

PATHWAYS ABILITIES SOCIETY

QUALITY ASSURANCE REVIEW AND ANALYSIS

Contents

Introduction 2

Demographics 3

 Review and Analysis..... 3

Participation in Service..... 4

 Review and Analysis..... 5

Exits From Service 6

 Review and Analysis..... 6

Entrances and Internal Requests for Service 7

 Review and Analysis..... 7

Satisfaction Surveys..... 8

 Individuals Receiving Service 8

 Review and Analysis 9

 Families 10

 Review and Analysis 11

 Other Stakeholders..... 12

 Contractor/Employer/Funder/Volunteer Agency 13

 Home Share Provider..... 13

 Caregivers (in Activity Service, Individualized Funding, and Social Recreation) 14

 Review and Analysis 14

Outcome Objective Results..... 16

 Agency..... 17

 Activity Service (Including Individualized Funding and Social Recreation) 18

 Home Share Services..... 24

 Homes Services 29

 Integrated Career Opportunities (ICO), Social Ventures..... 36

A Consistent Pattern of Strength, Stability, and Person-Centred Practice..... 40

Introduction

The 2025–2026 Quality Assurance Review and Analysis report provides a comprehensive overview of service delivery, participation trends, satisfaction outcomes, and stakeholder feedback across all Pathways Abilities Society programs. This year's results reflect an organization that continues to grow steadily while maintaining strong service quality, person-centred practice, and a commitment to safety, inclusion, and meaningful engagement.

Pathways supported 230 individuals this year, an increase of 21 from last year, with demographic trends showing a gradual shift toward a younger service population. Participation increased across most service areas, and referrals more than doubled, demonstrating strong community demand and confidence in the support Pathways provides. Exits remained stable and aligned with expected patterns, with changes in health continuing to be the most common reason for leaving services.

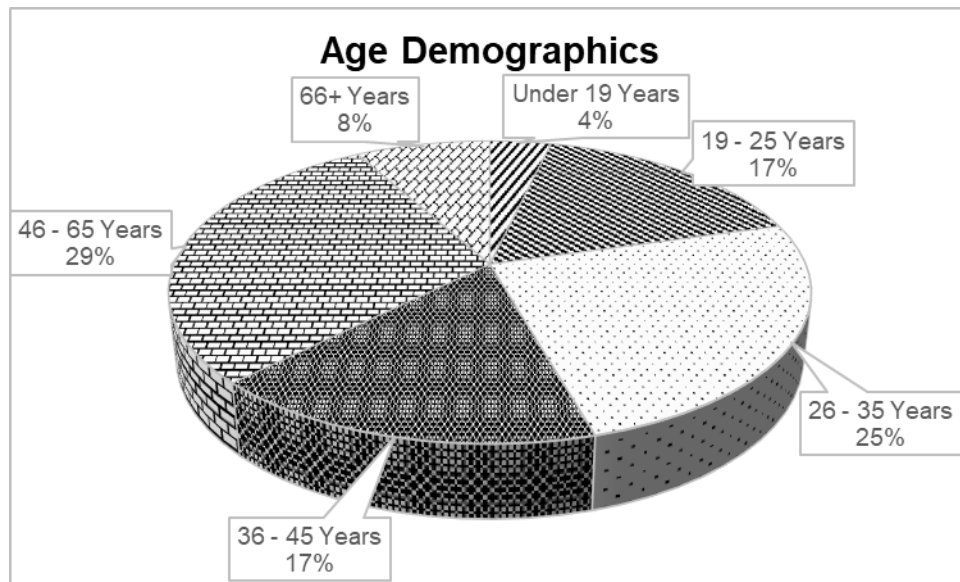
Satisfaction surveys were distributed to individuals, families, caregivers, home share providers, employers, volunteers, and other stakeholders. Across all groups, satisfaction remained consistently high, with respondents highlighting respectful interactions, staff professionalism, safety, and meaningful opportunities as key strengths. Communication emerged as the primary area for continued improvement, though feedback indicated opportunities rather than systemic concerns.

Together, the findings in this report illustrate a year of stability, growth, and strong performance across all service areas. They also provide clear direction for ongoing quality improvement as Pathways continues to adapt to the evolving needs of the individuals and communities it supports.

Demographics

As stated in the introduction, Pathways supported 230 individuals this year, an increase of 21 from last year. The average age decreased from 44 to 42, driven by growth in the 19–25 age group and a small increase in individuals under 19. Gender distribution remained stable, with slight increases in both male and female representation and no change in the number of gender diverse individuals. The number of individuals aged 66 and older remained constant at 20, indicating that growth continues to come primarily from younger adults entering services. Overall, demographic trends show steady organizational growth and a modest shift toward a younger service population.

	Under 19 Years	19 - 25 Years	26 - 35 Years	36 - 45 Years	46 - 65 Years	66+ Years	Totals
Male	5	23	34	23	40	11	136
Female	2	12	22	17	29	9	91
Gender Divers	1	1	0	0	0	0	2
Totals	8	36	56	40	69	20	230
% of Total Individuals	3%	16%	24%	17%	30%	9%	



Review and Analysis

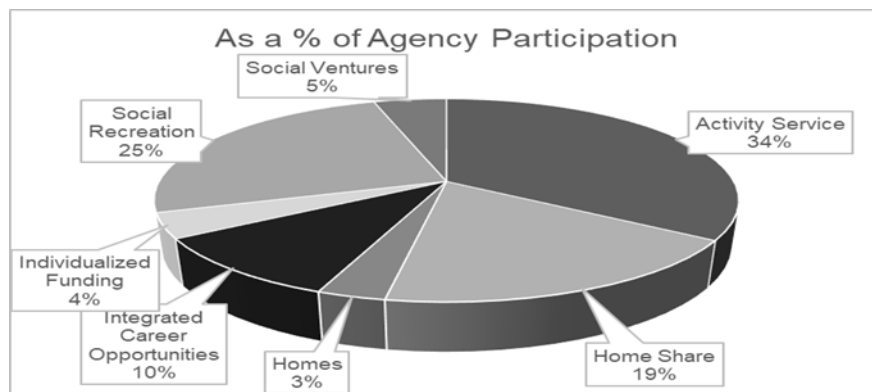
The average age decreased this year from 44 to 42. This is supported by increases in the under-19 and 19–25 age groups, which rose from 1% to 3% and 13% to 16%, respectively. The proportion of individuals aged 26–35 and 36–45 remained consistent with last year, while the 46–65 group decreased slightly from 33% to 30%. The number of individuals aged 66 and older remained unchanged at 20, indicating stable demand in older adult services.

Overall, demographic trends show steady organizational growth and a younger service population compared to last year, with no significant shifts in gender representation.

Age	2024 2025	2025 2026	% Change From Previous Year	The Difference in the Number of Individuals
Under 19	1%	3%	+2%	+5
19 – 25	13%	16%	+3%	+9
26 – 35	25%	24%	-1%	+7
36 – 45	17%	17%	0%	+4
46 – 65	33%	30%	-3%	-1
66 and over	10%	9%	-1%	0

Participation in Service

Service Site	Individuals Served	As a % of Agency Participation	% Change From Previous Year	The Difference in the Number of Individuals
Activity Service	128	56%	-4%	+4
Home Share	70	30%	+3%	+14
Integrated Career Opportunities	38	17%	+2%	+7
Individualized Funding	15	7%	+2%	+5
Homes	12	5%	-1%	0
Social Recreation	94	41%	+4%	+18
Social Ventures	18	8%	0%	+1



Review and Analysis

Pathways supported individuals across seven service areas this year, with **Activity Service, Social Recreation, and Home Share** continuing to represent the largest portions of overall participation. Participation increased in **five of seven** service areas, reflecting steady organizational growth and expanded engagement opportunities.

Activity Service remained the largest service area, representing **56%** of all individuals served. Although its percentage of agency participation decreased by **4%**, the actual number of individuals increased by **4**, indicating that growth in other service areas outpaced Activity Service proportionally.

Home Share experienced one of the most significant increases, rising by **14 individuals** and increasing its share of agency participation by **3%**. This reflects continued demand for long-term, stable residential options.

Integrated Career Opportunities (ICO) and **Individualized Funding (IF)** both saw modest increases in participation (+7 and +5 individuals, respectively), each growing by **2%**. These increases suggest ongoing interest in employment-focused and individualized support models.

Social Recreation had the largest numerical increase, serving **18 more individuals** than last year and increasing its agency participation share by **4%**. This aligns with broader trends showing increased interest in community-based, flexible participation options.

Homes remained stable, with no change in the number of individuals supported and a slight **1% decrease** in its share of agency participation due to growth in other areas.

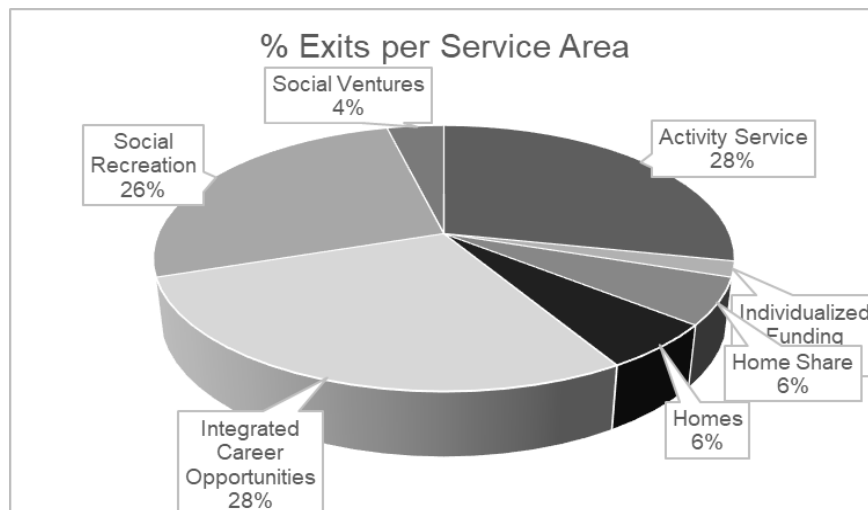
Social Ventures remained consistent with last year, increasing by **one individual** and maintaining the same percentage of agency participation.

Overall, participation trends show **broad growth across most service areas**, with the most notable increases in **Social Recreation, Home Share, and ICO**. The distribution of participation across service areas remains balanced, with no significant declines in any area.

Exits From Service

Service Area	% Exits per Service Area	Number of Exit
Activity Service	28%	15
Individualized Funding	2%	1
Home Share	5%	3
Homes	5%	3
Integrated Career Opportunities	26%	15
Social Recreation	25%	14
Social Ventures	4%	2

Reasons for Exit	#
Achieved Goals	1
Change in Health	13
Deceased	3
Family/Caregiver felt that the services provided were not a Good Fit	3
Irregular Attendance	6
Pathways felt that services were not a good fit for the individual	1
Will be receiving services from another agency	5
Other	2



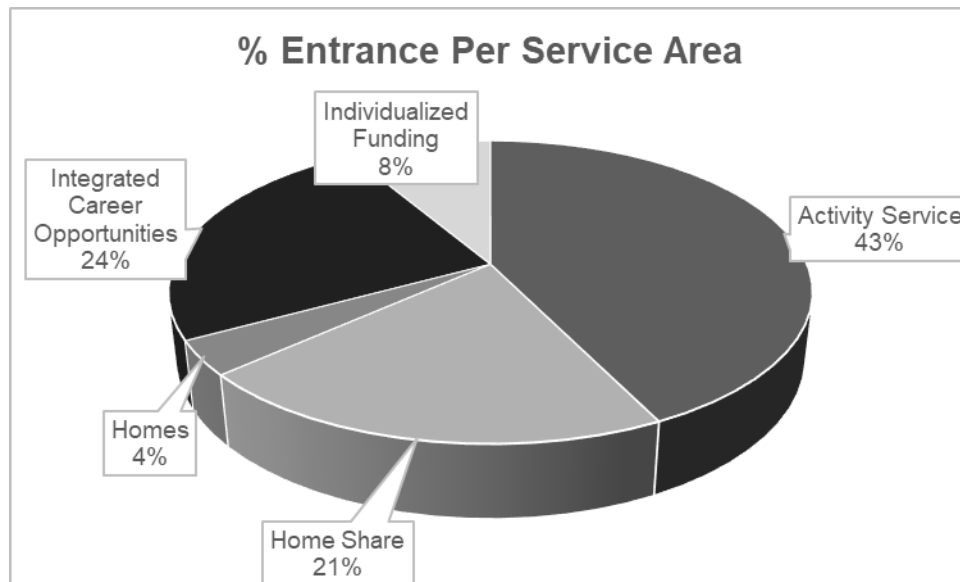
Review and Analysis

A total of 37 individuals exited services this year, compared to 32 last year. Exit distribution returned to expected levels following last year's unusually high number of Social Recreation exits. Activity Service and ICO accounted for the largest share of exits, reflecting both high participation and increased health-related needs among long-term participants. Change in health remained the most common reason for exit, followed by irregular attendance and transitions to other agencies. Employment-related exits in ICO varied, including individuals achieving employment, retiring, or disengaging

from job search. Overall, exit patterns remain stable and consistent with organizational trends, with no indicators of systemic issues across service areas.

Entrances and Internal Requests for Service

Service Area	% Entrance Per Service Area	Number
Activity Service	43%	35
Home Share	21%	17
Homes	4%	3
Integrated Career Opportunities	24%	20
Individualized Funding	9%	7



Review and Analysis

Pathways received 106 referrals this year, more than double the 46 received last year. Activity Service remained the largest entry point, though its proportion decreased as Home Share, ICO, and Individualized Funding referrals increased significantly. Home Share and ICO referrals both doubled, reflecting increased demand for residential supports and employment services. Individualized Funding and Homes referrals increased due to rising complexity and health-related needs. Overall, referral patterns align with exit trends and demonstrate strong, sustained demand across all service areas.

Satisfaction Surveys

Pathways emailed/mailed 465 surveys this year, which included individuals, family members, caregivers, contractors, employers, CLBC employees, volunteers, and volunteer agencies.

Individuals Receiving Service

A total of **194 surveys** were distributed across all service areas this year, and **62 responses** were received, resulting in a **32% weighted return rate**. While this is lower than last year's 44% return rate, it remains within the typical range for disability-support organizations. As in previous years, return rates varied significantly by service area. Homes and Social Ventures had the strongest participation, while Home Share and Social Recreation had lower response rates. These variations should be considered when interpreting the results, as smaller response numbers can disproportionately influence percentages.

Despite the lower return rate, overall satisfaction remained consistently high across all service areas. The **weighted satisfaction rate for 2025–2026 is 90%**, closely aligned with last year's 98% satisfaction rate. All service areas reported strong satisfaction, with no indicators of systemic issues or widespread dissatisfaction.

Service Area	Sent	Received	Return Rate	Satisfaction
Activity Service (AS)	75	22	29%	90%
Individualized Funding (IF)	7	2	29%	100%
Integrated Career Opportunities (ICO)	16	6	38%	83%
Homes (H)	8	8	100%	88%
Home Share (HS)	41	8	20%	100%
Social Recreation (SR)	34	9	27%	80%
Social Ventures (SV)	13	7	54%	100%
Weighted Average			32%	90%

Service Recipient Satisfaction Survey	Individuals in AS, IF, and SR	Individuals in ICO and SV	Individuals in the Homes	Individuals in Home Share	2026 Average
Number of Respondents	23	12	8	15	58
Are you happy with Pathways' services?	86%	92%	88%	100%	92%
Are you happy living in your home?	–	–	88%	100%	94%
Do you have enough help with your goals?	87%	–	–	–	87%

Service Recipient Satisfaction Survey	Individuals in AS, IF, and SR	Individuals in ICO and SV	Individuals in the Homes	Individuals in Home Share	2026 Average
Do you make your own choices at home or at Pathways?	81%	100%	86%	87%	89%
Does your home share provider or Pathways staff treat you nicely (with respect and dignity)?	91%	100%	100%	100%	98%
Are your home or services that Pathways provides safe?	91%	100%	100%	100%	98%
Do you get to talk to your home share manager from Pathways enough?	–	–	–	93%	93%
Is it easy to get around your home or Pathways?	86%	–	–	100%	93%
Are the activities/jobs you do at Pathways important?	95%	92%	–	–	94%
Do you have a favourite activity you like to do at Pathways?	100%	–	–	–	100%
Do you like the job that Pathways' workers help you get?	–	83%	–	–	83%
Do you have enough work hours with the job Pathways helped you get?	–	67%	–	–	67%
Does Pathways respond to you quickly enough?	–	83%	–	–	83%

Service Areas: AS – Activity, IF – Individualized Funding, SR – Social Recreation, ICO – Integrated Career Opportunities, SV – Social Ventures

Review and Analysis

Individuals across all service areas reported high levels of satisfaction with the services they received. Activity Service respondents expressed appreciation for the variety of

activities, friendships, and supportive staff. A small number of individuals in Activity Service reported feeling rushed during transitions or meals. These concerns were not widespread and did not indicate a broader pattern.

Individuals in Integrated Career Opportunities and Social Ventures continued to report strong satisfaction with employment support. A few respondents expressed a desire for additional work hours, consistent with last year’s feedback following changes in available employment. Respondents consistently reported feeling safe at work, treated respectfully, and supported in making their own choices.

Individuals living in our Homes reported high satisfaction with their living environments, staff support, and safety. One individual expressed dissatisfaction with certain house rules, but the remainder of the responses were positive and aligned with last year’s results. Individuals in Home Share also reported exceptionally high satisfaction, with all respondents indicating they are happy with their home, feel safe, and are treated with respect and dignity.

Families

Family members across all service areas were invited to complete satisfaction surveys regarding the quality, safety, communication, and support provided by Pathways. A total of **155 surveys** were distributed, and **30 were returned**, resulting in a **19% weighted return rate**. While this is lower than last year’s return rate, the feedback received was consistently positive across all service areas. Families reported high levels of satisfaction with the quality of services, staff competence, safety, and communication. A small number of families identified areas for improvement, primarily related to communication and building security, which were consistent with themes identified in previous years.

Service Area	Sent	Received	Return Rate	Satisfaction
Activity Service	43	9	21%	95%
Individualized Funding	6	3	50%	87%
Integrated Career Opportunities	13	3	23%	93%
Homes	14	6	43%	100%
Home Share	39	7	18%	97%
Social Recreation	31	2	6%	100%
Social Ventures	9	0	0%	-
Totals			19%	95%

Survey Question	AS/IF/ SR	ICO/SV	Homes	Home Share	2026 Average
Number of Respondents	10	3	6	7	26

Survey Question	AS/IF/ SR	ICO/SV	Homes	Home Share	2026 Average
Happy with the quality of services	91%	93%	100%	97%	95%
Family member is happy living in their home	–	–	100%	91%	96%
Support toward independence/goals	–	–	–	94%	94%
Family member encouraged to make choices	–	–	–	94%	94%
Family member treated with respect and dignity	–	–	100%	100%	100%
Home/service environment is safe	90%	100%	100%	100%	98%
Home Share manager/staff are knowledgeable and competent	–	–	97%	97%	97%
Pathways adapts to individual needs	–	100%	–	94%	97%
Kept informed/received regular communication	100%	93%	100%	89%	96%
Family member feels like a valued employee	–	100%	–	–	100%
Quality of activities (AS/IF/SR)	86%	–	–	–	86%
Accessibility barriers identified	20%	33%	0%	0%	13%

Service Areas: AS – Activity, IF – Individualized Funding, SR – Social Recreation, ICO – Integrated Career Opportunities, SV – Social Ventures

Review and Analysis

Family satisfaction across all service areas remains high, with a **weighted satisfaction rate of 95%**. Families consistently reported that Pathways provides safe, respectful, and supportive environments for their family members. They highlighted staff friendliness, competence, and responsiveness as key strengths. Many families also noted that their family members enjoy attending Pathways, feel supported, and benefit from meaningful activities and community involvement.

Key Themes Identified

1. High Satisfaction with Quality of Services Families across all service areas expressed strong satisfaction with the quality of services provided. Homes and Home

Share received particularly high ratings, with families noting that their family members feel safe, respected, and well cared for.

2. Strong Staff Competence and Support Families consistently praised staff for being knowledgeable, caring, and supportive. This was especially evident in the Homes and Home Share surveys, where families reported high confidence in staff competence and the support provided to promote independence and choice.

3. Communication Most families reported receiving sufficient communication from Pathways. However, a small number of families in Activity Service and Home Share noted that communication could be more consistent or timely. These concerns were isolated but aligned with themes identified in previous years.

4. Safety and Accessibility Families overwhelmingly reported that services and homes are safe. A small number of families identified accessibility concerns, including building security and physical access. These concerns were not widespread but will be reviewed as part of ongoing quality improvement.

5. Employment Support (ICO/SV) Families of individuals in ICO and Social Ventures reported high satisfaction with employment support, noting that staff are supportive, responsive, and help individuals feel valued at work.

Overall Summary

Family satisfaction remains strong across all service areas, with no indicators of systemic issues. The feedback received reinforces that Pathways continues to provide high-quality, person-centred services that promote safety, independence, and meaningful engagement. Areas for continued attention include communication consistency and building security, which align with themes identified in the Individuals surveys and previous years' feedback.

Other Stakeholders

A total of **170 stakeholder surveys** were distributed across seven groups, with **28 returned**, resulting in a **17% response rate**. Responses were received from **Volunteers, Community Volunteer Sites, Community Employers, Caregivers, and Home Share Providers**. No responses were submitted by **Community Living BC** or the **Contracted Employer** group.

Across all responding stakeholder groups, satisfaction remained **consistently high**, with an overall **91% positive rating**. Stakeholders reported strong confidence in Pathways' service quality, staff professionalism, and support for individuals. Communication was the only area showing some variability, particularly among employers, while all other indicators demonstrated stable or improving satisfaction trends.

Stakeholder	Sent	Received	Response Rate	Satisfaction
Volunteers	20	6	30%	100%
Community Volunteer Sites	13	2	15%	100%
Community Employers	17	2	12%	80%
An Employer that Contracts with Pathways	5	0	0%	-
Community Living BC	6	0	0%	-
Caregivers	61	6	10%	90%
Pathways Home Share Contractors	48	12	25%	84%
Totals			13%	91%

Contractor/Employer/Funder/Volunteer Agency

Questions	2026
Are you happy with the quality of services provided by Pathways?	100%
Do Pathways employees treat you with respect and consideration?	100%
Do you receive sufficient communication from Pathways?	83%
Are your requests responded to in a timely manner?	100%
Do Pathways employees treat the individuals they support respectfully and with dignity?	100%
Do Pathways' services promote and support community inclusion?	100%
Are Pathways' services flexible and adaptive to individuals' needs?	100%

Home Share Provider

Questions	2026
Are you happy with the quality of services provided by Pathways?	85%
Are you happy with the frequency of communication received from Pathways? (Four monitoring visits annually are required by CLBC.)	92%
Do you feel that you have the tools and skills necessary to appropriately respond to an incident or crisis?	92%
Do you feel Pathways values you as a home share provider?	85%
Is there anything the home share coordination management team should be doing differently? If yes, please explain.	6%
Is there anything the home share coordination management team should be doing differently? If yes, please explain.	17%
Are your requests for assistance or for information responded to in a timely manner?	92%

Questions	2026
Do you feel you are provided with enough guidance and support to meet the evolving needs of the individual you share a home with?	92%
Rate how well Pathways' services promote and support community inclusion and participation.	90%

Caregivers (in Activity Service, Individualized Funding, and Social Recreation

Questions	
Are you happy with the quality of the services provided by Pathways?	90%
Rate how happy the person you support is coming to Pathways.	90%
Are our staff knowledgeable and competent?	89%
How would you rate the effectiveness of our communication with you?	80%
Have you observed any barriers to accessibility—such as in service delivery spaces, physical environments, staff attitudes, communication, or community inclusion?	0%
How would you rate the respect our staff show toward the individuals you support?	89%
Rate the quality of the activities Pathways offers.	87%
Are there any new activities you would like to see on the Social Recreation calendar or on the activity schedule?	0%

There were no responses from caregivers in ICO and Social Ventures

Review and Analysis

Stakeholder feedback across all responding groups reflects **strong overall satisfaction** with Pathways' services, staff interactions, and support for individuals. Positive ratings were consistently high, with most questions scoring between **83% and 100%**, indicating that stakeholders continue to experience Pathways as a reliable, respectful, and person-centred organization. The feedback also highlights several operational themes that align with trends observed in previous years.

Service Quality and Professionalism: Stakeholders repeatedly emphasized the **quality of services** and the **professionalism of staff**, particularly noting respectful interactions, reliability, and a welcoming environment. Community employers and volunteer sites described Pathways staff as friendly, dependable, and supportive, while caregivers and home share providers highlighted staff patience, understanding, and competence. These patterns reinforce that frontline practice remains a core organizational strength.

Communication Patterns: Communication emerged as the **only area with notable variability**. While most stakeholders reported timely, effective communication, a small number, primarily employers and home share providers, identified gaps such as inconsistent updates or reliance on a single staff contact. Caregivers also noted

occasional delays in email responses. These comments suggest that communication is generally strong but may benefit from **more consistent processes across programs**.

Support for stakeholders, home share providers and caregivers both expressed appreciation for the support they receive, while also identifying opportunities for improvement. Home share providers requested **more education on disability-specific needs** and expressed interest in monitoring visits that include **more direct support for the provider role**, not solely the individual. Caregivers requested **more activity variety** and occasional confirmation of communication. These suggestions are constructive and align with ongoing quality-improvement priorities.

Inclusion and Community Participation, all responding groups rated community inclusion very highly. Employers and volunteer sites described meaningful engagement, positive relationships, and the value individuals bring to their workplaces and programs. Caregivers and home share providers also reported strong support for inclusion and independence. These results indicate that Pathways' focus on community-based participation continues to be effective and well-received.

Overall Themes Across all stakeholder groups, the feedback reflects a **stable and positive satisfaction trend**, with strong alignment between stakeholder experiences and organizational values. The comments reinforce that Pathways is viewed as collaborative, respectful, and committed to improving the lives of individuals with diverse abilities. Opportunities for improvement primarily relate to **communication consistency, provider-focused support, and expanded education**, all of which are actionable within existing structures.

Outcome Objective Results

Each year, Pathways establishes outcome objectives to support its mission statement and strategic goals. These objectives are continuously monitored throughout the year to ensure progress and alignment with organizational priorities.

As required by our accrediting body, the Commission on Accreditation of Rehabilitation Facilities (CARF), we must outline at least one outcome in each service area that contributes to Effectiveness, Efficiency, Service Access, and Satisfaction or Experience of Services for individuals supported. The CARF 2025 manual defines effectiveness, efficiency, and service access as follows:

Effectiveness: Results achieved and outcomes observed for persons served. This can apply to different points in time (during, at the end of, or at points in time following services). It 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: The Relationship between resources used and results or outcomes obtained. Resources can include, for example, time, money, or staff/FTEs. It 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.

Satisfaction or Experience of Services

Service access: The organization's capacity to provide services to those who desire or need them.

Agency

Outcome Objective	Indicator	Goal	Comparative Trends	Extenuating/Influencing Factors	Results
<p><i>Satisfaction</i> Employees will express that they like their job at Pathways.</p>	<p>Percentage of employees stating that they like their job.</p>	<p>90%</p>	<p>Job satisfaction has declined over the past three years: 94.6% in 2024, 87% in 2025, and 76% in 2026. This represents an 18-point drop since 2024 and falls below the 90% target for the second consecutive year.</p>	<p>This year’s results were influenced by ongoing organizational changes, increased complexity in individual needs, and noted communication gaps across service areas. Staff also reported uneven workload distribution and reduced clarity around expectations</p>	<p>Not Achieved 76%</p>
<p><i>Business Function</i> Update the Strategic Plan</p>	<p>With input from all stakeholders, Pathways' Strategic Plan is revised and updated</p>	<p>A new Strategic Plan is developed</p>	<p>Pathways reviews our strategic plan every three years. Pathways met the requirement to review and revise the Strategic Plan as part of our regular three-year cycle, ensuring our organizational direction remains current and aligned with evolving service needs.</p>	<p>The Strategic Plan was updated during a period of rapid regional growth, shifting and service demands. Workforce pressures, funding constraints, and evolving expectations from CLBC and community partners also influenced the priorities identified in the revised plan.</p>	<p>Achieved A new strategic plan was created</p>

Activity Service (Including Individualized Funding and Social Recreation)

Outcome Objective	Indicator	Goal	Comparative Trends	Extenuating/Influencing Factors	Results
<p><i>Satisfaction</i> Employees working in Pathways' Activity Service will like where they work.</p>	<p>The percentage of Pathways' employees who state they like their job.</p>	<p>85%</p>	<p>Job satisfaction in Activity Service continues to trend downward, with staff citing communication gaps, uneven workload distribution, and group dynamics as key factors influencing this year's results.</p>	<p>Job satisfaction was influenced by communication gaps, uneven distribution of high-needs individuals, and challenging group dynamics, as reflected in staff comments ("The group dynamics are exhausting"; "the majority of staff never seem to have to support the high needs individuals").</p>	<p>Not Achieved 76%</p>

Outcome Objective	Indicator	Goal	Comparative Trends	Extenuating/Influencing Factors	Results
<i>Experience of Services</i> Individuals will enjoy coming to Pathways.	The percentage of individuals who respond that they enjoy coming to Pathways.	90%	Satisfaction remains high across all three years, with most individuals happy with services; this year's slight shift reflects a few concerns about feeling rushed, but overall, people continue to value friends, staff, and activities.	Satisfaction was influenced by a small number of individuals reporting concerns about pacing, feeling hurried during activities, and occasional safety or access issues in the surrounding neighbourhood. At the same time, strong relationships with staff and peers, enjoyable activities, and consistent routines continued to support overall high satisfaction levels.	Achieved 90%

Outcome Objective	Indicator	Goal	Comparative Trends	Extenuating/Influencing Factors	Results
<p><i>Satisfaction</i> Stakeholders express that they are happy with the services provided to the people we support.</p>	<p>The percentage of caregivers and family members who are happy with our services.</p>	<p>90%</p>	<p>Stakeholder satisfaction stayed strong across all years, with consistently high ratings for service quality, safety, and staff support. The few factors influencing lower ratings were recurring front-door security concerns, occasional communication gaps, and some variability in staff creativity or consistency. Overall, these affected only a small minority while satisfaction remained high.</p>	<p>Stakeholder satisfaction remained high across all years, with only a few factors influencing lower ratings: recurring concerns about front-door security, occasional gaps in communication or feedback, and some variability in staff creativity or consistency. These issues affected a small minority, while overall confidence in staff and services stayed strong.</p>	<p>Achieved 91%</p>

Outcome Objective	Indicator	Goal	Comparative Trends	Extenuating/Influencing Factors	Results
<p><i>Service Access</i> Individuals will be supported to increase their independence when travelling.</p>	<p>The number of individuals who are supported to learn how to use transit.</p>	<p>3 individuals</p>	<p>This is the first year Pathways has measured this outcome, with 8 individuals completing transit-training and 3 now travelling independently. Because no previous data exists, the trend shows a strong baseline start: 38% of participants achieved independent transit use, establishing a benchmark for future comparison and growth.</p>	<p>Extenuating and influencing factors included individual readiness and confidence levels, varying support needs during training, and differences in prior experience with transit. Weather, route complexity, and the availability of staff to provide consistent coaching also influenced outcomes.</p>	<p>Achieved 3 individuals can take transit independently</p>

Outcome Objective	Indicator	Goal	Comparative Trends	Extenuating/Influencing Factors	Results
<p><i>Efficiency</i> Individuals will have a wide variety of activities to choose from in the Social Recreation service area.</p>	<p>The number of culturally diverse activities that are offered to individuals by the Social Recreation service site.</p>	<p>4 culturally diverse activities offered</p>	<p>The Social Recreation service area offered five culturally diverse activities across the fiscal period, exceeding the goal of four. Activities represented a range of cultural communities, including Indigenous, South Asian, and East Asian traditions, as well as culturally diverse markets and festivals. This reflects ongoing efforts to provide individuals with meaningful opportunities to participate in culturally rich community events.</p>	<p>Activity availability is influenced by community event schedules and seasonal offerings. Despite these natural fluctuations, the service exceeded the annual goal by offering five culturally diverse activities.</p>	<p>Achieved 5 culturally diverse activities offered</p>

Outcome Objective	Indicator	Goal	Comparative Trends	Extenuating/Influencing Factors	Results
<p><i>Effectiveness</i> Individuals will have access to an easy-to-use process to access the Social Recreation and Travel Club.</p>	<p>The development and implementation of a new sign-up and approval process for individuals using the Social Recreation and Travel Club</p>	<p>A new system is created for signing up for the Social Recreation and Travel club</p>	<p>Work on developing a new sign-up and approval process did not progress as planned this year, and the new system was not implemented. There was ongoing uncertainty regarding who was responsible for oversight of the Social Recreation service area, which affected the ability to move the project forward. As a result, the outcome was not achieved for this reporting period.</p>	<p>Oversight responsibilities for Social Recreation were unclear during the year, which affected the ability to complete the development and implementation of a new sign-up and approval process. This contributed to the outcome not being achieved.</p>	<p>Not Achieved A new method of sign-up for Social Recreation was not developed</p>

Home Share Services

Outcome Objective	Indicator	Goal	Comparative Trends	Extenuating/Influencing Factors	Results
<p><i>Effectiveness</i> Home Share Providers' requirements will be submitted in a timely manner.</p>	<p>How long after outstanding home share items are actioned as per the Home Share Manager Notes and Site Visits list on ShareVision</p>	<p>Within 30 days</p>	<p>Pathways previously measured this outcome in 2022–2023, when Home Share Provider requirements were submitted within the 14-day target, achieving an average of 14 days. The outcome was not measured in 2023–2024 or 2024–2025, creating a two-year data gap. In 2025–2026, the target was adjusted to 30 days to reflect current operational expectations, and requirements were submitted within an average of 25 days, meeting the revised goal.</p>	<p>This outcome was not measured for the past two fiscal years, creating a data gap and limiting year-over-year comparison. The target was revised to 30 days this year to reflect current operational expectations. Submission timelines can vary depending on the type of documentation required and the timing of requests, but overall results remained within the 30-day target, with an average of 25 days.</p>	<p>Achieved An average of 25 days</p>

Outcome Objective	Indicator	Goal	Comparative Trends	Extenuating/Influencing Factors	Results
<p><i>Efficiency</i> Individuals in Home Share will have multiple suitable options for where they live.</p>	<p>How many living options are given to individuals to choose from.</p>	<p>At least two options</p>	<p>Across the fiscal year, individuals seeking Home Share placements had an average of three suitable housing options, exceeding the goal of at least two options. Monthly availability fluctuated, ranging from one option in June and November to a high of seven options in September. Despite these variations, the overall annual average remained above the target, demonstrating consistent access to multiple suitable housing choices throughout the year.</p>	<p>Monthly option availability varied throughout the year due to changes in provider openings and the timing of vacancies. May had no available data, and one month was missed, creating minor gaps in the dataset. Despite these fluctuations, the overall annual average remained above the target, with individuals consistently having access to multiple suitable housing options.</p>	<p>Achieved 3 options</p>

Outcome Objective	Indicator	Goal	Comparative Trends	Extenuating/Influencing Factors	Results
<p><i>Service Access</i> Individuals in Home Share will have options for accessible housing.</p>	<p>How many new Home Share options are attained that are wheelchair accessible.</p>	<p>3 New wheelchair accessible homes</p>	<p>Throughout the fiscal year, five new wheelchair-accessible Home Share homes were attained, exceeding the annual goal of three. Monthly activity varied, with some months producing no new options and others identifying multiple suitable homes. Despite these fluctuations and one missed month of data, the overall annual result remained above target, demonstrating improved access to accessible housing for individuals requiring wheelchair-accessible placements.</p>	<p>Monthly availability of accessible homes varied, and one month of data was missed, creating minor gaps in tracking. One provider initially identified as an option was later removed from contracting. Despite these fluctuations, five new wheelchair-accessible homes were attained, exceeding the annual target.</p>	<p>Achieved 5 new wheelchair accessible homes</p>

Outcome Objective	Indicator	Goal	Comparative Trends	Extenuating/Influencing Factors	Results
<i>Experience of Services</i> Individuals living in Home Share will like where they live.	Percent of individuals who express they like where they live.	95% Satisfaction	Satisfaction with home living remained extremely high across all three years, with nearly all individuals reporting they are happy in their home share placements. In 2024, one person noted their home was not the right fit, but by 2025 and 2026 all respondents reported being happy where they live. Overall, the trend shows consistently strong satisfaction, stability, and comfort in home share environments.	Satisfaction with home living remained extremely high across all years, with only minor factors influencing the small number of less-positive responses. These included occasional mismatches in home-share fit, individual health or mobility issues, and differences in communication styles or availability of the home-share provider.	Achieved 100%

Outcome Objective	Indicator	Goal	Comparative Trends	Extenuating/Influencing Factors	Results
<p><i>Service Access</i> Home Share Coordinator Managers will actively recruit new Home Share Providers</p>	<p>The number of new Home Share providers recruited this fiscal year.</p>	<p>15 new Home Shares</p>	<p>Recruitment activity remained strong throughout the fiscal year, resulting in 27 new Home Share Providers, exceeding the annual goal of 15. Monthly recruitment varied, with higher activity in June, July, November, and March, and lower activity in October and December. Despite one missed month of data, overall recruitment remained well above target, strengthening the provider pool and supporting increased service capacity.</p>	<p>Monthly recruitment levels varied, and one month of data was missed. Some months produced clusters of new applicants, while others had few or none. Despite these fluctuations, recruitment efforts resulted in 27 new Home Share Providers, exceeding the annual target.</p>	<p>Achieved 27 new Home Share Providers</p>

Homes Services

Outcome Objective	Indicator	Applied To	Comparative Trends	Extenuating/Influencing Factors	Results
<p><i>Efficiency</i> Pathways will adhere to licensing regulations.</p>	<p>The number of contraventions that licensing gives each home during inspections.</p>	<p>No more than two contraventions per group home</p>	<p>Comparative trends show steady improvement in licensing compliance across Pathways’ three licensed homes. In 2024, both New Meadows and Guisachan received multiple contraventions requiring corrective action, while in 2025, Guisachan’s routine inspection still identified several issues. By 2026, New Meadows had only two contraventions, and Bouvette had two, meeting the organizational target of no more than two per home. Overall, the trend reflects stronger systems, clearer documentation, and more consistent monitoring, resulting in reduced non-compliance over time.</p>	<p>Complex licensing requirements across multiple homes, staff turnover requiring ongoing re-education, and unexpected building or equipment issues occurring close to inspection dates. Strengthened monitoring systems and clearer procedures helped reduce the impact of these variables.</p>	<p>Staff who work at each group home</p>

Outcome Objective	Indicator	Applied To	Comparative Trends	Extenuating/Influencing Factors	Results
<i>Satisfaction</i> Pathways' employees will like working in the homes	The percentage of Pathways' employees who state they like their job.	90%	Employee satisfaction in the homes has declined over the past three years. In 2024, satisfaction was 83%, rising to 93% in 2025, but dropping sharply to 75% in 2026. This year's results fall well below the 90% target and reflect a noticeable shift in morale, with comments highlighting concerns about communication, leadership alignment, and clarity of direction.	Significant concerns about communication, unclear direction from management, and reduced sense of team cohesion; increased frustration related to leadership changes, perceived lack of transparency, and inconsistent follow-through; and heightened workload pressures within the homes.	Not Achieved 70%

Outcome Objective	Indicator	Applied To	Comparative Trends	Extenuating/Influencing Factors	Results
<i>Experience of Services</i> Individuals will express that they like where they live.	The percentage of individuals living in our homes like where they live.	95%	Across all three years, most individuals consistently reported that they like where they live, with results remaining very strong and stable. In 2024, 88% said they liked where they lived; the same result was seen again in 2025 at 88%, and in 2026, the result remained high at 88%.	One individual expressed concern related to house rules or personal preferences, while all others reported liking where they live. Communication challenges during the survey and varying levels of understanding may also have influenced a small portion of responses, but overall, these factors were limited to a single person and did not affect the strong satisfaction trend.	Not Achieved 88%

Outcome Objective	Indicator	Applied To	Comparative Trends	Extenuating/Influencing Factors	Results
<p><i>Satisfaction</i> Stakeholders will express that they are satisfied with our services.</p>	<p>The percentage of stakeholders who express that they are happy with the services provided in our homes.</p>	<p>90%</p>	<p>Family satisfaction has remained exceptionally strong over the past three years, consistently exceeding the 90% target. In 2024, 100% of families reported being happy with the quality of services; in 2025, 100% again; and in 2026, 100%. Across all years, families consistently described staff as caring, competent, communicative, and supportive, with no reported dissatisfaction.</p>	<p>Small sample size, consistently positive long-term relationships with staff, and strong communication practices all influenced this year's results. One family noted temporary staffing changes, but they did not affect their satisfaction. Overall, feedback reflected stable trust in staff competence and care, contributing to the continued 100% satisfaction rate.</p>	<p>Achieved 100%</p>

Outcome Objective	Indicator	Applied To	Comparative Trends	Extenuating/Influencing Factors	Results
<p><i>Business Function</i> Individuals will have medication safely administered by Pathways' employees.</p>	<p>The reduction of medication errors from the last fiscal year to the current fiscal year.</p>	<p>20% reduction</p>	<p>Medication-error trends over the past three years show gradual improvement after two consecutive years of increases. Between 2023 and 2024, errors rose by 14% (from 22 to 25 errors), followed by a 35% increase between 2024 and 2025 (from 20 to 27 errors). This year, errors decreased to 21, representing a meaningful reduction from last year's 27 errors. While the 20% reduction target was not fully achieved, the downward shift marks the first improvement in three years and reflects progress toward stabilizing medication-administration practices.</p>	<p>Orientation and retraining through the Open Future Learning medication-administration video continued to support staff learning, and medication audits were completed with every employee involved in an error. These practices have been in place for several years, providing consistent oversight and corrective coaching. The combination of structured online training and individualized audit follow-up contributed to this year's 22% reduction in errors.</p>	<p>Achieved 22% decrease</p>

Outcome Objective	Indicator	Applied To	Comparative Trends	Extenuating/Influencing Factors	Results
<i>Effectiveness</i> Individuals will be supported to achieve their goals.	The number of goals that are achieved.	50% of the goals achieved per individual	Goal achievement was strongest in 2023–2024, when all homes achieved 100% of goals. In 2024–2025, performance remained high, with an overall achievement rate of 82% and two homes achieving all goals. This year, 2025–2026, Bouvette (55%) and Guisachan (70%) exceeded the 50% target, but New Meadows achieved only 15%, bringing the overall organizational result to 44%. While two homes continued to perform well, the lower achievement rate at New Meadows resulted in the overall target not being met.	Goal achievement was influenced by age, mobility, and support needs across homes. Individuals at New Meadows are older, and all use wheelchairs, resulting in more complex, health-related goals that are harder to complete within one year. Bouvette and Guisachan support younger individuals with greater mobility (mostly walkers or partial mobility), allowing for more active participation in goal-related activities. These differences in age, mobility, and goal complexity directly affected achievement rates across homes.	Not Achieved 44%

Outcome Objective	Indicator	Applied To	Comparative Trends	Extenuating/Influencing Factors	Results
<p><i>Service Access</i> Individuals living at our homes will have an opportunity to get out into the community.</p>	<p>The number of times per month that Pathways' staff take individuals out into the community (not including when they access their day services funded through CLBC).</p>	<p>6 times per month</p>	<p>Community access has shown consistent improvement over the past three years. In 2023–2024, individuals averaged 6 outings per month, exceeding the goal of 4. In 2024–2025, the average increased to 8 outings per month, meeting the target. This year, 2025–2026, community access increased again to an average of 12 outings per month, doubling the target of 6. The outcome has been achieved for three consecutive years, with a strong upward trend in participation.</p>	<p>Community access levels were influenced by age, mobility, and support needs across homes. Individuals with higher mobility participated more frequently, while those who use walkers or wheelchairs—especially at New Meadows—required more staff support and had more limited outing options. Despite these differences, overall access continued to rise year over year.</p>	<p>Achieved 12 times per month</p>

Integrated Career Opportunities (ICO), Social Ventures

Outcome Objective	Indicator	Goal	Comparative Trends	Extenuating/Influencing Factors	Results
<p><i>Efficiency</i> Individuals who want employment will have an opportunity to have employment.</p>	<p>The number of individuals who gain employment through ICO this fiscal year.</p>	<p>5 new employees</p>	<p>We have not had an outcome of this nature before, so there is no past data available for comparison. This is the first year this outcome has been measured.</p>	<p>This is the first year Pathways has measured this specific employment outcome, so no historical data exists for comparison. Employment results were influenced by referral volume, employer availability, and the timing of job opportunities across the fiscal year. Documentation gaps from previous years also limit the ability to compare trends or confirm long-term placement patterns.</p>	<p>Achieved 11 new employees</p>

Outcome Objective	Indicator	Goal	Comparative Trends	Extenuating/Influencing Factors	Results
<p><i>Experience of Services</i> Individuals will like where they work.</p>	<p>The percentage of individuals in ICO and Social Ventures who state they like the job that Pathways helped them get.</p>	<p>95%</p>	<p>Job satisfaction has remained consistently high over the past three years. Individuals reported 100% satisfaction in both 2023–2024 and 2024–2025. This year, satisfaction remained strong at 92%, marking the first slight decrease in three years but still well above the organizational target.</p>	<p>This year’s slight decrease in job satisfaction was influenced by changes in employment arrangements that occurred last year, which temporarily disrupted some work placements. Survey responses also show that individuals experienced communication gaps at times, for example, one respondent noted “Talk to me more,” which may have affected perceptions of support and satisfaction. Despite this, feedback remained strongly positive overall, including comments such as “When there is a problem, they fix it.”</p>	<p>Not Achieved 92%</p>

Outcome Objective	Indicator	Goal	Comparative Trends	Extenuating/Influencing Factors	Results
<p><i>Effectiveness</i> Individuals will have several different employment options to choose from</p>	<p>The number of new employers secured during this fiscal year.</p>	<p>5 new employers</p>	<p>This is the second year Pathways has measured the number of new employers engaged through ICO. The program met the target in 2023–2024 and exceeded it this year, securing 7 new employer partnerships against a goal of 5. No data is available for 2024–2025, as this outcome was not measured during that period.</p>	<p>Employer engagement varies throughout the year based on labour-market conditions, available job types, and the timing of referrals. This is the first year this outcome has been tracked, so no historical comparison data exists. Despite these factors, ICO and Social Ventures successfully secured 7 new employer partnerships, exceeding the target of 5.</p>	<p>Achieved 7 new employers</p>

Outcome Objective	Indicator	Goal	Comparative Trends	Extenuating/Influencing Factors	Results
<i>Service Access</i> Individuals will have support in attaining meaningful employment.	The percentage of referrals from CLBC that result in employment this year.	75% of the referrals received result in employment	This is the first year Pathways has formally measured the percentage of referrals that result in employment, so no historical conversion data exists for comparison. Referral volume increased significantly this year, rising to 20 referrals compared to 10 in 2024–2025 and 12 in 2023–2024. With 25% of referrals resulting in employment, the outcome did not meet the target of 75%.	Referral volume increased this year compared to the previous two years (20 referrals this year, compared to 10 and 12). Because previous years did not track the percentage of referrals that resulted in employment, only referral counts, there is no historical conversion data for comparison. These factors limit the ability to assess year-over-year performance and contributed to the 25% result.	Not Achieved 25%

A Consistent Pattern of Strength, Stability, and Person-Centred Practice

Stakeholder feedback across all groups demonstrates a clear and consistent message: Pathways continues to deliver high-quality, person-centred services that are valued by individuals, families, caregivers, employers, volunteers, and home share providers. Satisfaction levels remained strong across nearly all indicators, with stakeholders highlighting respectful interactions, dependable support, and meaningful engagement as defining strengths of the organization.

While communication emerged as the primary area for continued attention, the feedback reflects opportunities rather than systemic concerns. Stakeholders expressed appreciation for the responsiveness and professionalism of staff, while also identifying ways to enhance consistency and clarity across programs. These insights align with themes identified in previous years and reinforce the importance of ongoing communication improvements already underway.

Overall, the results affirm that Pathways is meeting its mission and maintaining a stable, positive service environment. The feedback received this year provides both validation of current practices and clear direction for continuous improvement, supporting the organization's commitment to quality, safety, and inclusion across all service areas.