ANNUAL REPORT
JANUARY 23, 2018

PATHFINDER, INC.

Website: www.pathfinderinc.org
Tel: 501-982-0528
2520 West Main
Jacksonville, AR 72076
Revenue
FY 2016-2017

Comparison of FY 2016-2017 and 2017-2018 Revenue reflects the following:

**Behavioral Health**
Behavioral Health revenue reflected an 18.58% reduction. The revenue reduction was primarily in the area of School based Mental Health Services. Pathfinder experienced a 50% loss of behavioral health staff, including three positions that were hired as reserve staff to address potential attrition. D HS also placed a cap on the number of Group Counseling Hours that can be billed.

**NISH**
There was a 29.54% reduction NISH revenue.
The Little Rock Air Force Base increased pricing effective January 2017 due to a mandated wage increase. The Air Base custodial contract was increased approximately $35,000 month to employ five additional employees.

The Veterans Administration took over operation of food service functions from Pathfinder effective the end of January, 2017. The contract was lost due to a mandated increase in the minimum wage ($10.15/hr.), $6.61 for health benefits, salary benefits making the rate excessive for the functions required.

These factors resulted in a net loss of $1,391,830 in revenue.

**Preschool**
There was a reduction in revenue in the Preschool of 9.64%.

**Adult development**
There was an increase in Adult Development Services of 1.91%.

**Residential/Waiver Services**
There was a decrease in Residential Services revenue. The reduction was partially a result of a reduction of 1:1 plans hours. This was done to the lack of available staff resources and the fact that the individuals did not require that level of coverage.

**Miscellaneous**
The miscellaneous category includes donations and interest income. Donations for this year fiscal year were $126,077.

**Note:** A significant factor in the reduction of revenue over the past several years has been the loss of NISH Programs. As reflected in the attached chart there has been a reduction on revenue of $2,280,609 since FY 2012.
PATHFINDER INC
FY 2017 ANNUAL REPORT
TOTAL REVENUE $41,296,276

MEDICAID REVENUES
CONTRACTED SERVICES
PRIVATE PAY
AWARDS AND GRANTS
OTHER
RESIDENT RENT
PUBLIC SUPPORT

1/11/2018
### PATHFINDER INC
**FY 2017 ANNUAL REPORT**
**REVENUE COMPARISON**

<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
<th>FY 2017</th>
<th>% DIFF</th>
</tr>
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<tbody>
<tr>
<td>ICFDD</td>
<td>8,207,653</td>
<td>8,189,050</td>
<td>-0.23%</td>
</tr>
<tr>
<td>BEHAV HEALTH</td>
<td>3,040,259</td>
<td>2,475,512</td>
<td>-18.58%</td>
</tr>
<tr>
<td>TRANSPORTATION</td>
<td>2,672,266</td>
<td>2,751,351</td>
<td>2.96%</td>
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<tr>
<td>NISH</td>
<td>4,467,339</td>
<td>3,147,509</td>
<td>-29.54%</td>
</tr>
<tr>
<td>PRESCHOOL I &amp; II</td>
<td>5,274,375</td>
<td>4,765,679</td>
<td>-9.64%</td>
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<tr>
<td>RESIDENTIAL</td>
<td>5,618,311</td>
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<td>WAIVER</td>
<td>4,838,363</td>
<td>4,740,169</td>
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<tr>
<td>ADULT DEV</td>
<td>6,958,243</td>
<td>7,091,330</td>
<td>1.91%</td>
</tr>
<tr>
<td>SUBTOTAL</td>
<td>41,076,810</td>
<td>38,680,451</td>
<td>-5.83%</td>
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<tr>
<td>OTHER</td>
<td>2,803,645</td>
<td>2,615,825</td>
<td>-6.70%</td>
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<td><strong>TOTAL</strong></td>
<td>43,880,455</td>
<td>41,296,276</td>
<td>-5.89%</td>
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</table>

![Bar chart showing revenue comparison between FY 2016 and FY 2017](chart.png)

**NOTES:** "Other" includes HUD Homeless, Repair and Maintenance, Fund Development, Tenant Base Rental Assistance, Pathfinder Academy, Supported Employment, and other miscellaneous income such as donated property and interest income.

1/11/2018
<table>
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<th>FY 2017</th>
<th>% Difference</th>
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<td>17.17%</td>
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<td>OTHER (SEE NOTE BELOW)</td>
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<td>6.33%</td>
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<td><strong>TOTAL</strong></td>
<td>100.00%</td>
<td>100.00%</td>
<td>100.00%</td>
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**Notes:**
- FY 2016
- FY 2017

**Notes:** "Other" includes HUD Homeless, Repair and Maintenance, Fund Development, Tenant Base Rental Assistance, Pathfinder Academy, Supported Employment, and other miscellaneous income such as donated property and interest income.
<table>
<thead>
<tr>
<th></th>
<th>FY 2016</th>
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<tbody>
<tr>
<td>ICFDD</td>
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<td>2,803,645</td>
<td>2,615,825</td>
</tr>
<tr>
<td><strong>TOTAL</strong></td>
<td><strong>43,880,455</strong></td>
<td><strong>$ 41,296,276.00</strong></td>
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<tr>
<td>Year</td>
<td>Contracts</td>
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<tr>
<td>FY 2017</td>
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<tr>
<td><strong>Total</strong></td>
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Pathfinder 2016-2017

Employee Input

Summary Data: Overall, there was a 75% provided a positive response to the questions.

Overall positive comments were provided with respect to:

- Number 1: “Job responsibilities are clear.”
- Number 2: “I receive useful and constructive feedback from my supervisor.”
- Number 5: “The amount of work I am asked to do is reasonable.”
- Number 6: “The consumers are the top priority in the organization.”
- Number 10: “My supervision is consistent when administering policies and procedures.”
- Number 11: “I know who to contact if I have a question or concern.”
- Number 13: “I have the tools and information I need to do my job.”
- Number 15: “The job I do is meaningful and satisfying me.”
- Number 17: “Pathfinder works to attract, develop, and retain individuals with client experience.”
- Number 19: “I will probably be working for Pathfinder three years from now.”

Areas of Concern for Different Sections:

- Number 2: “I receive useful and instructive feedback from my supervisor”. (50)
- Number 3: “I do good work and it is recognized and appreciated”. (20/25/50)
- Number 4: “Confidence in supervisor (20/25)’
- Number 5: “The amount of work I am asked to do is reasonable.” (20/45)
- Number 7: “My salary is fair and competitive”. (20/30/50)
- Number 8: “The organization has good benefits.” (10/25/35/50)
- Number 9: “Employee performance evaluations are fair and appropriate.” (10/35)
- Number 10: “My supervisor is always consistent with administering policies concerning employees.” (20)
- Number 12: “My job does not cause undue stress in my life.” (20/25/45/50)
- Number 14: “large percentage of undecided, disagree, strongly disagree responses about cooperation among the programs.” (10/35/50)
- Number 16: “Pathfinder management always treats all employees fairly.” (20/30/35/50)
- Number 17: “Pathfinder works to attend, develop, and retain individuals with diverse experience.” (20/50).
- Number 18 “Overall, I am a satisfied as a Pathfinder employee” (20/35/50)
It would appear that the sections of 20/35/50 a significant portion of negative responses to a number of questions. The responses will be further analyzed to determine the specific site(s) where concerns exist. This information will be utilized to target specific goals and objectives to address:

Employee recognition systems.

Retraining in Management Course for selected supervisors to address treatment of employees, employee development and consistent implementation of employee procedures.

Review communication procedures to ensure that individuals have access to Pathfinder Department Head Minutes, individual departmental meetings.

Ensure that job descriptions are reviewed and updated at the annual reviews and as needed.

Employee compensation is an area of concern. Over the past several years the State has increased the minimum wage from $6.25 to $8.50 /hour without any rate adjustments. This had made it very difficult to offer rate adjustments for current employees or competitive entry rates for new employees.

Codes:
10-Residential Services
15 Waiver
20 Pickens/Benton/Jonesboro Adult Development Programs
25 East Ark/Bentonville/Cave springs Adult Development Centers
30 Central Office/Grounds/Maintenance/Purchasing
35 ICP's/IWAC
40 Contract Services
45 Behavioral Health
50 Preschool, Academy, and Therapy
55 Supported Employment/Custodial
60 Transportation

Summary of Employee Comments

Waiver:
There were several positive comments about the Supervisor, Peggy Clark.
There were comments about the lack of paid leave and the lack of benefits for part time employees.

Pickens/Benton/Jonesboro Adult Development Programs
There were several comments about favoritism, need for raises/cost of living adjustments, and promotional practices.

Behavioral Health Services:
Hire more therapists to lessen case load loads.
Better Communication

Residential:
Confusing/conflicting instructions
Need for Better Communication
Consumer interests are a priority
Consumers mistreat employees and nothing is done
Need to increase pay rates
Leave time balance should be printed on check receipts
Benefits for part time workers
Some clients need more qualified care.

Contract Services:
Predominately Positive Comments

Preschool/academy/Therapy:
Update the Webb Site
Communication Issues
Concerns about pay
Favoritism

East Ark/Cave Springs/Bentonville:
Employees Treated differently

Transportation:
Positive Statements

ICF/IID/IWAC
Pay is a consistent complaint, more than in other Departments
Lack of communications between the facilities
Consumer Input

Adult Development

The workshops negative comments and statements were at an overall rate of approximately 4.3%. A significant percentage of negative responses related to:

1. Job training to prepare for a job. A new position will be created at Pickens to provide/coordinate specialized assessments, soft skills training and related for activities for those who need specific preparation for supported employment in integrated community formation on options available in search of employment opportunities. Employment options will be employed in assessments and annual staffings.

2. Concerns were explained regarding the lack of a nurse to address medication administration and treatment. The Adult Development Program does not provide reimbursement for nursing personnel.

3. Safety of individuals who do not "walk well". This issue will be addressed.

Adult Development Program Questions

I enjoy attending the Skills Training Center
My job gives opportunities to learn new and different tasks
My instructor and other staff treat me with dignity and respect
My instructor and other staff are available when I need to talk with them or have questions
My instructor and other staff speak with me in a way that I understand
My instructor and other staff provide me with useful guidance and assistance
I have been given information about my rights and/or have had them explained to me
I have the tools and training I need to perform my job
The job training I receive at the center will prepare me for other jobs
The amount of training my instructor expects of me is reasonable
If I have a complaint or concern I know who contact to get it resolved
Staff is sensitive to my cultural/ethnic religious background
I am able to do different jobs that are meaningful and rewarding to me.
I am able to choose vocational goals to work on at the center that are meaningful to me
I have experienced a sense of personal growth and satisfaction by attending the center
I am informed of options available to in my search for employment opportunities
Safety is important at the center
The training center where I work is comfortable and clean
I am pleased with the transportation services I receive

Residential and ICF/IID

Residential and ICF/IID areas had very little input on problems, concerns, or proposed areas for resolution. More probing questions will included for the next cycle.
Residential and ICF/IID Questions:

I am happy where I live
I like the other people where I live
I get to go places I want in the community
Staff treats me with dignity and respect
Staff speaks to me in a way I understand
Staff where I live provide me with useful guidance and assistance
Staff is always willing to help me and talk with me when I need them
Staff respond timely when I ask for them assistance.
Staff is sensitive to my cultural/ethnic religious background
I am involved with choosing my goals to work on during annual staffing/conferences
The facility where I live is clean and health environment
I have been given information about my rights and/or have them explained
If I have a concern or complaint I know who to contact to get it resolved
I feel safe where I live

The Academy/PreSchool Services

The Academy had 100% positive responses. More specific and probing questions should be adopted for the next comment cycle. Some comments were made regarding turnover problems that “slowed down” field trips and Special Olympic events. A comment was made that crisis intervention training would be useful when the child was older. More parent training was requested. The training comments have been incorporated into the current Strategic Plan.

The Preschool responses resulted in very high positive responses. The positive response over the four quarters was 96.5% Consumer comments included a request for parent training. There were several comments related to transportation concerns.

Academy/Preschool Questions

Satisfied with services
Satisfied with therapy
Treated with respect
Active role in plan
Can you talk with staff?
Satisfied with classroom area
Know your rights
Satisfied with parent training

School Based Behavioral Health

School Based Behavioral Health positive responses were at a 90% level. Areas of negative responses were:

1. Child getting along better with family members.
2. Child getting along better with friends and other people.
3. Child is better able to cope when things go wrong.
4. More communication between staff and instructors.

State changes in the structure of Behavioral Health Services will make it very difficult to address any improvement of services.

Several comments were positive regarding the individual's progress and the quality of staff.

**Behavioral Health Questions**

Overall, I am satisfied with the services my child receives
I feel my child has someone to talk to when he/she is troubled.
The services my child and/or family receive are right for us.
The services my child receives from his/her therapist/counselor have been helpful
My family gets as we need for our child
Services are available at times that are convenient for us.
My child gets a long better with family members
My child gets along better with friends and other people
My child is getting along better with friends and other people
My child is doing better in school and/or work
My child is better able to cope when things go wrong
I help choose my child's services
I help choose my child's treatment plans
Staff treats me with respect
Staff speaks to me in a way I understand
Staff is sensitive to my cultural/ethnic religious background
I have been given information about my rights and/or have had them explained to me
If I have a complaint or concern I know who contact to get it resolved
Projected Trends

Behavioral Health, DDS Waiver, and Community ICF/IID Programs

Adjustments in Behavioral health Program will dramatically change the nature of Behavioral Health Services.

The state has initiated a third party independent assessment process utilizing OPTUM. The assessments will determine their tier level of individuals assessing with the intent of assigning them to one of three tiers. The state is projecting that 80% of the individuals currently served will be assigned to Tier I. This measure will significantly minimize the units of services available for an individual. A tier I individual will receive a total of 12 group therapy and 12 individual therapy contacts each year.

Presently only a few individuals have been accessed even though the new tier program is supposed to become effective July 1, 2018. This makes it difficult to define how many individuals in our school based program will be assigned to tier I. Our projection is that the majority of the individuals will be classified as Tier I.

Most of the Adults that Pathfinder services have a dual D.D/M.I diagnosis. The state has indicated that all individuals with a dual diagnosis will be designated as Tier I for the Behavioral Health Services.

These changes will significantly change the nature of the service model for School Based Services. Currently, there is typically a Mental Health Professional and Paraprofessional assigned to each school. They have assigned space in the school and spend the entire school day there. There is an expectation that there will be Pro Bono services of 20%. The staff has typically performed a variety of other services that are not billable.

Pathfinder has met with two of the school districts and has requested a meeting with a third school district. The intent of the meetings is to ensure that the school districts understand the impact of the changes on the nature of school based services. Pathfinder will no longer be able to employee full time to be assigned to the programs. The staff will no longer be able to provide pro-bono services and other auxiliary services and will only be present to provide direct services and related mandatory functions.

When a few staff resigned during the school year, Pathfinder informed the effected school districts that we will not be able to replace them or have current staff attempt to cover multiple sites. This was attempted during the previous school year and two affected schools dropped us during the current school year.

Pathfinder is currently attempting to redirect its behavioral health services to reflect these trends.
Pathfinder is exploring alternate service options. Goodwill has a program to provide employment services for individuals when they leave the Pulaski County District jail. We are negotiating to provide Behavioral Health Services in conjunction with the employment services provided by Goodwill.

We are expecting expanded teleconferencing sites provided for Baptist Health Centers.

Pathfinder has also initiated services with another D.D. provider, United Cerebral Palsy.

Pathfinder is working with the Counseling Licensure Board to promulgate regulations in response to recent legislation that allows a more flexible role of telehealth services. When the regulations are promulgated the role of telehealth services can be expanded.

Adult Development

A major change in Arkansas Rehabilitation Services via W10A and subsequent state level will diminish the future of individuals providing sum-minimum wage functions. Pathfinder has been very aggressive in participating in ARS Pre-Employment Services. Pathfinder has secured Memorandums of Understanding to provide services at ten of the high schools in proximity to the Adult Development Programs in Benton County, West Memphis, and Central Arkansas.

Services are already provided in Jacksonville High School and several schools in Northwest Arkansas. Part of the program includes an analysis of their needs for ARS services when they graduate. This would include either employment or assistance with enrollment in technical schools as appropriate.

Pathfinder will offer individuals participating in the programs to also access behavioral health services at the participating Adult Development Programs and other services offered by the programs.

Pathfinder has secured licensure for a variety of Integrated Programs at Community sites. These include:

1. Splash Zone & Martin Street Youth Center - Jacksonville
2. Animal Shelter - Jacksonville
3. Recycling Center - Jacksonville
4. Community Center - Jacksonville
5. Easter Dewitt Nixon Library - Jacksonville
6. Bishop Park - Bryant
7. Compassion Center - Springdale
8. Community Center - Bentonville
9. Northwest Assembly - Bentonville
10. ASU MidSouth University - West Memphis

Transportation

Transportation has always been a significant part of the Pathfinder Program. An effective transportation structure is necessary to ensure that individuals can participate in pre-school and adult
development programs, secure integrated supported employment experiences, and take full advantages of integrated services for individuals served in our residential programs.

The current role for Adult Day Treatment transportation services in inadequate. The state does not provide reimbursement for group transportation for residential clients and only minimal reimbursement for waiver on an individual basis.

Pathfinder has become a subcontractor for the Medicaid transportation broker for N.E. Arkansas, A.A.A. The reimbursement is superior to the DDDTCE Program. Pathfinder has expanded to providing subcontract services under the broker for other programs. This initiative has had a positive cash flow to mitigate the costs.

### Enrollment

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<th>Facility</th>
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<tr>
<td>Jonesboro</td>
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<tr>
<td>Benton</td>
<td>19</td>
<td>18</td>
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<tr>
<td>IWAC</td>
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<tr>
<td>Northwest Arkansas</td>
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<td>Cave Springs</td>
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Pathfinder Inc.

Outcome Summary

July 2016 to June 2017

The Pathfinder, Inc. outcome summary for July 2016 through June 2017 was reviewed for 4 quarters. The Executive Director, CFO, Director of Compliance and Directors reviewed the objectives. The outcome review of all programs and services considered effectiveness, efficiency, satisfaction and service access.

Business

The effectiveness of Pathfinder Business was measured in two areas to include Human Resource and Training Departments.

- The first effectiveness objective measured was the decrease in turnover, which was maintained below 15%. Residential 8.87%, Workshops 7.54%, ICF 8.3%, PS 7.42%, and Waiver 7.28%; Overall 9.85%. A few factors for the lower percentage: improved hiring practices, linked to 8 job websites, and training of staff. This objective will be carried over to 2017-2018 to continue monitoring due to family and business concerns.
- The second effectiveness objective measured was maintaining a satisfactory number of training opportunities by adding 1 online class a month; this was not maintained the 1st and 2nd quarter due to staff shortage but overall 8 new on line trainings were developed. This objective will be continued to ensure growth in this area.

The efficiency area was measured in four areas to include Personal Relations, Safety, Transportation, and Compliance.

- The first efficiency objective maximizes community awareness through marketing of programs, was maintained. This objective will be continued due to the importance of community awareness of our services.
- The second efficiency decrease medication incident by 3% from prior year, this was not maintained. In the 4th quarter 8 errors was due to Allcare pharmacy packaging incorrect doses, amounts and medications. Review of Allcare packaging system will be conducted
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with possible cancellation of contract. Continue objective due to the potential safety and health factor of our consumer.

- The third efficiency objective improves referral application process. This was maintained 3 out of 4 quarters. The 3rd quarter was over 5 days due to staff working on other time sensitive projects but was completed with 7 to 10 days. This objective will be continued to monitor referral within Pathfinder to ensure timely process of web based applications.

- The fourth efficiency objective minimize loss work days no more than 10 days due to workers compensation claims, was not maintained. 1st and 3rd quarter had claim over 10 days. Pathfinder had one claim for 32 days for ankle injury and another claim for 63 days with hip and back injury. Safety information has been send out about correct methods on lifting, proper foot ware and mindful of walking surfaces.

The satisfaction area was measured in two areas to include staff, consumers, and stakeholders.

- Staff surveys were completed in January 2017 with a 75% overall positive response. Strengths: Great place to work for, great supervisors, loving working with the clients, supervisor goes above and beyond for clients and staff, and work experience has been positive. Areas of improvement: communication, feedback from supervisor, supervisor more consistencies with staff, employee compensation, client interest first, and better benefits. Pathfinder, Inc. strategy plan for 2017-2022 reflects a few of areas of improvement. Pathfinder, Inc. strategy plan for 2018-2023 will address other areas of need from the survey. The next staff survey will be conducted January of 2020
  - Quarterly manager meeting to improve communication
  - Career ladder to improve advancement and pay scale
  - Integrated EHR to improve client care and communication

- Consumer, contributors and community service organization resulted in an overall 94% satisfaction rating. Strengths: Extremely happy, pleased with living arrangements and staff, impressed with quality and professionalism of staff, likes rotating to different places, doing a great job keep up the good work, always available when needed, staff have helped a lot, appreciate transportation, and very supportive/nurturing. Areas of improvement: Staff turnover, communication, more ways to work with visual, deaf and non verbal clients, and pre-employment/work. Pathfinder addresses the following improvements in the strategic plan for 2017-2022.
  - Transition program for high school seniors for employment
  - Distance learning opportunities that emphasize job readiness.
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- Community based satellites at all adult development programs
- Use of teleconferencing to improve communication

Service area was measured in one area to include referrals.

- Conversion of selected existing positions to create career ladders for targeted areas as appropriate. Programs were identified for career ladders was ICF/IID, Residential and Building/Grounds Maintenance. Process was placed on hold due to budget needs will be revisited in 2017-2018. This objective will be continued to provide growth within the company.

**Behavioral Health**

The effectiveness of Pathfinder Behavioral Health program maintained a 21% overall review of master treatment plan and/or 90 day review of plans that were late. Factors resulting in the untimely reviews of treatment plans were staff shortage and FMLA. The MHP position is difficult to fill due to the limited number of graduates each year versus the number of jobs vacant in the market place. This objective will be continued.

Efficiency criteria for MHP’s will meet 80% targeted reimbursable service were not maintained. The objective for MHP’s overall was 58% of MHP reimbursable services were met in a timely manner. This benchmark was not met due to staff shortage and FMLA. This objective will be continued.

Satisfaction for program for consumers of 75% was exceeded with 90% satisfaction level. The behavioral health services provided to families has been a benefit in grades, tremendous changes in students, general behavior, and overall family composition. Areas of concerns were addressed with the program and on strategic plan.

Service objective that a client functioning within their natural environment 25% of the time was not obtained due to the behavioral issues and diagnosis for the clients. This was adjusted from 75% last year to 25% for this year. Program is maintaining a 22% status. Program wishes to keep the 25% and continue objective.

**Preschool**

The effectiveness of Pathfinder Preschool programs as related to 10% or less no longer requiring services within the preschool setting was maintained with an overall of 4.5%. The preschool continues to improve their screening process to ensure proper placement of students. This objective will be continued.
The efficiency of maintaining an attendance rate of 80% or greater was not maintained. The preschools overall average was 88%. The success of the objective is due to the preschool staff and connection with families. Continue objective to ensure positive attendance.

Satisfaction for preschool was above the 75% targeted goal at 97%. Families are pleased with the services provided by the classroom, therapy and transportation departments. Families have seen remarkable progress in their child's development. Areas of concerns were addressed with the program and strategic plan.

Service for the preschool to increase parent participation in training at 60% of training activities provided was at 71% overall. The preschool provided positive discipline training with the families of their 4 year classroom. This training was a success with 84% of at least one family member attending. This objective was maintained and will continue to ensure families are given training opportunities.

**Academy**

The effectiveness of Pathfinder Academy has related to meeting objectives within a semiannual timeframe were met at 25%. This objective was meet with 51% overall increase. This objective will be continued but adjusted in 2017-2018 to a higher percentage.

The efficiency of maintaining the targeted enrollment at 90% was maintained. The overall average was 92%. The Academy provides a wonderful program to help students with their social and educational needs. Families understand the importance of attendance, schedule and education for their children. This will be continued to ensure students are able to reach their potential.

Consumer's satisfaction exceeded the 75% goal at 100%. Parents commented that the academy has helped with their child's behaviors, communication, and social skills. Areas of concerns were addressed with the program and strategic plan.

Service for the academy to increase parent participation in training at 40% of training activities provided was at 43% overall. This objective was maintained. The Academy provides communication board training, targeted training one-on-one with families and Re-Think online training. Continue objective and look at adding more training topics.
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**Adult Workshops**

The effectiveness of Pathfinder Adult Workshop programs would maximize number of indentified consumers for integrated community experience sites. This objective was started with three of the seven workshops.

- The Pickens Adult Training Center uses the Jacksonville Community Center and Ester Nixon Library. **Pickens has 25% attendance to these sites from the consumers identified.**
- The Bentonville Adult Training Center uses the Compassion Center and Community Center. The objective of 25% indentified consumers will attend has been maintained.
- The East Ark Adult Training Center uses ASU Mid South. They have maintained the 25% indentified consumers.

This objective will be continued and possible additions of locations and expanding to Benton, Jonesboro and IWAC.

The efficiency that the adult workshops would maintain a 75% daily average attendance was achieved. Overall the adult workshops maintained an 81% attendance rate. Continue this objective. Goal is with the integrated community experience sites attendance rate will increase to 85% by 2018-2019.

The satisfaction surveys reflect an average of 92% between all workshop programs. Families and consumers were positive about attending the training center, staff is sensitive, opportunities to learn new and different tasks and given information about their rights Areas of concerns were addressed with each program and strategic plan.

Services access to the workshop programs reduce wait time between tour date and enrollment date of consumers over the age of 19. The objective is 75% of all consumers will be enrolled within 30 days from their tour date.

- Pickens was overall 63%. This was due to families not returning needed paperwork in a timely manner.
- East Ark was overall 83%.
- Bentonville was overall 56%. This was due to families not returning needed paperwork in a timely manner.
- Cave Springs was overall 50%. This was due to families not returning needed paperwork in a timely manner.
- Benton was overall 86%.
- IWAC was overall 100%
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- Jonesboro was overall 65%. This was due to both staffing issues and families not returning paperwork in a timely manner.

Continue objective and address the paperwork issue with families. We have guardians who are out of state and this information has to be mailed to them for signature.

**Residential Service**

The effectiveness of Pathfinder Residential programs as related to all plans are submitted to DDS 45 days prior to implementation of plan. **The outcome is 95% average from initial plan. This was maintained by all residential sites with an overall average of 97%.** Continue objective to ensure timely implementation of plans.

The efficiency objective of individual's billing reflects an average of their total supported living plan with 80% of supportive living billed. This objective was maintained by all residential sites with an overall average of 97%. **Continue objective with possible increase from 80% to 90%.**

Satisfaction of 75% of consumers and families overall with services was at 99% for these programs. Families and consumers were pleased with their living arrangements, staff, and understand their rights and due process. Areas of concerns were addressed with each program and strategic plan.

Access to services has identifiable services in centered service plan had a target of 100%. Overall 99.54% of consumers centered service plans have identifiable services. The reasons for not maintaining a 100% is due to factors outside residential control (waiting for funding sources approval or denial, hiring and training of one-on-one staff). **Continue objective.**

**ICF/IID**

The effectiveness of Pathfinder ICF/DD programs as related to the completion of 20% of objectives was achieved by all 10 facilities. **This objective will be continue, ICF/IID programs increase their objective percentage on the plan of care until it is at 100%.**

ICF/DD will maintain 100% of patient beds occupied accomplished by 4 of the 10 facilities.

- Cottonwood 94%
- Dogwood 95%
- Eastwood 99%
- Gordon Tubbs 97%
- Longwood 98%
- Westwood 95%
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This is the result of hospitalizations, deaths, paperwork delay, and family’s schedules. Continue objective to ensure facilities maintain full status.

Satisfaction for program exceeded the 75% with an overall average of 99%. Families remarks were love the staff, pleased with services, facilities are clean, and warm and inviting. Areas of concerns were addressed with each program and strategic plan.

Service access to community events that 80% will have access to 6 or more events was achieved by all 10 facilities. This objective will be continued to ensure consumers are given access to community events within their facilities.

**Waiver Services**

The effectiveness of Pathfinder Wavier services objective to maximize home visitation compliance rates indicated that overall 100% of objectives show progress. This objective was maintained. Continue objective to ensure staff and families are having face to face meeting in accordance with their plan.

Efficiency objective that maximize 90 % of billing submitted in a timely manner. This objective was achieved with 91% of billing was submitted on time. Continue objective to ensure families are receiving services as addressed in their plan.

Consumer and/or families were satisfied with services of 75% overall was 0%. No surveys were returned from families. This issue will be discussed with the waiver department for the best methods to improve this outcome. Case manager will be providing survey to families during home visit to be completed, sealed and sent for review.

Service to access consultation services in accordance to the person centered service plan. This was maintained at 100%. Objective will be continued to maintain plan as approved by DHS.
PATHFINDER 2017 ANNUAL REVIEW

ADMINISTRATION/BOARD

- July 10, 2017 Board Member Wali Caradine passed away. Mr. Caradine’s family had a private, family only burial.

- The Board agreed that all legal and operational issues presented during Board meetings be reviewed and drafted by outside counsel.

- Pathfinder elected to continue with Blue Cross & Blue Shield Health Advantage for its group health benefit plan. However, Pathfinder elected to switch insurance carriers for its short/long term disability insurance, group life, cancer and other supplement policies from Lincoln to Guardian Insurance. Pathfinder is also offering a (HSA) Health Savings Account for medical expenses.

- On December 21, 2016, Joan Zumwalt, Chair, Robert Ferguson, Vice Chair and Rev. Wendell Dorman, Secretary were re-elected to serve another term as officers of the Pathfinder Board of Directors.

- Pathfinder was contracting with Interface for its internet, phones and cable services. Interface had overbilled for phone lines not being used. Pathfinder was credited $50,000 for the overcharge. Pathfinder submitted its intent to terminate the contract that expired on January 29, 2017. At that time, Pathfinder switched internet providers to Suddenlink and Comcast resulting in an annual savings of $35,000.

- Pathfinder, Inc. 2016 Financial Audit Report revealed total revenue for 2016 at 41 Million Dollars. Pathfinders’ administrative costs remain low at (8.6%).

- Ms. Zumwalt was one of five individuals to receive the “Circle of Service” award presented by the Arkansas State Independent Living Council.

- In August 2016, Jim Brader submitted his resignation as the Assistant Director. Mr. Brader accepted a position as the Assistant Chief Counsel for the Department of Human Services.

- Pathfinder renewed its One Million Dollar line of credit with Centennial.

Contract Services

- The Air Force accepted Pathfinder’s pricing to expand custodial services to additional building on the LRAFB.

- The Air Force accepted Pathfinder’s pricing to increase our level of service back to Air Force Standards. Pathfinder submitted the documentation reflecting the ten cent per hour wage adjustment that was mandated on January 1.
• LRAFB Custodial contract increase enabled Pathfinder to employ five additional individuals and increased revenue approximately $30,000 per month.

• The VA officially notified Pathfinder of its intent to take over the food service operations at the end of January 2017. Pathfinder continued the VA mailroom operations.

• Pathfinder was notified that as of January 1, 2017 hours on the LRAFB food service contract would be increased by 80.5 hours per week. We were able to employ some of the individuals displaced from the VA contract at the LRAFB.

**DDTCS Adult Development**

• Entered an agreement with AAA Broker Transportation services in Northwest Arkansas to provide transportation for established routes in NWA.

• Met with Director of Adult Aging to explore the feasibility of Pathfinder providing adult day care services to citizens that have physical disabilities, or age 65 and older.

• Pathfinder received DDS Licensure approval to provide DDTCS adult services at Bishop Park in Bryant, the Compassion Center and Community Center in Northwest Arkansas.

• The McArthur Church in Jacksonville sponsored the prom for the Jim Pickens Workshop providing and all the decorations; and food for the event.

• Workforce Innovation and Opportunity Act (WIOA) - Amendments were made to the Title V of the Rehabilitation Act of 1973 that limits the ability of employers to pay a subminimum wage to workers with disabilities. WIOA also prevents employers from hiring individuals with disabilities age 24 and younger after July 22, 2016 at subminimum wage, unless the employer obtains, verifies and maintain documentation proving that these individuals have received and completed various training designed to improve their access to competitive integrated employment, including transition services, career counseling and advocacy. These services are also required for individuals over 24 years of age currently receiving commensurate wage.

• Northwest Arkansas Workshop terminated its Styrofoam contract with Wal-Mart. Terms of the contract became financially unprofitable to continue.

**Waiver Services**

• Pathfinder was approved as a foster care provider for children with disabilities. Services will be managed through the Waiver department.

**Supported Employment**

• Pathfinder was awarded grant funds from the Arkansas Department of Career Education, Office of Skills Development to provide training for NetSmart users on the electronic healthcare records keeping system.
• Four Pathfinder consumers were interviewed for employment at the Arkansas State Capitol. One individual was hired and is being awarded the "Phil Stinebuck Courage Award in January 2018.

Pre-Employment
• Pathfinder received funding through Arkansas Rehab Services to provide pre-employment training to high school students who currently receive behavioral health services that will help prepare them for a successful transition into the workforce.

Residential
• Two Pathfinder residential homes came under heightened scrutiny as a result of the DHS site reviews to insure compliance with the CMS HCBS Integrated Setting rule. DHS accepted Pathfinder’s explanation and are in compliance with the ruling.

Property
• The Bailey St. property appraised for $220,000, with a net amount on the books of $177,000.

Workforce Employment Transportation
• Pathfinder signed an agreement with Workforce to provide transportation services to individuals employed through Workforce in the Little Rock and Jacksonville areas. We also submitted Pathfinder as an employment site through Workforce. Workforce will pay employee stipends to pay for daycare services.

Behavioral Health
• Pathfinder hired nine mental health professionals that begin work in May 2017. Four MHPP’s were hired that were in process of completing education requirements and were qualified to bill as MHP’s in June 2017.
• Pathfinder was selected to provide behavioral health services in all eight schools of the Jacksonville North Pulaski School District.
• Pathfinder renewed its contract to provide Behavioral Health Services for eight schools in the Pulaski Co. Special School District.
• Pathfinder completed a self-audit subsequent to some findings by Beacon (Value Options) during a recent review. Our findings and corrective action resulted in just over $30,000 being paid back to Medicaid.
NetSmart

- Pathfinder made application to receive grant funds through Workforce to pay for pre-employment training, and training for NetSmart users on the electronic healthcare records keeping system.

- The Pathfinder management team worked to organize information and unify the various documents needed to implement the new system. The software will have built in triggers that will send alerts helping to keep treatment plans updated and prevent billing errors. Ms. Walker has worked with accounting staff to work out details of the financial and billing piece of the program. Pathfinder hired two part time positions to scan client records at the workshop and residential services. Having client records scanned will be beneficial when transitioning to the new system. Pathfinder servers are backed up nightly and stored at Iva in Little Rock, Pathfinder has taken measures to protect against cyber hacking.

EastArk

- The Mortgage on EastArk Enterprises in West Memphis matured on April 25, 2017. The current financing was with Fidelity Bank at a (4.9%) annual rate. To obtain the best possible refinancing option, Pathfinder obtained a quote from First Natural Bank in McGehee, Arkansas and was able to negotiate financing with a 15 year amortization, payment of $1800 per month (principal & interest), with a five year balloon. Interest rate for first five (5) years will be locked at 3.5% per annum.

- EastArk received the DDS Licensure approval letter to provide DDTCS adult services at ASU Mid South University in West Memphis.

DDS Licensure

- DDS Licensure conducted its licensure review of all Pathfinder DDTCS programs (preschool, workshops, waiver, transportation and residential). Eighty-one client files and fifty two personnel records were reviewed. Site visits were made at all residential and day treatment facilities including Bentonville and Jonesboro. For the first time, Pathfinder received a “No Deficiency” DDS review.

Human Resources

- The Board approved that Pathfinder’s annual benefit contribution into the employee 401K retirement plans and the employee 5% benefit (5%ADJ/5%EOY) be reduced from 5% to 4%. The 1% across the board reduction will save approximately Pathfinder $190,000 per year.

- Pathfinder met all the conditions to be in compliance with the Federal EEOC rules and regulations.
- January 1, 2017 the minimum wage increased to $8.50/hr. One Hundred Forty One Pathfinder employees received salary increase to meet the new minimum. No adjustments were to employees currently at the new minimum wage or better. The annual cost to comply with the minimum wage increase was $60,000. On October 1, 2017, Contract Services minimum wage increased to $10.15 per hour plus $6.51 for health benefits.

- Over 2016, Pathfinder moved approximately 60 positions from an exempt to a non exempt status. Twenty positions annual salaries were increased to meet the DOL guidelines for exempt status. The annual cost to make the necessary budgetary adjustments to comply with federal mandated guidelines for exempt status was $115.00.

**Pathfinder FY 2015-2016 Annual Report/Strategic Plan**

Results of an independent audit revealed a (2.16%) drop in revenue compared to FY2015-2016. The Strategic Plan addressed measures Pathfinder took to address the loss in revenue. Reasons for the decreased revenue and the measures to improve budgetary concerns were addressed in the strategic plan.

Provide pre vocational assessments and training to high schools students in the public school systems through Arkansas Rehabilitation Services grant funds.

- Increase program enrollment
- Expand employment opportunities
- Provide alternative adult services in the community
- In December 2016 the Pathfinder Board of Directors approved both the FY2015-2016 Annual Report and FY2016 -2020 Strategic Plan.
- On October 27, 2016, the Board approved Pathfinders’ 2016-2021 Strategic Plan recognizing that some adjustments due to governmental mandates may be necessary.

**Computer/Technology**

- Pathfinder researched options through UAMS Rural Health grant funds to purchase equipment to expand our teleconferencing and on-line capabilities.

**Therapy Services**

- Pathfinder along with the Developmental Disabilities Provider Association and the Governors Activities Council worked to provide DHS accurate cost data for therapy services. Therapy services (Speech, Physical Therapy & Occupational Therapy services) were capped to 90 minutes per week.