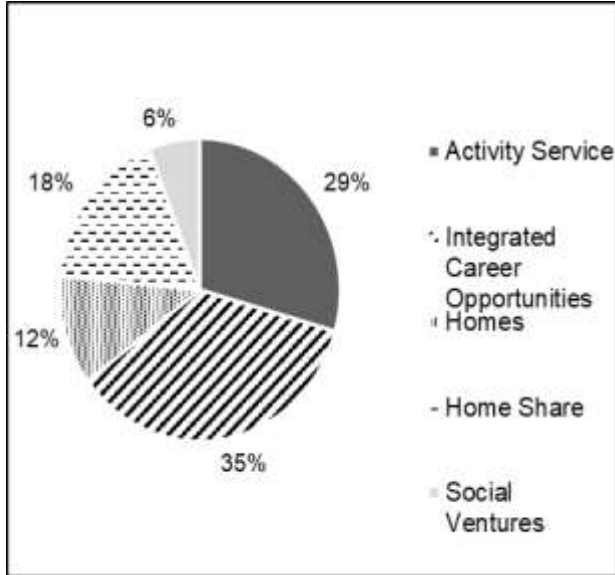
Nine more people exited Pathways' services this fiscal year compared to last year. One person **achieved their goals** in Integrated Career Opportunities and has employment without the need for support in this service area. Six people left services due to a **change in health**. Three individuals suffered from dementia and their caregivers and family decided that they should either leave their employment, Activity Services or Individualized Funding. Another person's mental health was a factor and they chose not to continue with the employment process. Two other individuals had major health issues and were unable to continue with their employment. Sadly, one individual in home share **died** this year. The family of this individual was very grateful that the person could pass away peacefully at home under the care of the home share providers and palliative nurses. A **family felt that services provided were not a good fit** for an individual. This individual was suffering from mental health issues and they were in the midst of getting resources to help them deal with this. They placed the employment process on hold until these resources were in place. Six individuals felt that Pathways services were **not a good fit**. Three individuals decided it was time for them to retire, while three individuals gave up their spot at Pathways because of the pandemic and they did not feel it was safe for them to attend. **Irregular attendance** was a problem for two other

individual's employment. One person did successfully secure paid employment but then would not commit to working shifts. They eventually quit the position. Another person began working on the discovery process for employment but then decided to put it on pause because of the pandemic. Five people **moved out of the service area**. The exits under the category of **other** included one person feeling unsafe to work because of the pandemic, one person deciding they did not want employment and the last person taking a job with their sibling and they did not require support from Pathways. The last individual moved out of their home share and into one of Pathways' group homes.

Pathways felt that services were not a good fit for an individual because the supports they needed were not in the scope of service that Pathways provides. This individual required professional mental health supports and is going to find services with a different agency. Eight individuals decided **to receive services from another agency**. Of the eight, seven left Home Share services. Four of the home share providers who moved to a different agency did so because Pathways served notice. We attempted to find a new home share provider for one individual because there was concerns regarding the age and health of one home share provider. The family of this individual did not want them to move out of the home even after hearing our concerns and the home share provider moved to a different agency. Another individual decided to get supports for living that was a different type of service than home share supports. A home share provider sold their home and Pathways was unable to find another suitable home share within our agency. We served notice for two home share providers that supports three individual because of their lack of compliance with submitting home share requirements. Lastly, we served notice on a home share provider because Community Living BC would not provide the amount of funding needed for the types of supports that individual required.

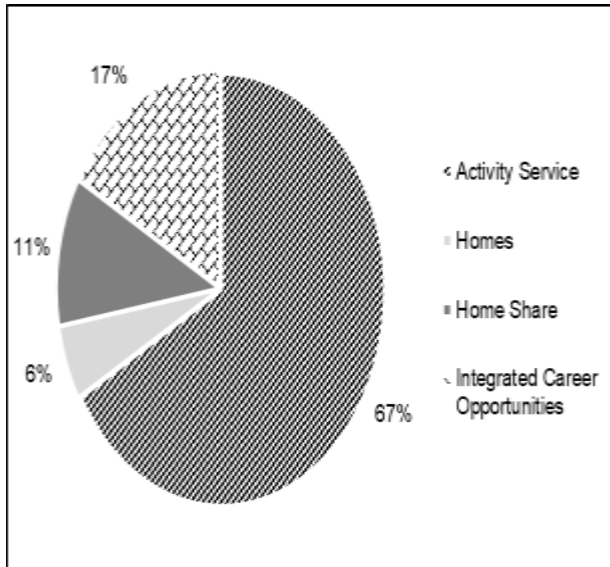
Entrances and Internal Requests for Service

Entrances to Service



Service Area	Entrance
Activity Service	5
Homes	6
Home Share	2
Integrated Career Opportunities	3
Social Ventures	1
Totals	17

Internal Requests for Service



Service Area	Increase
Activity Service	12
Homes	1
Home Share	2
Integrated Career Opportunities	3
Total	18

Individuals Referred

Service Area	2020 – 2021	2019 – 2020	Difference
Activity Service	8	16	-8
Homes	3	1	+2
Home Share	4	6	-2
Integrated Career Opportunities	9	7	+2
Social Ventures	1	0	+1

Review and Analysis

The chart above reflects new referrals and referrals to new services areas and does not include increases in service in the individual's current service area. Nine individuals increased their service in their current service areas. Two individuals increased their current service twice last fiscal year. Staffing limits the number of referrals that Activity Services can accept. Our Community Intake Developer works with the Activity Service Supervisor to track vacancies and they notify Community Living BC when placements are available. However, there was a decrease in referrals from Community Living BC in general due to the pandemic. There were eleven exits from Activity Service and only eight new entrances. We purchased a new dwelling and moved the four individuals from our Old Meadows home as mentioned before in the Participation in Service portion of this report. This allowed three new people to move into our newly renamed home of New Meadows. One person was already receiving services in Activity Service. Integrated Career Opportunities saw only three new individuals enter this service area while we had eleven people exit. The pandemic definitely had an impact on this service area due to the shut downs of many businesses. There also was a general fear with the people we support that they may contract COVID-19 so they chose not to work. The Home Share service area saw four people enter and nine people exit this service area. Home Share Managers are responsible for finding a suitable home and home share provider for individuals referred to us from Community Living BC. Although, we did see a slight uptick in applicants who wanted to be home share providers at the beginning of the pandemic this has since dwindled. Community Living BC has also slowed with sending us referrals for home share because of the pandemic. We did have an increase of one in our Social Ventures service area with four people exiting. As mentioned above, the pandemic most definitely has effected entrances in this area.

Satisfaction Surveys

Pathways sent out five hundred and six surveys last fiscal year. Out of these, we received ninety-five responses.

Individuals Receiving Service

We sent forty-nine surveys to individuals supported in home share and one hundred and forty-six to individuals supported in other service areas. The individuals in home share received a different survey than those in other services areas so we could ask questions specific to the living arrangement.

Service Area	Sent	Received	Return Rate	Satisfaction
Activity Service	49	12	24%	100%
Individualized Funding	7	2	29%	100%
Integrated Career Opportunities	22	8	36%	100%
Homes	7	3	43%	100%
Home Share	49	10	5%	100%
Social Recreation	42	1	2%	100%
Social Ventures	26	5	19%	80%
		Totals	23%	96%

Survey Questions For Individuals in Home Share	Average
Are you happy with the quality of services provided by Pathways?	100%
Are you happy living in your home share?	100%
Are you able to achieve your goals and advance to the level of independence you are seeking in accordance with your abilities?	100%
Are you encouraged and supported to make your own choices in your home?	100%
Are you included in decision-making with your home share provider and their family?	100%
Are you treated with respect and dignity?	100%
Does your home provide a secure, safe environment?	100%
Do you get to do what you want to in your home?	100%
Do you get enough support to do what you want in your community?	100%
Are your cultural and diversity needs met in your home?	100%
Are you kept informed of service options and do you receive regular communications from Pathways?	100%
Is it easy to get around your home?	100%
Are there any accessibility barriers in your home?	11%
Have you received enough support from Pathways during the pandemic?	100%

Survey Questions for Individuals from other Service Areas	Average
Are you happy with the quality of service you receive from Pathways?	96%
Does Pathways assist you to achieve you to achieve your goals?	84%
Are you learning new skills you want to learn?	78%

Do you feel safe attending Pathways services?	90%
Do you feel Pathways' activities and/or your Pathways supported job is important?	100%
Do Pathways' employees treat you nicely?	100%
Do you have a favorite activity you like to do?	80%
Do you get out to community events that interest you?	54%
Do you have someone you can ask for help at Pathways?	100%
If you do not like something do you have someone you can tell?	100%
Are you encouraged to make your own choices?	100%
If you live at the Old Meadows or Bouvette home, do you like where you live?	100%
Do you encounter any accessibility issues while using participating in any of Pathways' services?	8%
Do you get to choose what you want to do daily during your time at Pathways?	58%
If Pathways helped you get a job, do you like your job?	100%
Have you had enough support from Pathways during the pandemic?	86%
Has Pathways provided enough information to you during the pandemic?	90%
Do Pathways employees tell you about your rights and responsibilities?	100%

Review and Analysis

Due to the pandemic, we were not able to get a volunteer to complete the surveys in person this year. Our self-advocate was able to complete a few for the individuals living in the homes. Not having a devoted volunteer for surveys this year did affect our rate of return. We received an almost 100% rating for Pathways services. The one negative response that the Social Ventures service area received did leave a comment stating they did not feel that Pathways was helping enough with their goals. For the question regarding accessibility, no comments were left on the Home Share survey to indicate why one person responded that they had an accessibility barrier in their home. There was also a response of 'yes' on the other survey. Two people left two comments; one indicating COVID-19 was creating a barrier and the other mentioned issues with mobility and getting into the building. We did change the way we enter the building so we could more easily social distance and make sure we took everyone's temperature. This door is narrower so this may be what the person was referring. Once the government lifts the pandemic restrictions, we will return to entering the building through normal entrances. Many of the comments spoke how the pandemic affected attendance, working on goals and getting out into the community.

Families

Pathways sent one hundred twelve surveys to family members. We sent two separate surveys to the families of individuals in home share and the families from individual in other service areas. We received 24 responses. The surveys used a scale of one (low satisfaction) to five (high satisfaction) on most questions, the other questions were yes or no questions. Since there are individuals supported in more than one area, the total in the sent column will not match the actual total sent.

Service Area	Sent	Received	Return Rate	Satisfaction
Activity Service	71	10	14%	88%
Homes	7	1	14%	100%
Home Share	21	10	47%	88%
Individualized Funding	10	4	40%	85%
Integrated Career Opportunities	18	4	22%	87%
Social Recreation	41	5	12%	84%
Social Ventures	15	1	7%	80%
Totals			22%	87%

Survey Questions For Family of Individuals Supported in Home Share	Average
Rate how happy you are with the quality of home share services provided by Pathways.	89%
Rate how happy your family member is living in their home.	96%
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.	90%
Rate how well your family member is encouraged and supported in making their own choices in their home.	96%
Rate how well your family member is treated with respect and dignity in their home.	98%
Does their home share provider offer a secure, safe environment?	100%
Rate our home share managers in how knowledgeable and competent they are.	89%
Rate Pathways' flexibility and ability to adapt to individual's needs.	88%
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.	84%

Survey Questions for Families with Individuals Supported in Other Service Areas	Average
Rate how happy you are with the quality of services provided by Pathways.	88%
If your family member lives at Old Meadows or Bouvette, do you think they are happy with their home?	100%
Rate how happy your family member is with the quality of services provided by Pathways.	87%
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.	83%

Rate how well your family member is encouraged and supported in making their own choices at Pathways.	93%
Rate how well Pathways' services are offered with respect and dignity.	92%
Do our services offer a safe and secure environment?	92%
Rate Pathways' staff in how knowledgeable and competent they are.	84%
Rate Pathways' flexibility and our ability to adapt to individual's needs.	85%
Do you feel your family member has opportunities to form relationships and friendships?	93%
Do you feel the cultural and diversity needs of your family member is being met at Pathways?	100%
Rate how well you are kept informed of service options and that you receive regular communications from Pathways.	90%
Are there any accessibility barriers at Pathways facilities, Pathways supported home (Old Meadows or Bouvette) and/or place of employment?	0%
Consider Pathways services and rate them on how positive, meaningful, and productive they are and how much they promote community inclusion.	86%
Do you feel your family member receives enough support and assistance from Pathways to be successful at their job?	100%
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?	100%
Did you feel the activities in the Social Recreation Calendar are affordable?	100%
Does the Social Recreation calendar and registration work for you?	100%
Once Social Recreation is operational again, are there any new activities you would like to see on the calendar?	25%
Was transportation a barrier for your family member to participate in Social Recreation activities?	20%
Did you receive enough information about Pathways' pandemic response?	100%

Review and Analysis

The family's rating to the question of how well Pathways keeps them informed increased by ten percent this year over last year. Keeping families informed was vital due to the pandemic. The comments left on the surveys all stated that we did a good job of keeping everyone up-to-date with the many changing protocols of the pandemic. The question about our encouragement and support in letting their family members make their own choices also went up when compared to last year. It was not surprising that the perception of safety at Pathways was down this year compared to last year but only by eight percent. The comments blamed the pandemic and the worry that employees might come to work sick. The most noteworthy item when you compare the surveys from this year to last year is the low rate of return. With the rate of return so low, one lower rating had a bigger effect on the average rating.

Other Stakeholders

Pathways sent out two hundred forty-three surveys to our other stakeholders. The volunteers and caregivers each received their own survey. The community volunteer

sites, community employers, employers that contract with Pathways, home share providers and our funder, Community Living BC each received the same survey. Once again we utilized a combination of questions using a one (low satisfaction) to five (high satisfaction) rating and yes or no questions.

Stakeholder	Sent	Received	Response Rate	Satisfaction
Volunteers	23	7	30%	92%
Community Volunteer Sites	28	3	11%	100%
Community Employers	63	7	11%	94%
Employer that Contracts With Pathways	4	0	0%	NA
Community Living BC	22	2	9%	80%
Caregivers	64	6	9%	74%
Pathways Home Share Contractors	39	11	28%	86%
Totals	243	36	15%	88%

Survey Questions For Volunteers	Average
Rate how happy you are with the quality of services provided by Pathways.	92%
Rate how satisfied you feel overall with your volunteer experience at Pathways.	93%
Rate how helpful your orientation to Pathways was.	83%
Rate Pathways' employees on how friendly and helpful they were.	97%
Rate how appreciated and valued you felt your contribution was as a Pathways volunteer.	93%
Rate Pathways' employees on how well they treat people with diverse-abilities with respect and act as good role models.	97%
Did Pathways' employees ask for your input?	71%
Rate how well the Pathways' team makes quality of service delivery to the individuals a top priority.	91%
Does Pathways provides enough training opportunities?	86%
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%
Have you volunteered for Pathways during the pandemic (March 2020 – present)?	86%
If you have volunteered during the pandemic, do you feel safe volunteering for Pathways?	100%
Has Pathways provided enough information to you during the pandemic?	86%

Survey Questions for Caregivers	Average
Rate how happy you are with the quality of services provided by Pathways.	73%
Rate how happy the person you support is coming to Pathways.	66%
Rate how closely the person receiving services achieves their individual goals and advances to the level of independence they are seeking.	63%
Rate Pathways in our level of assistance in helping the person you support achieve their individual goals and advance to the level of independence they are seeking in accordance with their abilities.	76%
Rate how well the person you support is encouraged and supported in making their own choices at Pathways.	80%
Rate how well our services are offered with respect and dignity.	87%
Do you feel our services offer a secure, safe environment?	100%
Rate our staff in how knowledgeable and competent they are.	77%
Rate the flexibility of our services and our ability to adapt to individual's needs.	77%
Do you feel the person receiving services has opportunities to form friendships?	100%
Do you feel the cultural and diversity needs of the person you support is being met at Pathways?	100%
Rate how well you are kept informed of Pathways' service options and receiving regular communications from Pathways.	80%
Are there any accessibility barriers at Pathways facilities and/or place of employment for the individual you support?	0%
Consider Pathways' services and rate them on how positive, meaningful and productive they are and how much they promote community inclusion.	87%
Do you feel the person you support receives enough assistance from Pathways to be successful at their job?	100%
Does the person you support feel like a valued employee?	100%
Did the individual you support get the job they wanted?	100%
Does the person you support like their job?	100%
Did you feel the activities in Social Recreation calendar are affordable?	100%
Did the Social Recreation Calendar registration work for you and the individual you support?	50%
Once Social Recreation is operational again, are there any new activities you would like to see on the calendar?	0%
Was transportation a barrier for the person receiving services to attend Social Recreation Activities?	0%
Did you receive enough information about Pathways' pandemic response?	100%
Have you received enough support from Pathways during the pandemic?	100%

Survey Questions for Contractors, Employers, Funder and Volunteer Agency	Average
Rate how happy you are with the quality of services provided by Pathways.	86%
Rate how well Pathways meets your expectations.	85%

Rate how well Pathways' employees treat you with respect and consideration.	91%
Rate how well Pathways' employees keep you up to date with changes.	86%
Rate how well Pathways' employees treat individuals they support with respect and dignity.	93%
Rate how well the Pathways organization works to better the lives of people with divers-abilities.	87%
Rate how well Pathways' services promote and support community inclusion and participation.	86%
Rate how well our services offer flexibility and adapt to individual needs.	86%
Do our hours of service meet your needs?	96%
Are you familiar with the full range of services Pathways provides?	79%
Rate how responsive Pathways' employees are in addressing your questions and concerns.	86%

Review and Analysis

There was an increase for surveys sent to other stakeholders of 17%; however, the rate of return was only 15% this year compared to 42% last year. The responses from the seven Pathways volunteers who responded to the survey was overall very positive. The question regarding whether Pathways employees asked for volunteers input was up 26%. Areas that we fell short on were providing information to our volunteers during the pandemic but the rating was still quite high at 86%. We received only six responses to our caregiver survey compared to twenty the year before. We did receive a few blank surveys from caregivers stating they just could not comment on our services because the individual they support was not attending Pathways due to the pandemic. One of the caregivers gave us a rating of one on the first two questions because the individual supported was not interested in attending Pathways anymore. The rest of the survey has positive comments and high ratings for Pathways, giving a rating of five for how meaningful, our services are and how they promote community inclusion. They ended the survey with the comment we should keep up the good work. According to the survey responses for the caregiver survey, Pathways did a great job of keeping them informed during the pandemic. There was again a drop in the rate of return for the Community Volunteer Sites, Community employers, Employer that Contracts with Pathways, Community living BC and Home Share Contractors surveys of 53% compared to last year. The rating for Pathways to support individuals with community inclusion dropped this year and comments laid blame on the pandemic.

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.

This was an unprecedented year as we revised our original Outcome Measures submitted in March due to the pandemic. We omitted some outcomes because of the prohibition of holding large events due to health restrictions. In addition, many community locations we normally would use for community inclusion had shut down. Since many businesses had to shut their doors as well, this negatively affected our Integrated Career Opportunities service area.

Agency

Outcome Objectives	Measure	Goal	Results	Actions Taken
<i>Effectiveness</i> Reduce the number of Pathways preventable incidents.	Number of preventable incidents.	Reduction of 10% over the 2019/2020 reporting period	Achieved 16% decrease	Leadership will continue to review incidents to examine how we can prevent them.
<i>Efficiency</i> Safe medication administration.	Number of medication errors.	Reduction of 50% over the 2019/2020 reporting period	Not Achieved 20% decrease	All staff who work at our homes must read the Medication Administration policy and procedure before administering medication. Leadership reviews this policy and procedure regularly to see where improvements can be made.

Outcome Objectives	Measure	Goal	Results	Actions Taken
<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 93% Reported promptly	The reporting procedure is reviewed during orientation and is also tested on. Recommend to add a small checklist with probation reports and annual evaluations reminding employees that incidents must be completed before their shift. Home share providers are reminded in monthly updates regarding timely reporting of incidents.
<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 2 Grants applied for	This Outcome has been carried over to 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.	80%	Achieved 80%	See satisfaction action plan for actions.

Outcome Objectives	Measure	Goal	Results	Actions Taken
<i>Efficiency</i> Retain, through employee recognition and support, existing employees.	Percentage of employees that leave Pathways' employment voluntarily excluding retirement, moving, returning to school or medical reasons compared to the previous year.	35% Reduction from previous year	Achieved 67% decrease	See satisfaction action plan for actions.
<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.	85%	Achieved 89%	See satisfaction action plan for actions.
<i>Business Function</i> Develop an inventory system that accurately tracks the purchase and use of specific items.	Policy and procedure is developed that can efficiently and effectively track specific items.	Policy and procedure completed and implemented	Not Achieved	This Outcome has been carried over to next year's Outcomes

Review and Analysis

We did not achieve the outcome of having incidents reported in a timely fashion. To insure staff complete incident reports in a timely fashion new employee review the procedure during orientation. A recommendation has been put forward to also review the procedure during probation reports and annual evaluations. We achieved our outcome for employee satisfaction, reducing preventable incidents, employee retention, grant application and level of satisfaction of all stakeholders. We did not achieve our goal in the reduction of medication incidents. All staff working in the homes must read the medication policy and procedure before administering medications. The procedure also clearly states that the staff look at the medication administration record for each individual living in the home at the beginning and the end of their shift to note

administration times, medication changes and to ensure proper documentation. Each employee completes a thorough medication orientation presented by the licensed practical nurse or designate at each service area that medications are administered. If a medication error does occur, additional training is required for the staff involved.

Activity Service ad Individualized Funding

Outcome Objectives	Measure	Goal	Results	Actions Taken
<i>Effectiveness</i> 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.	70%	Achieved 71%	Rights and responsibilities are reviewed annually at individual service plan meetings and three times a year with individuals in Home Share.
<i>Efficiency</i> Maximize safety of individuals attending services.	Percent of preventable falls per year.	Reduction of 20% over the 2019/2020 reporting period	Not Achieved 100% increase	Staff changed the activity for one individual to prevent further falls. A ramp that caused another fall was repaired.
<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 an automatic door to increase ease of people with mobility issues entering and exiting the building.	Automatic door installed	Achieved	An Automatic door was installed.
<i>Efficiency</i> Individuals will safely have their medication administered by staff adhering to the Pathways Medication Administration	Number of incident reports identifying breach in the Medication administration policy or procedure.	Reduction of 50% over the 2019/2020 reporting period	Achieved 88% decrease	Staff have a medication orientation to Activity Service upon hire. They are also tested annually in the core competency testing that Pathways provides.

Outcome Objectives	Measure	Goal	Results	Actions Taken
policy and procedure.				
<i>Effectiveness</i> Provide opportunities for individual's receiving service to safely participate in community during the pandemic.	Percentage of individuals who participate in community activities versus in-house activities.	50% of the activities are in-house and 50% are community	Achieved 55%	The scheduled was designed so that as many individuals as possible could go into community safely during the pandemic.
<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 74%	See Satisfaction plan and action plan.

Outcome Objectives	Measure	Goal	Results	Actions Taken
<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 88%	Pathways held virtual activities as much as possible for those individuals who did not feel safe attending Activity Service during the pandemic.

Review and Analysis

During the pandemic, attendance in Activity Service decreased dramatically. At the beginning of April 2020, we only had a few individuals attending on a regular basis. There were twenty-three falls in total, four of which were preventable. If the Leadership team deems a fall was preventable, proactive steps are taken to ensure another fall does not occur. One fall was due to the new entrance Pathways was using to increase social distancing. The ramp up to the door was a tripping hazard and was repaired. Two of the preventable falls were because an individual was not in an activity appropriate for their mobility. The activity was adjusted for their needs. Activity Service achieved the outcomes for installation of an automatic door, safe medication administration and community inclusive activities. Unfortunately, we did not meet our outcome for level of family satisfaction in this service area. As mentioned in the satisfaction review and analysis, the pandemic affected this outcome. We also did not achieve our outcome for employees having a positive relationship with fellow employees. We have hired a Human Resource Manager and hope to increase employee satisfaction next year.

Homes

Outcomes Objective	Measure	Goal	Results	Actions 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 or friend per month for 8 out of 8 individuals.	2 times per month	Achieved Average 2 visits per month for all residents	Families were encouraged to visit outside in the warm weather or speak to their family members over the phone or Zoom.
<i>Service Access</i> Individuals will live in a home that allows for socialization and time to themselves.	Purchase a home that has more space and a floor plan that allows individuals to live separately together.	A home is purchased	Achieved	Home purchased.
<i>Efficiency</i> Individuals will safely have their medication administered by staff adhering to the Pathways Medication Administration policy and procedure.	Number of incident reports identifying breach in the Medication administration policy or procedure.	Reduction of 50% over the 2019/2020 reporting period	Not Achieved 17% increase	Employees must read the Medication Administration policy and procedure before administering any medication. Additional training occurs for any employee who has a medication incident.
<i>Satisfaction</i> Individuals will express that they like where they live.	Percent of individuals who express they are happy where they live.	100%	Achieved 100%	This outcome is continued for the 2021 2022 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 opinion of their fellow co-workers.	80%	Not Achieved 73%	See Satisfaction Plan and Action plan for all actions.

Review and Analysis

Even with the restrictions placed on our homes during the pandemic, we were able to achieve our outcome to ensure that individuals were able to communicate with their family members at least two times per month. We did this using a variety of methods including phone calls, Zoom calls and practicing social distancing with family outside when the weather permitted. We were able to purchase a substantially larger home for the four individuals living in our Old Meadows location. This home is two stories and has an operational elevator so the home can continue to meet their needs even if they start having higher mobility needs. Unfortunately, we were unable to meet our outcome to reduce medication errors. We hope that with the larger, quieter medication room in the new home, we will see better results next year. We did not achieve our goal for employees reporting a positive opinion of their co-workers. There was a three percent increase in the results for this outcome compared to last year's results. The result outcome for individuals expressing they are happy where they live was one hundred percent and therefore we achieved this outcome.

Home Share

Outcome Objectives	Measure	Goal	Results	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).	28 working days	Achieved 7 working days	Ensured we responded to requests efficiently. Once the main requirements were received, managers scheduled meetings in a timely fashion.
<i>Effectiveness</i> Home Share Providers will be able to effectively respond to an epidemic/pandemic.	Percent of Home Share Providers who have a written epidemic/pandemic plan.	100%	Achieved 100%	Developed a template to give home share providers so they could develop an effective pandemic plan.
<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%	Not Achieved 78%	We strive to respond to home share providers and individuals within one business day. Pertinent information is documented in ShareVision so all managers have access.

Outcome Objectives	Measure	Goal	Results	Actions Taken
<i>Satisfaction</i> 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.	90%	Achieved 92%	Managers met with individuals and conducted a private interview to ensure all their needs were being met and to see if they needed the managers to assist them with anything.

Review and Analysis

We achieved all our Home Share outcomes except for the response time of our home share managers. Managers do strive to connect with home share providers the same day that we are contacted. We have increased our updates to once per month. Within the update, we attempt to give the home share provider information that they may have forgotten (e.g. incident reporting) or new information we have attained (pandemic information). We also forwarded related emails from other organizations such as Community Living BC. When managers will be away from the office for an extended period, all the home shares they manage are contacted via email. At our monitoring visits, we ask the home share provider what method of communication they would prefer. We once again achieved our outcome to finish home studies in a timely manner and level of satisfaction of individuals living in home share. We also asked our home share providers to supply us with a pandemic plan that demonstrated a level of preparedness if a provider or an individual became sick. We also asked them to tell us if they had any personal protective equipment on hand. Most providers did have some equipment with the one protective item overlooked being isolation gowns. Pathways did lend out some gowns to affected home shares but fortunately there was only one home share that had a positive case of COVID-19 and this disease was not passed on to the two individuals in the home.

Integrated Career Opportunities and Social Ventures

Outcome Objectives	Measure	Goal	Results	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.	20%	Achieved 20%	This outcome was revised so it could be achievable during the pandemic. This outcome with a higher goal has been carried forward to this year's outcomes.
<i>Effectiveness</i> Maximize career enhancements for employed individuals.	Percent of individuals that receive a job or career enhancement (promotion, raise, extra responsibilities).	10%	Achieved 10%	Employment is customized and Employment Developers follow up with employees and advocate for the people they support.
<i>Efficiency</i> Maximize the efficiency of staff resources in maintaining successful employment.	Average number of staff hours per individual from intake to first job placement.	60 Hours	Achieved 60 hours	This is an ongoing guideline for all new referrals.
<i>Efficiency</i> Individuals entering ICO secure lasting employment.	Percent of individuals that enter ICO that retain employment for a 6 month period	25%	Achieved 25%	This outcome goal was revised due to the pandemic so that it was achievable.
<i>Service Access</i> There will be a wide variety of options for individuals who have barriers to being employed to choose from.	Number of customized community employment options for individuals to choose from.	At least 3 community employers to choose from	Achieved 3 employers to choose from per person.	The Employment Manager ensures that at least three options for employment are presented after the discovery is completed.

Outcome Objectives	Measure	Goal	Results	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%	Achieved 100%	Employment Developers follow up with individuals after securing employment to ensure that the individuals is satisfied with their job placement.
<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 85%	Families are involved during the discovery phase of the employment process. Especially if they are required to provide transportation.

Review and Analysis

The pandemic affected our Employment services this year as many businesses shut down due to the restrictions or individuals stopped working due to the safety risks. We reduced the level of many of the goals to ensure they were realistic and achievable. BikeWays altered the way they did business and at the beginning of the pandemic required that customers call ahead and book appointments after letting the staff know what kind of bike they were looking for. We achieved our outcome to place individuals into customized employment, job enhancement, job retention, job satisfaction and giving individuals the choice between three customized placements. We did not meet the outcome for family’s level satisfaction with our services. When the comments are reviewed, families speak of fear with co-workers coming to work sick and the fact that they are becoming tired of the restrictions. There were two comments mentioning the amount of communication between Pathways and the families and individuals could be at increased frequency.