

## For the sake of what?

*Does this move us in the direction of our mission?*

*Is this the best use of resources?*

*Is this the direction we said we want to go?*

## Our Mission:

Pathway Homes embodies the spirit of recovery: embracing an attitude of hope, self-determination and partnering with each individual on their personal journey toward achieving self-fulfillment and realizing their dreams.

We fulfill our mission by making available to individuals with mental illness and co-occurring disabilities a variety of non-time-limited housing and services to enable them to realize their individual potential.

## PATHWAY HOMES, INC.

### Board of Directors

Monday, July 13, 2015

7:00 P.M.

10201 Fairfax Blvd., Ste. 200

Fairfax, VA 22030-2209



- 6:30 Social Half-hour
- 7:00 Call to Order
- 7:05 Presentations
  - Code of Ethics**—Dan Gray, Board Chairman
  - Agency Outcomes**—Eleanor Vincent, COO
- 7:30 Approval of Minutes of Meeting April 13, 2015\*
- 7:35 CEO's Report – Dr. Sylisa Lambert-Woodard
- 8:00 Treasurer's Report - Brenda Brennan
- 8:05 Chairperson's Report and Comments
- 8:15 Committee Reports
  - 1. Philanthropy Committee—Jennifer Judelsohn
  - 2. Advocacy Committee—Jennifer McKenzie
  - 3. Board Development Committee—Jennifer McKenzie
    - a. Prospective member nominations and elections
  - 4. Personnel Practices—Jim Ross
- 8:30 Old Business
  - 1. Name tags—Anna Smith
- 8:35 New Business
  - 1. Revised Policies
  - 2. New Policy
  - 3. Ethics—Dan Gray
  - 4. Board Retreat—Dan Gray
- 8:40 Announcements
- 8:45 Adjournment

\* Materials Enclosed in Packet



**Policy and Procedure Manual Appendix  
Number: 6-C1**

## **CODE OF ETHICS AND CONFLICT OF INTEREST ACKNOWLEDGMENT**

I have read, understand and agree to adhere to the Code of Ethics and Conflict of Interest policy and procedures as outlined by Pathway Homes, Inc. I understand that any conduct or activity that violates Pathways Code of Ethics must be immediately reported to a member of Pathway Homes Management Team. I further understand that any violations of this Code may result in disciplinary action, up to and including termination.

\_\_\_\_\_  
Printed Name of Employee, Intern, Volunteer, Board Member, or Agent of Pathway Homes, Inc.

Director  
\_\_\_\_\_  
Position Title

\_\_\_\_\_  
Signature of Above

\_\_\_\_\_  
Date

*N/A for Directors*  
\_\_\_\_\_  
Signature of Supervisor

\_\_\_\_\_  
Date



**Policy:** Code of Ethics and Conflict of Interest

**Section:** Organization

**Policy Date:** 01/01/1985

**Date(s) Revised:** 10/14/2003, 3/13/2006,  
4/12/2010

**Number of Pages:** 6

**Policy Number:** 0-S1.d

**This Policy Applies to:**

► The agency.

## **PURPOSE**

This Code of Ethics embodies standards of conduct for all employees, board members, contractors, interns, and volunteers of Pathway Homes. This code represents expected standards of ethical behavior in professional relationships with consumers, colleagues, employees, and with the community and society as a whole. Providing services is a public trust that requires integrity, compassion, respect for individual differences, a commitment to services, a sense of dedication to the tasks, and a belief in the dignity and worth of human beings. In subscribing to and abiding by this code, it is understood that Pathways views ethical responsibility in as inclusive a context as each situation demands, taking all the following principles into consideration, and choosing a course of action consistent with the spirit and intent of this code.

## **POLICY**

All employees, board members, contractors, interns and volunteers shall adhere to the highest ethical and moral standards of behavior. All staff members, board members, and interns shall acknowledge in writing their understanding of and commitment to upholding the code of ethical behavior. This code applies to all persons conducting business on behalf of Pathway Homes, Inc. This code is not intended to cover all conceivable areas of ethical behavior, but instead, address the most commonly identified areas which require guidance. Any individual unclear on the applicability of this policy to their position responsibilities or to work performed on behalf of Pathway Homes is responsible for immediately consulting with a supervisor or manager.

## **PROCEDURE**

In representing Pathway Homes and its interests, it is the responsibility of each employee, board member, or agent to act with integrity, competence, diligence, respect and in an ethical manner. The agency's Code of Ethics shall be reviewed and signed during orientation and shall be reviewed with

each individual at least annually. A copy of the Code of Ethics shall also be made available to all persons served by Pathway Homes.

**Code of Ethics:**

**Human Rights of Individuals Served.**

I regard it as my primary obligation to respect the human rights of each individual served. (*see Human Rights policy*).

**Respect for Diversity and Non-Discrimination.**

I will proactively seek to prevent and eliminate discrimination both within the organization and in the community. I will promote and encourage respect for diversity. I will actively work to expand choices and opportunities for consumers. I will not discriminate on the basis of race, color, sex, sexual orientation, age, religion, national origin, marital status, political belief, mental or physical disability, or any other preference or personal characteristic, condition, or status.

**Professional Competence and Development.**

I shall perform only those functions for which I am qualified by education, training or experience. I agree to strive for personal and professional growth and understand that I will be expected to learn to perform new functions when reasonable. I understand that I am expected to keep current with emerging knowledge. I understand that I may delegate to a staff member only those responsibilities which that person can reasonably be expected to perform competently on the basis of his or her education, training and experience.

**Corporate Citizenship.**

Corporate Citizenship is defined as the agency's efforts, activities, and interests in integrating into, contributing to, and supporting the community in which it delivers services. I understand that the integrity of Pathway Homes and its services depends largely on the actions of all persons conducting business on behalf of the agency. I understand I am expected to demonstrate corporate citizenship by contributing to Pathway Homes' efforts and

activities which support the community in which services are provided. I further understand that my private conduct is a personal matter except when such conduct potentially compromises the fulfillment of my professional responsibilities.

**Privacy.**

I shall protect and maintain confidentiality of all consumer information in compliance with Human Rights and the Health Information Portability and Accountability Act. If I have access to private and potentially sensitive information about other employees or the agency, I will maintain the confidentiality of such information and discuss this information only when it is a function of my position responsibilities. I will maintain the confidentiality of proprietary agency information.

**Conflict of Interest.**

I will not engage in any activity, practice or conduct that could reasonably be expected to conflict with the interests of the agency or stakeholders, or potentially impair my objectivity. It is my responsibility to be cognizant of the potential for conflict when I am in a position to influence decisions that may result in a direct or indirect personal benefit.

Pathway Homes, Inc. expects employees, board members and agents to support and adhere to the highest standards of organizational ethics. Pathway Homes does not intend to restrict arbitrarily an employee's personal activities; rather, Pathway Homes wants to make it clear that no conflict of interest should exist that could conceivably influence an employee's judgment in handling Pathway Homes' programs or that might present an unfair advantage to donors, contributors, program recipients, vendors, suppliers and contractors.

All of Pathway Homes' employees, board members and agents have an ethical and legal responsibility to avoid any conflict between the interests of Pathway Homes and other charitable, business, or commercial interest that employees or board members have as individuals. A conflict of interest exists when other charitable, business, or commercial interests compete with employees' obligations to serve Pathway Homes' interests. Even the

perception of a conflict of interest can cause harm to Pathway Homes and the employee, board member, or agent involved.

No employee, officer, board member, or agent shall participate in the selection, award, or administration of a contract supported by Federal funds if a real or apparent conflict of interest would be involved. Such a conflict would arise when the employee, Board member, officer, or agency, any member of his or her immediate family, his or her partner, or an organization which employs or is about to employ any of the parties indicated herein, has a financial or other interest in the firm selected for an award. The officers, employees, and agents of the recipient shall neither solicit nor accept gratuities, favors, or anything of monetary value from contractors, or parties to sub-agreements.

### **Dual Relationships.**

#### *Consumers*

I understand that I may not engage in business or social relationships with persons served, their family members, or significant others beyond the expectations and scope of my job, or that presents an actual or perceived conflict. I understand that I am prohibited from providing services to any consumers with whom I have, or have had, a business, social, or intimate relationship. It is understood that such relationships may compromise services or undermine my objectivity. I understand that self-help or other groups involving self disclosure may pose a conflict if a staff member with direct influence over a consumer's services and the person served are both participants. I understand that should such a situation arise, it is my responsibility to consult with my supervisor to determine the most appropriate course of action. Such consultations will prioritize considerations for the consumer's needs, as balanced with those of the staff member.

#### *Employees*

I understand that sexual relationships with interns, students, employees, and volunteers within my supervisory chain of command are strictly prohibited. It is also prohibited for me to hire, promote, or place in my direct supervisory chain of command any members of my family, members of my household, or other individuals with whom I have an extended and

significant relationship. I understand that non-Pathway Homes related business relationships with interns, students, employees, and volunteers within my supervisory chain of command are strongly discouraged due to the potential for conflict, abuse, or exploitation. I understand that when social relationships with employees within my supervisory chain of command exist, it is the responsibility of the employee with greater authority to be aware and responsive to the issues of equal access and equitable treatment for all supervisees. I understand that the professional relationship must supercede the social relationship. I further understand that my involvement in self-help or other self-disclosure groups with another employee within my chain of command must be negotiated with the goal of maximizing benefit for both individuals.

#### *Other Stakeholders*

I understand that it is my responsibility to be cognizant and responsive to the possibility of perceived or actual conflict in my relationships with other stakeholders. It is my responsibility to seek consultation when needed.

#### **Other Employment**

I understand that I may not use agency facilities, supplies, equipment or time to support other employment or business pursuits. I am strictly forbidden from engaging in any other employment that may be perceived as a conflict of interest or interferes with my ability to perform the essential functions of my job. I understand that it is my responsibility to be cognizant and responsive to potential conflicts between agency interests and other employment and to seek consultation when needed.

#### **Gifts**

I understand that any gifts I receive from consumers, their family members or other stakeholders shall be discussed with my supervisor in order to ensure that the gift is appropriate given the relationship between myself and the gift giver. Any gifts that I choose to give to consumers or other employees must be offered in such a manner as to ensure that there is no demonstration of favoritism or discrimination. I understand that lending money to

consumers, family members or other stakeholders is not accepted practice. I understand that I may never borrow money from consumers, their family members or other stakeholders.

**Violations and Reporting**

I understand that any conduct or activity that violates Pathways Homes Code of Ethics must be immediately reported to a member of Pathway Homes Management Team. Any reported infractions of this Code will be investigated fully and may result in disciplinary action (*see Disciplinary Action policy*).

**PATHWAY HOMES, INC.**  
Minutes of the Quarterly Meeting of the  
Board of Directors  
April 13, 2015

The quarterly meeting of the Board of Directors was held on April 13, 2015. A quorum being present, the meeting was called to order at 7:02 p.m. by Chairman, Dan Gray. The following individuals were present and participated throughout the meeting:

**MEMBERS**

Dan Gray, Chair  
Jennifer McKenzie, Vice-Chair  
Dara Aldridge  
Patrick Chaing  
Jennifer Judelsohn  
James Ross  
Sue Zywokarte (entered at 7:15pm)

**STAFF**

Sylisa Lambert-Woodard, President & CEO  
Brenda F. Brennan, CFO  
Sherry Meyers, Sr. VP for Clinical Services  
Eleanor Vincent, COO  
Lauren Leventhal, Technology & Quality  
Assurance Manager  
R. Analise Setorie, Project Director  
Anna Smith, Director of Development and  
Major Gifts

The following individuals notified the office or other Board Members that they would not be present for this meeting: Tom Rowe, Maiko Ashby, Angie Lathrop.

Also present for the presentation portion of the meeting were prospective Board Members Jennifer McGarey and Doug Robinson.

**PRESENTATION**

**Prince William Assisted Living Facility (ALF): Welcome to Russell Road**

Sherry Meyers, Senior VP for Clinical Services and R. Analise Setorie, Project Director

Sherry and Analise presented a powerpoint presentation (enclosed in the Board minutes book) showcasing the new ALF which opened in March 2015 in Prince William County. Board members were encouraged to drop by the home to see it in person. The ALF houses 8 residents, 4 of whom have already moved in. There is a Live-in Recovery Coach on-site, 2 staff during the day and 1 in the evenings and overnight. The program is designed to be regional, so potential candidates have to be approved to be funded for the project. Currently, it appears that the program will house 7 individuals from Prince William County and 1 Fairfax resident. Many of the residents are returning home after extensive stays at psychiatric institutes. This program has seen a N.I.M.B.Y. victory; there was initially a lot of "push-back" from neighbors. However, now that residents have started moving in, neighbors have started going out of their way to say 'hello.'

## **INTRODUCTION OF PROSPECTIVE BOARD MEMBERS**

Dan welcomed two new prospective Board Members to the meeting. Douglas Robinson, Public Relations at Neighbor Works America, was referred by Anna Smith. Jennifer McGarey, Corporate VP and Secretary at Northrop Grumman Corporation, is on the NVCC Board and became involved with Pathways through BoardLink, with Volunteer Fairfax.

## **MINUTES**

Dan Gray called for a motion to approve the minutes as presented from the Special Meeting of the Board held January 12, 2015. Jennifer McKenzie made a motion to approve, which was seconded by Jim Ross and approved unanimously.

Dan Gray called for a motion to approve the minutes as presented from the January 12, 2015 Board Meeting. Jennifer McKenzie made a motion to approve, which was seconded by Dara Aldridge and approved unanimously.

## **CEO Report** – Dr. Sylisa Lambert-Woodard

Sylisa's report was previously distributed to the Board in their packet (enclosed in the Board minutes book), and she highlighted the following pieces:

- West Ox II Fire: all residents and staff are OK. A cigarette bucket positioned too close to the siding was the cause of the fire. Residents from this location have been re-housed at West Ox I and Dave's House II at Kincaid Court. Fairfax County insurance is assumed responsible, and this incident is considered an accident.
- A private condo is being donated and Avalon Bay apartments is donating units. The existing resident and his roommate in the condo will continue to reside there. Pathways will provide services to the resident.
- Pathways will be purchasing a new 3-bedroom townhome around the corner from Russell Road.

## **TREASURER'S REPORT** – Brenda Brennan

The Treasurer's Report was distributed prior to the meeting (enclosed in the Board minutes book). There was no additional information.

## **CHAIRPERSON'S REPORT AND COMMENTS** – Dan Gray

Dan thanked Anna for scheduling the interviews of prospective members. He was unable to attend the Employee Recognition event, but Jennifer McKenzie, Jim and Patrick attended. They reported good food, a good turnout, and an excellent slideshow. Jennifer McKenzie commended

Anita Robinson for her work in ensuring that the event ran smoothly.

### **PHILANTHROPY COMMITTEE REPORT** – Patrick Chaing

In addition to the written Philanthropy Committee Report (enclosed in the Board minutes book), the committee noted the following:

- The Benefit Breakfast will be held on May 13<sup>th</sup>. Contact Anna by the 20<sup>th</sup> of April in order to suggest potential guests.
- “Thank You” to Jennifer Judelsohn who hosted a Pie Party benefitting Pathways on 3/14/15.
- The I.T. Campaign is currently \$48,000 short, and the committee is looking at some options for meeting the goal.
- \$153,000 has already been donated this year, and the Benefit Breakfast should help meet this year’s philanthropy goal.

### **ADVOCACY COMMITTEE** – Jennifer McKenzie

Jennifer provided a report in the Board Packet. She noted that 2014 was the first year the Board made a concerted effort at advocacy. The Virginia Association of Community-Based Providers (VACBP) meeting on Legislative Day in Richmond went well. The VACBP is advocating for better use of funding already in existence.

### **BOARD DEVELOPMENT** – Jennifer McKenzie

Jennifer provided a report in the Board Packet, and again welcomed the two prospective members in attendance. The committee has identified knowledge gaps for the Board and decided to follow-up on those as positions need to be filled. The committee is still looking at honorary board members and adding non-board members to committees.

Dara asked for an update on Emil Franks. Emil’s wife passed away recently, but he did come to the Recognition Event.

### **OLD BUSINESS** –

There was no old business.

### **NEW BUSINESS** –

**Policies and Procedures:** deferred to the Personnel Practices Committee which will meet prior to the July Board meeting.

**Name Tags:** Dara suggested that members of the Board should have name tags to identify themselves as Pathway Homes Board members. Anna acquired some samples and there was a consensus to use gold name plates. Dara will follow-up with Anna, and the Board will receive future communication requesting information such as their preferred name for printing.

**ANNOUNCEMENTS** –

The Annual Cookout will be held on May 30, 2015 from 12-3 p.m. at Nottoway Park.

**ADJOURNMENT**

There being no further business, Jennifer McKenzie made a motion to adjourn the meeting. This was seconded by Patrick Chaing and unanimously approved by the Board.

The meeting was adjourned at 8:20 p.m.

Respectfully submitted,

## ADDENDUM TO BOARD AGENDA

July 13, 2015

This past quarter, Pathways renewed its long standing Assisted Living Facility contract, enhanced its presence in Prince William County, reached its highest fundraising goal, and stands in anticipation of launching its largest one-time HUD expansion in history. This quarter has been focused on investing in talent management, while educating and advocating in local, state, and international arenas. At the core of our growth and development remain the focus on the individuals we serve, and the quality delivery of services provided. Board involvement is at an all-time high, resulting in our continued and highly regarded reputation throughout the region. In anticipation of new Board membership, it has been a highly productive quarter. I will forward to responding to any questions, concerns or thoughts at our meeting.

### **Board Matters:**

- The Philanthropy Committee Report from Jennifer Judelsohn, Treasurer's Report from Brenda Brennan, Personnel Practices from Jim Ross, and Board Development and Advocacy Reports from Jennifer McKenzie are provided as attachments. Please review these reports before the meeting; any questions or clarifications will be addressed during the meeting.
- Congratulations to our Board Chair, Dan Gray, for being recognized by Super Lawyers as one of the top 100 Washington DC Lawyers. Dan's continued leadership of our Board is only complemented by this regional endorsement!!
- A special thanks to Jennifer McKenzie, who represented Pathway Homes at the Mental Health Services in the Twenty-First Century, Joint Subcommittee Meeting. Within 24 hours' notification of this meeting, not only did Jennifer attend the subcommittee meeting in Verona, VA, she testified directly to Senator Creigh Deeds, resulting in the committee's desire to personally visit Pathway Homes to witness the best practices of the Northern VA region. Way to advocate, Reverend!!
- Pathway Homes first Benevon Breakfast was held on 5/13/15. The event was a tremendous success, resulting in gift and pledges of **\$125,898** over the next five years! Special thanks to Dara Aldridge, Jennifer McKenzie, Patrick Chaing, and Anna Smith for their incredible coordination of this most successful fundraiser in our history.
- Sylisa Lambert-Woodard was accepted in the 2015 session of Strategic Perspectives in Nonprofit Management (SPNM), from 7/12/15 to 7/18/15. A select number of CEOs are admitted each year to attend the Harvard Business School professional development series. This 7-day training series is designed for nonprofit chief executive officers who are responsible for shaping the direction, mission, and policies of their organizations, assessing financial performance, developing appropriate performance measures and management control systems, and implementing organizational change for service excellence.
- Pathway Homes successfully responded to the Request for Proposal (RFP) for the Stevenson Place 37-bed Assisted Living Facility (ALF). This program has been successfully operated by Pathways for 15 years. Final award of contract in the amount of **\$1,225,077** was made to Pathways for an additional 2 years with 3 one-year extensions.

- Pathway Homes received final grant execution from HUD for the Supportive Housing Program (SHP) reallocated and Bonus projects totaling **\$1,199,664 to serve 55 new chronically homeless individuals**. Pathways will partner with Christian Relief Services, which secured a Letter of Intent to purchase Huntington Gardens, a 110 unit complex in Alexandria that will have up to 40 units set aside for this project. Five (5) new clinical staff and a tenant certification specialist will be hired for this project. Pathway Homes is excited to implement this largest one-time grant from HUD in our agency's history!
- Pathways renegotiated administrative office lease realized savings of \$76,518 in Tenant Improvements that are currently being utilized to provide needed IT upgrades, security features, and furnishings and renovations for the administrative office. As a result, our subtenant, Ignation Volunteer Corps, moved out on 6/30/15, resulting in additional square footage dedicated to our personnel expansion.
- Pathway Homes received a notice of subrogation claim from Lexington Insurance Company to pursue damages for the West Ox II property damage caused by fire on 3/29/15. Insurance and legal consultation have been retained as the investigation is pending.
- Pathway Homes was notified that the Virginia Housing Development Authority (VHDA) submission of a HUD Section 811 Project Rental Assistance (PRA) grant was not awarded to the state. Therefore, Pathways will not receive the 25 subsidies to be used for other properties eligible for this subsidy.
- Pathway Recovery (CHDO) and Pathway Homes fully expended our HOME and Community Development Block Grant (CDBG) awards of \$175,785 and \$225,000 to purchase a 3-bedroom townhouse and a 2-bedroom condo in Prince William County. These properties are in close proximity to our new ALF. These properties will be paired with the new Potomac Foundation award of \$60,000 to provide supportive services within Prince William County.
- Pathway Homes has been invited to adopt a currently run HUD grant in Prince William County in the amount of \$134,000 to serve 8 homeless individuals. Northern VA Family Services (NVFS) and Streetlight (a local non-profit in PW) identified that permanent supportive housing has not been an area of priority for NVFS and feel that the program might be better served by an organization more focused on this population. Pathways is currently engaged in discussion, and will determine the viability of the project over the next quarter.
- Pathway Homes' Mental Health Counselor I and II clinical staff deployment contract continues to fill a critical void experienced by the CSB behavioral health system. To date, 5 new employees have been hired and deployed to the CSB serving a total of 40 new consumers.
- Pathway Homes is preparing for its third Commission on Accreditation of Rehabilitation Facilities (CARF) accreditation this fall. Brenda Brennan attended the CARF surveyor training in Tucson, AZ and successfully completed the training and certification as an Administrative CARF Surveyor! Brenda's leadership expertise with administrative, managerial, financial management and overall organizational performance qualified her as the agency's third surveyor to date. Anita Robinson is an active Program Surveyor, and Eleanor Vincent previously served as Program and Administrative Surveyor. Having current and past surveyors on staff is a significant benefit to our organization in ensuring best practices are integrated into our daily practices. Congratulations, Brenda!

- Sylisa Lambert-Woodard represented Pathway Homes and the Virginia Association of Community Based Providers (VACBP) in a meeting in Richmond, VA with Debra Ferguson, Ph.D., Commissioner of the Virginia Department of Behavioral Health and Developmental Services (DBHDS) to advocate for reimbursement parity and partnership in creating a state-of-the-art service delivery system tailored to the needs of those we serve.
- On 7/9/15 Pathway Homes Management Team was provided a workshop conducted by RuVal Inc. This workshop focused on facilitating management team's conceptualization and plans for continuous best practice and organizational growth while integrating assessment tools, talent management and organizational forecasting. Pathways is committed to ensuring that our workforce is both prepared and involved in the growth of our agency.
- Sylisa Lambert-Woodard, on behalf of Pathway Homes, joined a U.S. delegation via webcast on 4/22/15 as one of the speakers at the University of Cyprus located in the capital of Nicosia, Cyprus. The presentation provided education, training, and aimed to expand the Pathways' model internationally to address the unmet needs of those suffering from serious mental illnesses, co-occurring illness, and homelessness in the Middle East. The presentation is currently being prepared for international publication.
- The 27<sup>th</sup> Annual Cookout was held at Nottoway Park on 5/30. There were more than 200 in attendance representing board, residents, family and friends. This continues to be an annual highlight for many of the individuals we serve.
- The 3<sup>rd</sup> *Summer of the Arts* exhibit was held 7/8-7/12, and was a great success. Pathway Home's artists displayed and sold their art in a real, working art gallery at the Lorton Workhouse. This event continues to strategically support our goal of creating the "good life" for those we serve!

## TREASURER'S REPORT-July 2015

Brenda Brennan, Chief Financial Officer

Pathways Living, Inc. has renewed the one year Housing Assistance Payment Contract (HAP) with the U.S. Department of Housing and Urban Development (HUD), effective July 1, 2015 with a rent increase of 1.5%. Monthly, the cumulative Contract rents will increase by \$150. This HAP contract supports the six homes at 6215 Pioneer, 5626 Sheldon, 2201/2203 Huntington and 2303/2305 Mary Baldwin.

The Tax Sheltered Annuity Audit (TSA) took place during the week of June 29 through July 2, 2015. In the exit conference, there were no noted deficiencies or problems with the annuity pension accounts in the plan portfolio.

The Fiscal Year 2015 Financial and Compliance Audit planning meeting with CohnReznick is scheduled to occur on Thursday, July 9. At this time, we will review the scope of the audit and include discussion on significant events that have occurred during the Fiscal Year. Proposed fees and time lines will also be discussed during this meeting. Sylisa Lambert-Woodard, Brenda Brennan, Shawn Valentine and Sakin Mire will be present from Pathway Homes. From CohnReznick; Winell Belfonte, Partner, Micki Lin, Chris Griffin and Jules Todorova will be in attendance. The audit field work is scheduled to begin on Monday, August 3 and go through August 21.

Pathway Homes initiated a short term-thirty day note with SunTrust Bank in the amount of \$250,000 effective June 26, 2015. This short term advance was to ensure that Pathways had sufficient cash resources for payroll and for all first of the month lease and mortgage payments due July 1. This cash shortage is a result of delays with both Fairfax County and HUD initiating the required paperwork to renew all of our contracts within the required time frames to ensure that funding would be available at contract renewal time. It is not unusual to have delays at the beginning of each fiscal year during the process to renew contracts with Fairfax County. However, this year we also experienced HUD delays with the timely renewal processing of the Shelter Plus Care Grants.

Ignation Volunteer Group has terminated their lease effective June 30, 2015 for the small office adjoining the Recovery Conference Room at Pathways administrative offices. The Human Resources and Payroll department of Pathways will be relocating to the vacated space during the month of July 2015.

The Line of Credit with SunTrust Bank renewed effective May 15, 2015 for one year.

All insurance policies; Director and Officer's, Crime, Worker's Compensation, Vehicle, Professional and General Liability renewed effective May 9, 2015.

**Pathway Homes**  
**Balance Sheet - PATHWAY HOMES FUND GROUP FY15**

As of 5/31/2015

	Pathway Operating Fund	McKinney	TOTAL - PATHWAY OPERATIONS	Pioneer & Sheldon	Capital Expenditures	Total
<b>Assets</b>						
<b>Current Assets</b>						
Cash and Cash Equivalents	1,303,902.38	92,190.07	1,396,092.45	0.00	19,662.69	1,415,755.14
Accounts Receivable	3,476.92	0.00	3,476.92	0.00	17,178.67	20,655.59
Program Fees Receivable	268,779.90	0.00	268,779.90	0.00	0.00	268,779.90
Prepaid Expenses	246,869.87	963.00	247,832.87	0.00	0.00	247,832.87
Security Deposits	50,779.50	0.00	50,779.50	0.00	0.00	50,779.50
Advances-Intercompany	128,976.34	549,808.71	678,785.05	0.00	875,900.59	1,554,685.64
<b>Total Current Assets</b>	<b>2,002,784.91</b>	<b>642,961.78</b>	<b>2,645,746.69</b>	<b>0.00</b>	<b>912,741.95</b>	<b>3,558,488.64</b>
<b>Property and Equipment</b>						
Fixed Assets	9,634,947.91	1,251,418.54	10,886,366.45	0.00	0.00	10,886,366.45
Accumulated Depreciation	(834,957.06)	(558,147.32)	(1,393,104.38)	0.00	0.00	(1,393,104.38)
<b>Total Property and Equipment</b>	<b>8,799,990.85</b>	<b>693,271.22</b>	<b>9,493,262.07</b>	<b>0.00</b>	<b>0.00</b>	<b>9,493,262.07</b>
<b>Other Assets</b>						
Cash and Cash Equivalents	0.00	0.00	0.00	0.00	0.00	0.00
Investments	18,682.05	0.00	18,682.05	0.00	0.00	18,682.05
Reserve for Replacement	36,174.42	43,771.32	79,945.74	0.00	0.00	79,945.74
Intangible assets-software	42,792.82	0.00	42,792.82	0.00	0.00	42,792.82
<b>Total Other Assets</b>	<b>97,649.29</b>	<b>43,771.32</b>	<b>141,420.61</b>	<b>0.00</b>	<b>0.00</b>	<b>141,420.61</b>
<b>Total Assets</b>	<b>10,900,425.05</b>	<b>1,380,004.32</b>	<b>12,280,429.37</b>	<b>0.00</b>	<b>912,741.95</b>	<b>13,193,171.32</b>
<b>Liability and Net Assets</b>						
<b>Liabilities</b>						
Accounts Payable and Accrued Expenses	339,611.70	7,951.27	347,562.97	0.00	(344.78)	347,218.19
Deferred Revenue	412,809.69	0.00	412,809.69	0.00	0.00	412,809.69
Liability for Escrow Funds	81,740.92	0.00	81,740.92	0.00	0.00	81,740.92
Line of Credit	500,000.00	0.00	500,000.00	0.00	0.00	500,000.00
Due To (From) other Funds	1,408,704.98	26,266.18	1,434,971.16	0.00	28,919.12	1,463,890.28
Mortgage Payable	1,692,999.10	142,852.21	1,835,851.31	0.00	0.00	1,835,851.31
Lease Payable	32,721.00	0.00	32,721.00	0.00	0.00	32,721.00
<b>Total Liabilities</b>	<b>4,468,587.39</b>	<b>177,069.66</b>	<b>4,645,657.05</b>	<b>0.00</b>	<b>28,574.34</b>	<b>4,674,231.39</b>
<b>Net Assets</b>						
Beginning Net Assets	5,850,242.07	1,105,808.79	6,956,050.86	(1,268.94)	768,047.35	7,722,829.27
Change in Net Assets	581,595.59	97,125.87	678,721.46	1,268.94	116,120.26	796,110.66
<b>Total Net Assets</b>	<b>6,431,837.66</b>	<b>1,202,934.66</b>	<b>7,634,772.32</b>	<b>0.00</b>	<b>884,167.61</b>	<b>8,518,939.93</b>
<b>Total Liability and Net Assets</b>	<b>10,900,425.05</b>	<b>1,380,004.32</b>	<b>12,280,429.37</b>	<b>0.00</b>	<b>912,741.95</b>	<b>13,193,171.32</b>

**Pathway Homes**  
**Statement of Revenues and Expenditures - PATHWAY HOMES FUND GROUP - EXPENSE AND REV**

From 7/1/2014 Through 5/31/2015

	Pathway Operating Fund	McKinney	TOTAL - PATHWAY OPERATIONS	Pioneer & Sheldon	Capital Expenditures	Total
Operating Revenue						
Grant Revenue						
	2,149,409.56	0.00	2,149,409.56	0.00	0.00	2,149,409.56
Total Grant Revenue	2,149,409.56	0.00	2,149,409.56	0.00	0.00	2,149,409.56
Contributions						
	0.00	0.00	0.00	0.00	172,799.16	172,799.16
Total Contributions	0.00	0.00	0.00	0.00	172,799.16	172,799.16
Program Revenue						
Contract Funds - Fairfax	3,976,384.60	14,567.47	3,990,952.07	0.00	0.00	3,990,952.07
Admin Fee	98,464.80	0.00	98,464.80	0.00	0.00	98,464.80
HUD Housing Funds	0.00	627,887.00	627,887.00	0.00	0.00	627,887.00
Social Security Revenue - ACR	296,712.57	0.00	296,712.57	0.00	0.00	296,712.57
Auxiliary Grant Revenue - ACR	215,070.00	0.00	215,070.00	0.00	0.00	215,070.00
Food Service Revenue - ACR	12.04	0.00	12.04	0.00	0.00	12.04
Client Fees	466,863.05	223,113.89	689,976.94	0.00	0.00	689,976.94
Rental Income	236,034.64	0.00	236,034.64	0.00	0.00	236,034.64
Medicaid Fees	327,691.00	0.00	327,691.00	0.00	0.00	327,691.00
Rental Income - Tenant Income(HUD Only)	0.00	0.00	0.00	1,856.00	0.00	1,856.00
Rental Income - HUD Supplement	85,487.00	0.00	85,487.00	1,900.00	0.00	87,387.00
Total Program Revenue	5,702,719.70	865,568.36	6,568,288.06	3,756.00	0.00	6,572,044.06
Investment Income						
	705.07	0.00	705.07	0.07	15.10	720.24
Total Investment Income	705.07	0.00	705.07	0.07	15.10	720.24
Other Income						
	8,951.82	0.00	8,951.82	0.00	0.00	8,951.82
Total Other Income	8,951.82	0.00	8,951.82	0.00	0.00	8,951.82
Total Operating Revenue	7,861,786.15	865,568.36	8,727,354.51	3,756.07	172,814.26	8,903,924.84
Total Revenue	7,861,786.15	865,568.36	8,727,354.51	3,756.07	172,814.26	8,903,924.84
Expenditures						
Personnel Expenses						
	4,363,595.75	192,486.21	4,556,081.96	0.00	0.00	4,556,081.96
Total Personnel Expenses	4,363,595.75	192,486.21	4,556,081.96	0.00	0.00	4,556,081.96
Professional Fees						
	118,715.09	0.00	118,715.09	0.00	1,426.00	120,141.09
Total Professional Fees	118,715.09	0.00	118,715.09	0.00	1,426.00	120,141.09
Interest Expense						

**Pathway Homes**  
**Statement of Revenues and Expenditures - PATHWAY HOMES FUND GROUP - EXPENSE AND REV**

From 7/1/2014 Through 5/31/2015

	Pathway Operating Fund	McKinney	TOTAL - PATHWAY OPERATIONS	Pioneer & Sheldon	Capital Expenditures	Total
Total Interest Expense	85,319.32	10,369.73	95,689.05	0.00	0.00	95,689.05
Supplies	85,319.32	10,369.73	95,689.05	0.00	0.00	95,689.05
Total Supplies	69,159.59	0.00	69,159.59	0.00	0.00	69,159.59
Telephone	69,159.59	0.00	69,159.59	0.00	0.00	69,159.59
Total Telephone	45,826.58	12,943.92	58,770.50	250.52	0.00	59,021.02
Postage & Shipping	45,826.58	12,943.92	58,770.50	250.52	0.00	59,021.02
Total Postage & Shipping	4,545.69	0.00	4,545.69	0.00	50.00	4,595.69
Occupancy	4,545.69	0.00	4,545.69	0.00	50.00	4,595.69
Total Occupancy	1,923,191.30	443,674.54	2,366,865.84	358.21	0.00	2,367,224.05
Maintenance & Repairs	1,923,191.30	443,674.54	2,366,865.84	358.21	0.00	2,367,224.05
Total Maintenance & Repairs	80,551.04	42,376.95	122,927.99	1,084.50	0.00	124,012.49
Conferences, Conventions & Meetings	80,551.04	42,376.95	122,927.99	1,084.50	0.00	124,012.49
Total Conferences, Conventions & Meetings	26,970.16	214.00	27,184.16	0.00	14,904.68	42,088.84
Printing & Publications	26,970.16	214.00	27,184.16	0.00	14,904.68	42,088.84
Total Printing & Publications	14,888.11	0.00	14,888.11	0.00	676.42	15,564.53
Depreciation	14,888.11	0.00	14,888.11	0.00	676.42	15,564.53
Total Depreciation	136,895.20	23,061.49	159,956.69	490.90	0.00	160,447.59
Miscellaneous	136,895.20	23,061.49	159,956.69	490.90	0.00	160,447.59
Total Miscellaneous	410,532.73	43,315.65	453,848.38	303.00	39,636.90	493,788.28
Total Expenditures	410,532.73	43,315.65	453,848.38	303.00	39,636.90	493,788.28
Net Revenue Over Expenditures	7,280,190.56	768,442.49	8,048,633.05	2,487.13	56,694.00	8,107,814.18
	581,595.59	97,125.87	678,721.46	1,268.94	116,120.26	796,110.66

July 6, 2015 - Philanthropic Report –FY15

*July 1, 2014 through June 30, 2015*

Committee Members: Maiko Ashby, Chair, Patrick Chaing, Sue Zywokarte and Jennifer Judelsohn

Staff: Sylisa Lambert-Woodard, Anna Smith

- Contribution Total - \$203,385.58 – **FY2015 Goal \$200,000**
- Campaign Updates:
  - *Steps to Pathways Breakfast \$14,653 – Pledges over next five years \$102,835*
  - *Holiday Wish List: \$40,322*
  - *Help The Homeless: \$21,239*
  - *Technology Campaign: \$47,031 (non-Help the Homeless)*
    - Campaign Total: \$338,723; Remaining Amount \$46,277 on \$385,000 goal.
- Grant Update:
  - *Submitted \$553,500*
  - *Received/Awarded: \$115,000 (Includes \$60K Awarded 6/2015-will be distributed FY16—not included in \$203K above)*
  - *Pending: \$278,000*
- Upcoming Philanthropic Events:
  - *“Help the Homeless Walk – Saturday, October 24, 2015 – 10 to noon – Stevenson Place*
- *Thank you to Jennifer McKenzie, Dara Aldridge, Patrick Chaing, Jennifer Judelsohn and Dan Gray for serving as Table Captains at Steps to Pathways Breakfast. Thank all the board members who attended and brought guests.*

## **July 13, 2015 Advocacy Committee Report**

Committee Members: Jennifer McKenzie, Chair, Angie Garcia-Lathrop, Sue Zyworkarte

Staff: Sylisa Lambert-Woodard, Eleanor Vincent

The committee maintained email communication during the quarter and met on 6/29/15 and:

- Revisited and finalized Pathways priority advocacy issues (will be distributed at the Board meeting).
- Identified target audience for key messages: general public, legislators, administrators.
- Discussed tactics to influence the influencers and how to incorporate the human aspect into advocacy messages.
- Identified advocacy opportunities for the remainder of 2015 e.g. Creigh Deeds' Mental Health Services in the 21<sup>st</sup> Century Interim Report due 12/1/15; Sylisa's meeting with Dr. Deborah Ferguson, Commissioner of the Department of Behavioral Health and Developmental Services.

The committee reviewed and approved the development of a Fast Facts and Priority Statement product that will be used by members of the Board, family members, and other key stakeholders to support their advocacy efforts on behalf of Pathways. The draft product will be presented to the full Board at the 7/13 meeting.

In follow up to the 6/29 meeting, Jennifer attended the Creigh Deeds' subcommittee meeting in Verona, VA and provided a testimonial furthering Pathways' advocacy agenda. Senator Deeds subsequently requested an opportunity to visit Pathway Homes at some point to gain a better understanding of our services and needs.

The committee is planning to invite Mike and Mindy of the Virginia Association of Community-Based Providers to its next meeting in July to assist with our advocacy strategy.

## **July 6, 2015 – Board Development Report –FY2015**

Committee Members: Jennifer McKenzie, Committee Chair, Dan Gray, Jim Ross, Maiko Ashby

Staff: Sylisa Lambert- Woodard, Anna Smith

During the June 22<sup>nd</sup> Board Development Committee the members reviewed and concurred with the recommendation to put forth the nomination of Jennifer McGarey and Douglas Robinson to the Board of Directors for a vote at the July 13, 2015 meeting.

The Board Development Committee reviewed the board member orientation and on-boarding process. No recommended changes at this time.

The Board Development Committee reviewed the current committee assignments. Board Chair will discuss opportunities with incoming board members and make assignments after July 13<sup>th</sup> meeting. Current board members seeking a change in assignment should contact Board Chairman.

The Committee continues to explore options, opportunities and challenges to including non-board members in advisory roles on Board committees.



**PATHWAY HOMES, INC.  
BOARD OF DIRECTORS**

**REPORT OF THE NOMINATING COMMITTEE**

The Nominating Committee of the Board of Directors of Pathway Homes is pleased to recommend the nomination of the following Board members for a three-year term, which will expire in October 2018:

Jennifer McGarey

Douglas Robinson

Submitted By:

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Secretary/Treasurer

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President & CEO

**July 13, 2015 Personnel Practices Committee**

Committee Members: Daniel Gray (Absent), James Ross, Dara Aldridge, Sue Zywokarte

The committee met on Monday June 8, 2015 to review the following policies and make recommendations for a final draft to be adopted by the full Board:

- Jury and Witness Duty
- Subpoenas, Search Warrants, Investigations, and Other Legal Action
- Volunteers

The attached incorporates all the changes discussed in the committee meeting. The *Service Records Policy* and *Volunteer Handbook Program Procedures* are also attached as they are referenced in the *Subpoenas, Search Warrants, Investigations, and Other Legal Action*, and *Volunteer* policies.



**Policy:** Jury and Witness Duty

**Section:** Personnel

**Policy Date:** 10/14/2002

**Date(s) Revised:** 04/10/2008,04/08/2013

**Number of Pages:** (2)

**Policy Number:** 2-W2

**This Policy Applies to:**

▶ The agency.

**DRAFT**

## **PURPOSE**

Pathway Homes, Inc. is committed to ensuring that its employees are not faced with financial hardship as a result of taking time away from work to serve as a juror or witness in bonafide legal proceedings.

## **POLICY**

It is Pathway Homes' policy to allow its employees time away from work, when possible, to serve as either a juror or a witness in bonafide legal proceedings.

## **PROCEDURES**

### **Jury Duty**

Pathway Homes will grant paid leave to any employee summoned to the courthouse for service as a juror. If an employee is called for jury duty, they must show the summons to their supervisor and request leave. This leave will be documented as "Administrative Leave- Jury Duty" and must be so indicated on the Leave Request Form. If the employee's absence may pose undue hardship for the agency, Pathway Homes may request that the employee request a postponement or be released from jury duty. While in service as a juror the employee will receive their regular rate of pay. The employee must note on their time sheet the days/hours of jury duty as Administrative Leave, by indicating an "A" next to the hours/days of service.

An employee must show the summons of jury duty to their supervisor prior to the service date to receive paid compensation. Notice of jury duty after the effective summons date, will result in an unexcused absence and will be documented as leave without pay.

### **Witness Duty (agency related)**

Pathway Homes will grant leave to any employee summoned for service as a witness in matters relating to Pathway Homes. If an employee is called to be a witness, they must show the

summons to their supervisor and request leave. The hours used for agency-related witness duty will be considered regular hours of work and documented as such on the employee's timesheet.

An employee must show the summons to appear as a witness to their supervisor prior to the summons date. A summons to appear as witness submitted after the effective summons date will result in an unexcused absence and will be documented as leave without pay.

### **Witness Duty (non-agency related)**

Pathway Homes will grant leave to any employee summoned for service as a witness in matters not relating to Pathway Homes. If an employee is called to be a witness, they must show the summons to their supervisor and request leave. An employee may utilize Annual or Compensatory leave for the hours/days of service required. If no leave is accrued, an employee will be granted leave without pay.

An employee must show the summons to appear as a witness to their supervisor prior to the service date. A summons to appear as witness submitted after the effective date will result in an unexcused absence and may result in disciplinary actions.



**Policy:** Volunteers  
**Section:** Personnel  
**Policy Date:** 4/10/2000  
**Date(s) Revised:** 10/14/2003; 04/10/2008  
**Number of Pages:** (6)

**Policy Number:** 2-V3

**This Policy Applies to:**  
▶ The agency.

**DRAFT**

## **PURPOSE**

The purpose of this policy is to provide overall guidance and direction to Pathway Homes' staff and volunteers engaged in volunteer activities

## **POLICY**

These policies and procedures apply to all ongoing volunteers in all programs and projects undertaken on behalf of Pathway Homes, and to all departments and sites of operation. They apply as appropriate to special case or limited task volunteers.

**Definition.** A "volunteer" is any individual, group, civic association, or organized group who, without compensation or expectation of compensation beyond reimbursement for approved expenses, performs a task at the direction of and on behalf of Pathway Homes. A volunteer must be officially accepted by Pathway Homes for a clearly identified task(s) prior to performance of the task(s).

Volunteer Coordinator is the Pathways-assigned staff person dedicated to supporting the recruitment of volunteers and coordinating volunteer activities across the agency.

## **PROCEDURES**

### **The Volunteer Program**

- A. **Student Interns and Practicum Students.** The activities of student interns and practicum students are not a part of the Volunteer Program.
- B. **Employees and Relatives as Volunteers.** Pathway Homes accepts the services of its employees as volunteers. This service is accepted provided that the volunteer service is provided totally without coercion, involves work which is outside the scope of normal staff

duties, and is provided outside of usual working hours. Family members of staff are accepted as volunteers at Pathway Homes. When family members are enrolled as volunteers, they will not be placed under the direct supervision of other members of their family who are employees.

- C. **Residents and Relatives as Volunteers.** Pathway Homes' residents and their relatives may be accepted as volunteers, where such service does not constitute an obstruction to, or conflict with provision of services to the resident or to others.
- D. **Two Hat Policy.** The roles and responsibilities of the members of Pathway Homes' Board of Directors and executive level employees are considered to be outside the scope of the Volunteer Program.
- E. **Scope of Volunteer Involvement.** Volunteers may be utilized in all appropriate programs and activities of Pathway Homes. Volunteers should not, however, be utilized to displace any paid employees from their positions.
- F. **Risk Management.** Annual review and update of Pathway Homes' insurance coverage will address risk management associated with the use of volunteers.

### **Volunteer Management Procedures**

- A. **Maintenance of Records.** A personnel record will be developed by the Volunteer Coordinator on each volunteer or group with Pathway Homes, including dates of service, positions held, duties performed, and evaluation of work. Volunteer personnel records shall be accorded the same confidentiality as staff personnel records.
- B. **Representation of the Agency.** Volunteers must not engage in any action or statement which might affect or obligate Pathway Homes. All inquiries by the media must be directed to the President & CEO who is the authorized media contact for Pathway Homes.

- C. **Confidentiality.** Volunteers are responsible for maintaining the confidentiality of all proprietary or personal health information to which they are exposed while serving as a volunteer. Unapproved disclosure of confidential information will result in dismissal of the volunteer. Failure to maintain confidentiality will result in termination of the volunteer's relationship with Pathway Homes.
  
- D. **Log of Volunteer Hours.** Volunteers are responsible for the accurate and timely completion and submission of a volunteer hours log to the Volunteer Coordinator, who is responsible for verifying those hours with the site supervisor on a monthly basis.

### **Volunteer Recruitment and Selection**

- A. **Volunteer Position Descriptions.** Volunteers shall have a clear, complete, and current description of the duties, and scope of responsibilities of the position which they are expected to fill. Position descriptions may be updated if the work involved in the position changes substantially.
  
- B. **Recruitment of Minors.** Volunteers who are under 18 years of age must have the written consent of a parent or guardian prior to volunteering. The volunteer services assigned to a minor must be performed under direct supervision of a staff member.
  
- C. **Health Screening.** In cases where the volunteer will be working directly with residents, a TB test will be required prior to volunteer assignment. Individuals who volunteer with a pet will be required to provide proof that all pet vaccines and required health screenings are up-to-date prior to starting the volunteer assignment.
  
- D. **Criminal Records Check.** Volunteers are subject to a criminal background check. Certain criminal offenses may preclude an individual from volunteering at Pathway Homes. One-time volunteers with no contact with residents or in groups are not subject to a criminal background check.

- E. **Professional Services.** Volunteers shall not perform professional services for which certification or licensing is required unless currently certified or licensed to do so. A copy of such certificate or license should be maintained in the volunteer's personnel file.
  
- F. **Acceptance and Appointment.** Service as a volunteer with Pathway Homes will begin with an official letter of acceptance to the Volunteer Program from the Volunteer Coordinator. No volunteer will begin performance of any position until they have been officially accepted for that position, have completed all necessary enrollment paperwork, and have received a copy of their job description.
  
- G. **Probationary Period.** Volunteer placements shall initially be done on a trial period of 30 days. The nature of ongoing volunteer opportunity or termination of the volunteer relationship with Pathway Homes shall be determined at that point.
  
- H. **Volunteer Evaluation.** Volunteers shall receive periodic feedback about their performance. The Volunteer Coordinator shall request formal documentation of volunteer performance from site supervisors every six months. Feedback shall also be requested directly from volunteers one month after hire, annually, and one week after their volunteer assignment ends.
  
- I. **Re-Assignment.** Volunteers who are at any time reassigned to a new position shall be interviewed for that position and shall receive all appropriate orientation and training for that position before they begin work. In addition, any screening procedures appropriate for that specific position must be completed, even if the volunteer has already been working with Pathway Homes. At that time, a new Volunteer Position Description will be created.

## **Volunteer Training and Development**

- A. **Orientation.** Volunteers will receive a general orientation on the nature and purpose of Pathway Homes by the Volunteer Coordinator, and a specific orientation on the purposes and requirements of the position which they are accepting by their supervisor or designee.

Volunteers who will be working with residents will receive additional training at orientation and periodically thereafter, consistent with licensure and accreditation requirements.

## **Volunteer Supervision**

- A. **Supervision.** Each volunteer at Pathway Homes will have a clearly identified supervisor who is responsible for the direct management of, and ongoing consultation with the volunteer as needed. Clinical volunteers will receive direct supervision from an identified clinical site supervisor or designated clinical staff.

- B. **Absenteeism.** Volunteers are expected to perform their duties as scheduled. If expecting to be absent from a scheduled duty, volunteers should inform their site supervisor as far in advance as possible so that alternative arrangements may be made.

- C. **Corrective Action.** In appropriate situations, corrective action may be taken. Examples of corrective actions include the requirement of additional training, reassignment of a volunteer to a new position, or dismissal from volunteer service.

- D. **Dismissal of a Volunteer.** Volunteers who do not adhere to the rules and procedures of the agency or who fail to satisfactorily perform their volunteer assignment are subject to dismissal. No volunteer will be terminated until the volunteer has had an opportunity to discuss the reasons for possible dismissal with supervisory staff.

**E. Notice of Departure or Re-Assignment of a Volunteer.** In the event that a volunteer departs the agency, whether voluntarily or involuntarily, or is reassigned to a new position, it shall be the responsibility of the Volunteer Coordinator to inform affected staff that the volunteer is no longer assigned to work with them.

# The Volunteer Program

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**The achievement of the goals of Pathway Homes is best served by the active participation of members of the community. To this end, Pathway Homes accepts and encourages the involvement of volunteers at all levels of the agency and within all appropriate programs and activities. All staff are encouraged to assist in the creation of meaningful and productive roles which volunteers serve, and to assist in the recruitment of volunteers from the community.**

## Procedures

- A. **Role of the Volunteer Coordinator.** The productive utilization of volunteers requires a planned and organized effort. The function of the Volunteer Coordinator is to provide a central coordinating point for effective volunteer management within the agency, and to direct and assist staff and volunteer efforts to jointly provide more productive services. The Coordinator shall also bear responsibility for maintaining liaison with other volunteer-utilizing programs in the community and assisting in community-wide efforts to recognize and promote volunteering. The Volunteer Coordinator shall bear primary responsibility for planning for effective volunteer utilization, for assisting staff in identifying productive and creative volunteer roles, for recruiting suitable volunteers, and for tracking and evaluating the contribution of volunteers to Pathway Homes.
- B. **Service at the Discretion of Pathway Homes.** Pathway Homes accepts the service of all volunteers with the understanding that such service is at the sole discretion of the agency. Volunteers agree that the agency may at any time, for any reason, decide to terminate the volunteer's relationship with the agency.

The volunteer may at any time, for any reason, decide to sever the volunteer's relationship

with the agency. Notice of such a decision should be communicated as soon as possible to the volunteer's site supervisor and/or the Volunteer Coordinator.

- C. **Volunteer Rights and Responsibilities.** Volunteers are viewed as a valuable resource to Pathway Homes, its staff, and its residents. Volunteers shall be extended the right to be given meaningful assignments, the right to effective supervision, the right to full involvement and participation, and the right to recognition for work done. In return, volunteers actively perform their duties to the best of their abilities and remain loyal to the mission, goals and procedures of Pathway Homes.
- D. **Scope of Volunteer Involvement.** Volunteers may be utilized in all appropriate programs and activities of Pathway Homes. Volunteers should not, however, be utilized to displace any paid employees from their positions.

## Volunteer Management Procedures

- A. **Conflict of Interest.** No person who has a conflict of interest with any activity or program of Pathway Homes, whether personal, philosophical, or financial shall be accepted or serve as a volunteer with the agency.
- B. **Representation of the Agency.** Volunteers must not engage in any action or statement which might affect or obligate Pathway Homes. These actions may include, but are not limited to, public statements to the press, coalition or lobbying efforts with other organizations, or any agreements involving contractual or other financial obligations. All inquiries by the media must be directed to the President & CEO who is the authorized media contact for Pathway Homes.
- C. **Worksite.** An appropriate worksite shall be established prior to the assignment of any volunteer. This worksite shall contain necessary facilities, equipment, and space to enable the volunteer to effectively and comfortably perform their duties.

- D. **Dress Code.** As representatives of Pathway Homes, volunteers are responsible for presenting a good image to the residents and to the community. Volunteers shall dress appropriately for the conditions and performance of their duties.
  
- E. **Log of Volunteer Hours.** Volunteers are responsible for the accurate and timely completion of a volunteer hours log with their site supervisor.

## **Volunteer Recruitment and Selection**

- A. **Staff Requests for Volunteers.** Requests for volunteers shall be submitted through the Request for Volunteer form. All parties should understand that the recruitment of volunteers is enhanced by creative and interesting jobs and by advance notice. The Volunteer Coordinator will evaluate the request and place a volunteer as appropriate.
  
- B. **Recruitment.** Volunteers shall be recruited by Pathway Homes on a pro-active basis, with the intent of broadening and expanding the volunteer involvement of the community. Volunteers shall be recruited without discrimination on the basis of race, color, religion, sex or national origin. Volunteers may be recruited through either an interest in specific functions or through a general interest in volunteering which will later be matched with a specific function.
  
- C. **Interviewing.** Prior to being assigned to a position, volunteers will be interviewed by the Volunteer Coordinator to ascertain their suitability for and interest in volunteering at Pathway Homes. The interview should determine the qualifications of the volunteer and should answer any questions that the volunteer might have. Interviews may be conducted either in person or by telephone. After determination of an appropriate assignment, a second interview will take place between the volunteer and his or her staff supervisor.
  
- D. **Reference Checks.** Volunteers will be asked to provide references. Volunteers who refuse permission of conduct of these checks will not be accepted.

- E. **Code of Ethics.** Volunteers are asked to sign and adhere to the Pathway Homes Code of Ethics for employees, interns and volunteers. The signed copy of the Code of Ethics is kept on file by the Volunteer Coordinator.
  
- F. **Drug-free Workplace Certification.** Volunteers are required to sign a Drug-Free Workplace Certification statement. The signed copy of the Drug-free Workplace Certification is kept on file by the Volunteer Coordinator.
  
- G. **Certificate of Ability.** Any potential volunteer who discloses that they are under the care of a physician for either physical or psychological treatment may be asked to present a certificate from the physician as to their ability to satisfactorily and safely perform their volunteer duties. Volunteers under a course of treatment which might affect their volunteer work will not be accepted without written verification of clearance from their physician. Any volunteer who, after acceptance and assignment by Pathway Homes, enters a course of treatment which might adversely impact upon the performance of their volunteer duties should consult with the Volunteer Coordinator.
  
- H. **Professional Services.** Volunteers shall not perform professional services for which certification or licensing is required unless currently certified or licensed to do so. A copy of such certificate or license should be maintained by the Volunteer Coordinator.
  
- I. **Leave of Absence.** At the discretion of the supervisor, leaves of absence may be granted to volunteers.

## **Volunteer Training and Development**

- A. **On-the-Job Training.** Volunteers will receive specific on-the-job training to provide them with the information and skills necessary to perform their volunteer assignment. The timing and methods for delivery of such training should be appropriate to the complexity and demands of the position and the capabilities of the volunteer.

- B. **Staff Involvement in Orientation and Training.** Staff who will be in a supervisory capacity to volunteers shall have primary responsibility for design and delivery of on-the-job training to volunteers assigned to them.
- C. **Volunteer Involvement in Orientation and Training.** Experienced volunteers may be included in the design and delivery of volunteer orientation and training.
- D. **Continuing Education.** Volunteers should attempt to improve their levels of skill during their terms of service. Additional training and educational opportunities may be made available to volunteers as appropriate. This continuing education may include both additional information on performance of their current volunteer assignment as well as more general information, and might be provided either by the agency or by assisting the volunteer to participate in educational programs provided by other groups.

## **Volunteer Supervision and Evaluation**

- A. **Requirement of a Supervisor.** Each volunteer who is accepted to a position with Pathway Homes will have a clearly identified supervisor who is responsible for direct management of that volunteer. This supervisor shall be responsible for day-to-day management and guidance of the work of the volunteer, and shall be available to the volunteer for consultation and assistance. If a supervisor deems it necessary in the best interest of a resident, the supervisor may remove a volunteer from a work site or specific duty until the issue is resolved by the supervisor, volunteer and Volunteer Coordinator.
- B. **Volunteers as Volunteer Leaders.** A volunteer may act as a leader of volunteers, provided that the volunteer leader is under the direct supervision of a staff member.
- C. **Volunteer/Staff Relationships.** Volunteers and staff are considered to be partners in implementing the mission and programs of the agency, with each having an equal but

complementary role to play. It is essential to the proper operation of this relationship that each partner understand and respect the needs and abilities of the other.

- D. **Acceptance of Volunteers by Employees.** Since individual employees are in the best position to determine the requirements of their work and their own abilities, no volunteer will be assigned to work with a staff person without the consent of that staff member. Since volunteers are considered a valuable resource in performing Pathway Homes' work, employees are encouraged to consider creative ways in which volunteers might be of service and to consult with the Volunteer Coordinator if they feel in need of assistance or additional training.
  
- E. **Volunteer Management Training for Employees.** In-service training on the Volunteer Program and effective volunteer utilization will be provided to all staff on an on-going basis by the Volunteer Coordinator.
  
- F. **Lines of Communication.** Primary responsibility for ensuring that each volunteer receives pertinent information will rest with each direct volunteer supervisor. Lines of communication should operate in both directions, and should exist both formally and informally. Volunteers should be consulted regarding all decisions which would substantially affect the performance of their duties.
  
- G. **Absence of a Volunteer Supervisor.** In the event that a volunteer's supervisor is absent, a decision will be made whether to have the volunteer report to work or not by the supervisor or the person to whom he or she reports.
  
- H. **Communication with the Volunteer Coordinator.** Staff who are supervising volunteers are responsible for maintaining regular communication with the Volunteer Coordinator on the status of volunteers, and are responsible for the timely provision of all necessary paperwork to the Volunteer Coordinator. The Volunteer Coordinator should be informed immediately of any substantial change in the work or status of a volunteer and should be consulted in advance before any corrective action is taken.

I confirm that I have read and understand the Pathway Homes Volunteer Policy and Volunteer Program Procedures.

Signature \_\_\_\_\_ Date: \_\_\_\_\_

Print Name: \_\_\_\_\_



**Policy:** Subpoenas, Search Warrants,  
Investigations and Other Legal Action  
**Section:** Personnel  
**Policy Date:**  
**Date(s) Revised:** NEW  
**Number of Pages:** (4)

**Policy Number:**

**This Policy Applies to:**  
▶ The agency.

**DRAFT**

## **PURPOSE**

The purpose of this policy is to guide employees in responding to subpoenas, search warrants, investigations, and other legal action.

## **POLICY**

Pathway Homes will cooperate with subpoenas, search warrants, investigations, and other legal action in accordance with applicable laws. An individual receiving a subpoena, search warrant or other application for a court order that requires production of records for another party, shall immediately notify a supervisor. No changes shall be made to any records following receipt of a subpoena or other court order to produce such records (See *Service Records* policy, page 12 under *Sequestering of Records*).

## **PROCEDURES**

### **Subpoenas**

**Subpoena for Witness:** A command requesting that a specific person appears in court to provide testimony.

The subpoena is a legal document and cannot be re-assigned or transferred to another individual. The staff member noted on the subpoena must respond as directed on the subpoena.

1. If the staff member noted on the subpoena is no longer an employee of Pathway Homes, the subpoena shall not be accepted, and the individual who is attempting to serve the subpoena shall be notified that the person no longer works for Pathway Homes.

2. If the staff member noted on the subpoena cannot attend at the designated time due to

circumstances such as illness, out of town travel or emergency, they shall immediately notify their supervisor who will notify the President/CEO so attempts can be made to resolve the issue.

NOTE: For current employees, the staff member under subpoena can be held in contempt of court for not responding to a subpoena. When extenuating circumstances occur, the President/CEO or designee may seek legal consult.

**Subpoena Duces Tecum:** A command to a witness to produce documents.

It is usually a request that documents and/or clinical records be sent to court by an attorney or an agency conducting an investigation (See *Service Records* policy, page 11 under *Court Orders for Confidential Information*).

Pathway Homes may disclose information to law enforcement pursuant to a search warrant or grand jury subpoena.

1. Employees have a responsibility to testify in court when required and to tell the truth.
2. An employee who is requested to provide information or to testify in court in any matter (clinical or administrative) related to or arising out of their employment with Pathway Homes must immediately notify their supervisor.
3. Employees who become aware that information (clinical or administrative) has been subpoenaed or otherwise compelled from Pathway Homes as evidence in court, must immediately notify a supervisor. The President/CEO shall obtain legal advice if necessary, prior to providing such information to the court.
4. Employees may not agree to act voluntarily as a witness or as an expert witness in any court proceeding, which might affect, directly or indirectly, the best interests of the client, unless they notify the President/CEO in writing and receive prior permission in writing (See *Service Records* policy, page 11 under *Privileged Communication*).

### **Search and Seizure**

A court may order the search of Pathway Homes' premises (including the administrative office), or the seizure of certain documents.

1. The employee who receives the court order is to contact a supervisor immediately. The

President/CEO or designee will examine and verify the document(s), obtaining legal advice where possible.

2. If a police officer, sheriff or other authorized individual arrives at Pathway Homes' premises (including the administrative office) **without** a search warrant, employees are to inform the officer that they are not authorized to provide access to the premises without a search warrant, and contact a supervisor immediately for instructions on how to proceed.
3. If a police officer, sheriff or other authorized individual arrives at Pathway Homes' premises (including the administrative office) **with** a search warrant, employees are to take the following steps:
  - a. Ask for identification and record the name, title, police detachment and telephone number of the officer.
  - b. Immediately contact a supervisor who will designate an on-site person to implement the procedures if necessary.
  - c. Ask for a copy of the warrant and any affidavit submitted to the Court to obtain the warrant.
4. Verify that the address on the warrant matches the address of the location in question, and that the warrant is signed.
5. The supervisor will:
  - a. Advise employees that persons executing the warrant may ask questions and they must consult with a supervisor on the appropriate type and scope of information that can be disclosed.
  - b. Be available to speak directly with the officers or other persons executing the warrant.
  - c. Complete an incident report as specified by supervisor.
6. Following any execution of a search warrant, the supervisor will notify any external parties required to be notified by licensure or accreditation bodies.

### **Court Orders for Confidential Information**

See *Service Records* policy, page 11 under *Court Orders for Confidential Information*.

### **Investigations**

Pathway Homes' employees may be contacted by public or private external parties during the course

of an investigation.

1. An employee who is contacted during the course of an investigation in any matter related to or arising out of their employment with Pathway Homes must immediately notify a supervisor.
2. Pathway Homes will provide assistance to employees during any investigative process related to or arising out of their employment with Pathway Homes.
3. The President/CEO will seek legal advice as necessary.
4. If the investigation requires disclosure of confidential information, employees, in consultation with a supervisor, must follow the steps outlined in the *Service Records* policy starting on page 2 under *Uses and Disclosures of Confidential Information*.
5. The CEO/President, in consultation with legal counsel when necessary, will make a determination regarding the type and extent of disclosure involving information that is not protected by the Health Insurance Portability and Accountability Act.