

# Annual Report

2012-2013



# JohnHoward

SOCIETY OF THE LOWER MAINLAND OF B.C.



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## John Howard Society of the Lower Mainland

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*“Improving lives, one person at a time.”*



The John Howard Society of the  
Lower Mainland of British Columbia is  
accredited by the Commission on Accreditation  
of Rehabilitation Facilities



# Who we are

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*“Our high standards of service delivery and conduct have contributed to our outstanding reputation among other service providers in this field.”*

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Founded in 1929, The John Howard Society of the Lower Mainland is a well-established and highly reputable agency promoting community safety by supporting persons involved with the criminal justice system or at risk of being impacted by criminal events. For over 80 years, we have supported persons released from prison, in distress, or disabled by providing a broad range of services.

Our services include operating a spectrum of housing options under contract with the Correctional Service of Canada (CSC), with Community Living British Columbia (CLBC) or operated by the Society. We support clients in a number of areas including providing and assisting with finding housing; support with anger management, addiction, mental illness, and developmental disabilities; assistance with reintegration and with learning how to be accountable to others and to be responsible for themselves. Although our traditional client base is those persons who are in conflict with the law, we have developed an expertise in supporting persons with complex needs facing multiple barriers or who are considered hard to house.

Our high standards of service delivery and conduct have contributed to our outstanding reputation among other service providers in this field. This translates into the ability to form partnerships and to work collaboratively with local community agencies to assist in serving the needs of individuals referred to us. We have also earned the reputation of holding our clients accountable for their actions, which has contributed to our long and successful history of program delivery.

## **Mission**

*The John Howard Society of the Lower Mainland promotes a safe and peaceful community through effective and humane criminal and social justice programs.*

## **Core Values**

All people have the right to safe and affordable housing.

Every person has intrinsic worth and must be treated with dignity, equity, fairness and compassion before the law.

All people have the potential to become responsible citizens.

Every person has the right and the responsibility to be informed about, and involved in, the criminal justice process.

Justice is best served through measures that impose humane consequences, resolve conflicts, repair harm, and restore peaceful relations in society.

Independent, non-profit, non-government organizations have a vital role in the criminal justice process.

# President's Report

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*"Many of you will know that programs and services range from those behind prison and youth centre walls, to the operation of supervised and supported, transitional and affordable housing for offenders and ex-offenders, and for those with long term mental, developmental and health challenges."*

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It is with great pleasure that the Board of Directors is able to report that the John Howard Society of the Lower Mainland has completed another successful year. The agency has provided services to 3,118 individuals through over 51,758 support contacts provided throughout our programs. Also this year are two particularly exciting milestones: the purchase of a residential and program building on Fraser Street in Vancouver, just around the corner from our Kingsway offices and, subject only to the sale closing in the next fiscal year, a major residential building on Railway Avenue in Abbotsford also is being purchased. These buildings will significantly enhance our service delivery in all streams of our programs for years to come!

This is a complex organization with a demanding mission: Improving Lives, One Person at a Time. Many of you will know that programs and services range from those behind prison and youth centre walls, to the operation of supervised and supported, transitional and affordable housing for offenders and ex-offenders, and for those with long term mental, developmental and health challenges. The common thread?..... it's risk to offend or re-offend, vulnerability to behave in an unlawful manner, or be a victim of predatory behavior on the part of others. The program and service keys are safe and secure, diversified housing options, services support, and client participation in the community to the maximum extent possible. That's what we either provide or facilitate.

In order to carry out these activities, we are now an organization with in excess of \$8.84 million in capital assets (9 properties, pending sale closing of the final property in 2013/14).... a \$3.93 million annual budget.... and 70 valued members of staff. This past year has not been without its' financial challenges of course, but they have been met with steady nerves to set the stage for the enhanced strategic service goals that the agency has for 2013/14: the development of additional affordable market and supported housing in the region, the further development of social, employment and skills programs, and new partnering arrangements with another major agency specifically to avoid duplication and to provide the kind of critical continuum of services that best support individuals and provide long term safety in and of the community.

To meet all these challenges, we have intentionally expanded our Board to include a broader range of expertise and experience, going from 8 members to 10.

On behalf of our Board, thank you to our high energy and creative Executive Director, the management team and all staff and all volunteers who make the difference by the quality of the way they do their jobs, day in and day out. Thank you to our funders, who by their continued support have confidence in our services and our financial accountability.

We believe we make a positive difference in people's lives when we care, and when we take the time to ensure a positive connection with each individual with whom we work. With intelligent leadership and

## **Program Reports - President's Report**

outstanding commitment and skills throughout the organization, we look forward to a particularly exciting 2013/14!

*Tim Stiles, President*

# Executive Director's Report

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*"Our 'Little-Agency-That-Could' attitude will continue to serve us well in Improving Lives, One Person at a Time."*

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This year we began to implement the strategic plan approved by the Board of Directors last year. We started many discussions to address service gaps in our placemat of services. The placemat highlights the services offered by the JHSLM under two descriptors one being a Criminal Justice and Social Justice Continuum and the second a spectrum of Housing. We also identify five areas of service these being: employment, housing, education, support services and business development.

Our partnerships with government continued to strengthen this year. With the support of the Correctional Service of Canada the Agency was able to enhance our staffing and specialized training to support the increasing needs of the clients we support. The result produced record setting outcomes in our clients' success. We also expanded our services with Community Living British Columbia increasing persons served within Vancouver and establishing new agreements within the Simon Fraser and Fraser regions. We also expanded into the personal supports initiative, increased our private home placements and entered into variable contracting.

We took steps to address the needs of clients with developmental disabilities and other barriers under the care of Community Living BC by enhancing our service delivery space. To accomplish this goal the Agency purchased a two-storey building on Fraser Street within three blocks of our regional office. This location will allow for the expansion of our community services office and provide for affordable housing on the second floor. This purchase was made in November and work has been delayed due to the approval of development permits. Affordable housing continues to be the

## Highlights

- Began implementing the strategic plan.
- Enhanced staffing at Guy Richmond Place and Hobden House to two employees supporting residents during the evening hours, producing record-setting successful client outcomes.
- Expanded support services to persons in care of Community Living British Columbia.
- Revised Planning for Success and The Family Guide to Federal Corrections in BC in five languages.
- Developed two fully supported apartments in partnership with CLBC.
- Purchased a building in Vancouver to expand community services and provide for additional affordable housing.

## The Year Ahead

- Prepare for accreditation renewal with the Council on Accreditation of Residential Facilities (CARF).
- Transition the contracted Executive Officer Role of the John Howard Society of British Columbia to a permanent position.
- Explore developing a community residential facility in Abbotsford with CSC and JHS Fraser Valley.
- Manage the social and financial implications of a depressed economy while minimizing a reduction in services in service delivery.
- Develop outreach support services to Federal Clients providing for greater support in the community.
- Support government to deliver on their objectives by providing innovative initiatives that strengthen the quality of life our clients and our communities experience.



## Executive Director's Report

greatest challenge in the City of Vancouver; however, locating affordable units is a challenge throughout the lower mainland. The quest for affordability has exemplified the need to establish housing in communities with lower real estate values.

The depressed economy continues to present a challenge to the organization. Our clients have experienced increased difficulties obtaining employment. This is most notable with the number of employers requiring recent experience and not hiring persons with criminal records regardless of the offence. Clients within our community living programs have also experienced reduced opportunities with businesses noting the lack of extra means to support employment for a person with disabilities.

The JHSLM again benefited from an outstanding team of volunteers and staff members. We have had the fortune of attracting amazing people into our programs. Our teams are dedicated to strength based skill development, person-centred services that promote relationship building and the outcomes have been long term client success.

The coming year will present many challenges however our little agency that could attitude will continue to serve us well "Improving Lives, One Person at a Time."

**Tim Veresh**, *Executive Director*

# Program Reports

## Guy Richmond Place CRF

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*“Guy Richmond Place is a small CRF offering individualized care and is able to build healthy relationship with residents. Our graduated curfew allows residents to spend more time with staff when they first arrive and this helps them feel accepted and able to integrate into the GRP culture. The facility is clean and has a home-like atmosphere that increases comfort and promotes a positive communal environment.”*

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### Description of Service

Guy Richmond Place (GRP) is an 18-bed Community Residential Facility (CRF) contracted by the Correctional Service of Canada (CSC) to provide a stable home environment with added structure for men on conditional release from both federal and provincial correctional institutions. GRP is safe and hospitable, providing food, a clean furnished room with cable, linens, and laundry amenities. All residents have access to two communal televisions, a DVD player, a residents' phone line with voicemail, a weight room, and a computer with Internet access.

GRP staff continuously offer support, advocacy, and information on community resources to assist residents in their reintegration to the community. This includes information on housing, employment, personal identification, medical coverage, banking services, and recreational passes, along with anything else that better connects them with their community. With the assistance of staff, practicum students and volunteers, GRP residents are able to meet their own needs and prepare for independent living after a successful period of residency

### Admission Criteria

Referrals are received from the Vancouver Parole Office of the Correctional Service of Canada. Applicants are screened on a weekly basis. Accepted applicants' files are reviewed by a community representative to ensure that each person adheres to the screening criteria of GRP.

Guy Richmond Place residents must:

- be on conditional release and under the jurisdiction of the Correctional Service of Canada
- be accepted by a JHSLM House Manager or the Director of Justice Services upon review of their correctional file
- be able to live in a group setting
- have made some progress in dealing with the criminogenic factors that contributed to the offence and incarceration, and accepted responsibility for their actions

## Program Reports – Guy Richmond Place CRF

Guy Richmond Place is not an appropriate placement for those who are:

- physically challenged or have limitations that cannot be accommodated by the infrastructure of the house. Note: no wheelchair accessibility
- participating in significant and untreated substance misuse
- refusing treatment for mental health issues
- refusing treatment for sexual abuse and violence issues

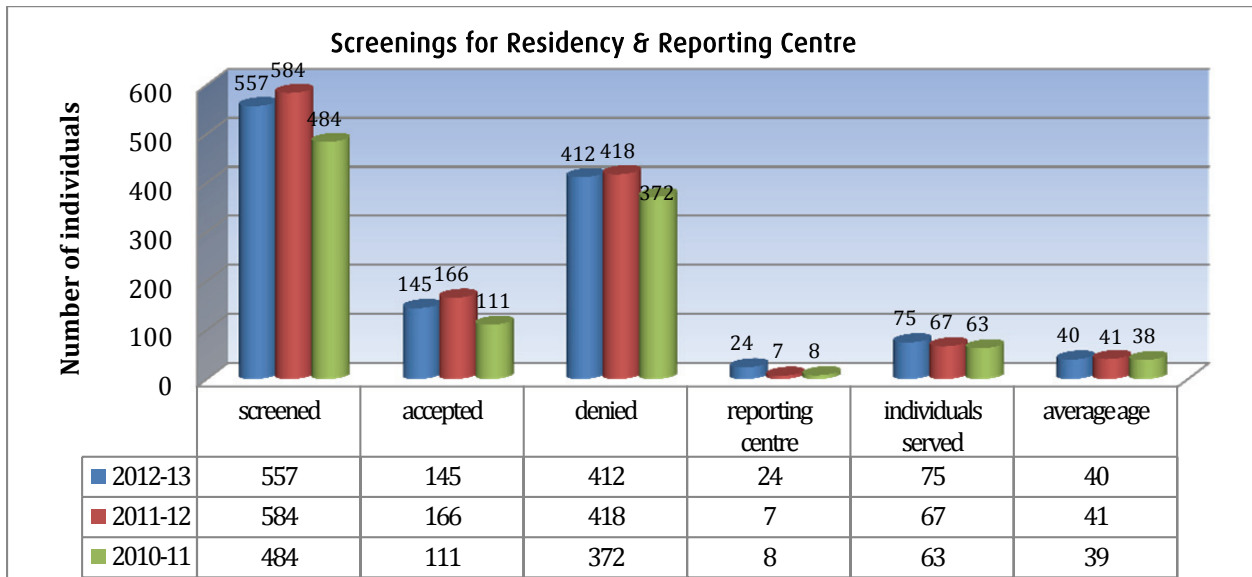
As of September 2008, a weekly screenings board, commonly referred to as the Community Corrections Intervention Board (CCIB), has been held at the Vancouver Parole Office. The CCIB ensures a case management team approach by giving CRF managers, parole officers, program managers and psychologists a forum to discuss each case and make informed decisions

## This Year in Review

### Population Served

In the current fiscal year, April 1st, 2012 to March 31st 2013, GRP screened 557 applicants, accepted 145, and served 75 individuals.

### Screenings for Residency and Reporting Centre



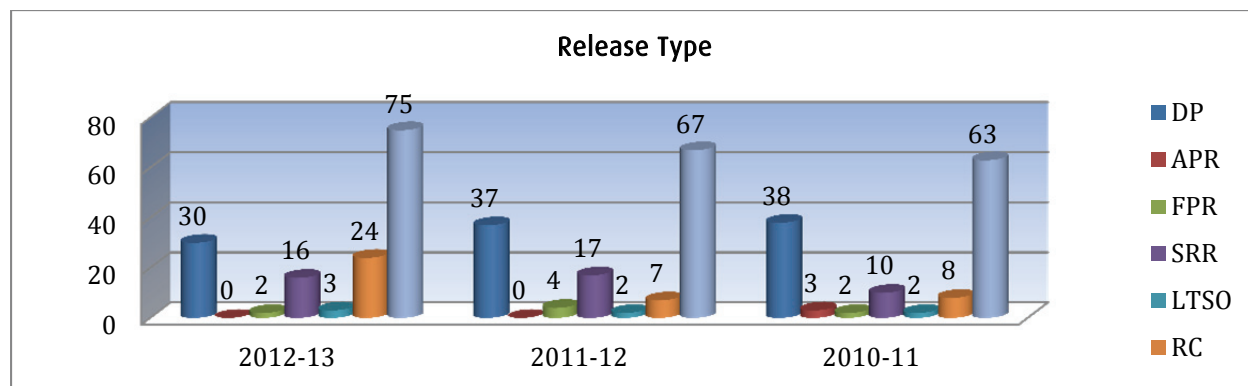
Of the 75 clients that were served, 51 were residents of GRP and 24 clients had a reporting centre requirement. The number served represents slightly over 50% of those who were accepted by the facility (145). The average age was 40 and average stay was 6.92 months. The longest stay for a resident was 1851 days and the shortest was 3 days.

We maintained greater stability at the house by effectively reducing the turnover rate of our clients and observing longer uninterrupted periods of residency in comparison to 2011-12 (average stay was 5.25 months). GRP had a remarkable occupancy rate of 94.4 %, an increase of 3% from last year. Furthermore, the number of reporting centre clients increased by 17 this year and has tripled since 2011. The number of

## Program Reports – Guy Richmond Place CRF

visits varied between one and 14, with the total number of visits being 78 in 2012-13, having doubled from last year.

### Release Type



The majority of residents over the past three years have been on Day Parole (DP), Statutory Release with Residency (SRR) and Reporting Centre (RC) individuals on Statutory Release. This year, there was an increase in the number of residents on Full Parole who had a residency condition (FPR). The two individuals on a Long Term Supervision Orders (LTSO) have maintained their residency at GRP since the last reporting period. For clarification purposes, APR stands for Accelerated Parole Release and changes in legislation have resulted in the noted decrease of releases in this category.

### Releasing Institutions

|                                       | 2012-13 | 2011-12 | 2010-11 |
|---------------------------------------|---------|---------|---------|
| Ferndale Institution                  | 14      | 12      | 15      |
| Matsqui Temporary Detention Unit      | 14      | 11      | 6       |
| Mountain Institution                  | 12      | 8       | 3       |
| Harbour Light Centre (Salvation Army) | 3       | 5       | 1       |
| Maple Ridge Treatment Centre          | 1       | 4       | 2       |
| Matsqui Institution                   | 4       | 4       | 3       |
| Belkin House (Salvation Army)         | 3       | 3       | 3       |
| Fraser Regional Correctional Centre   | 1       | 3       | 5       |
| Pacific Institution                   | 2       | 3       | 3       |
| William Head Institution              | 4       | 3       | 4       |
| Mission Institution                   | 4       | 2       | 5       |
| <i>Out of Province</i>                | 2       | 2       | 7       |
| Regional Treatment Centre             | 2       | 2       | 1       |
| Dick Bell Irving                      | 1       | 1       | 0       |
| Kent Institution                      | 3       | 1       | 0       |

## Program Reports – Guy Richmond Place CRF

|                                   | 2012-13 | 2011-12 | 2010-11 |
|-----------------------------------|---------|---------|---------|
| Kwikwèxwelhp Institution          | 1       | 1       | 3       |
| Ford Mountain Correctional Centre | 1       | 1       | 1       |
| St. Leonards Libby House          | 0       | 1       | 0       |
| Prince George Activators          | 1       | 0       | 0       |
| Nanaimo Correctional Centre       | 0       | 0       | 1       |
| Kinghaven Treatment Centre        | 2       | 0       | 0       |

There was a slight increase in the number of GRP residents who came from Ferndale, Matsqui's Temporary Detention Unit, and Mountain Institutions. These federal institutions continue to be the primary releasing institutions for GRP, as well as transfers from other Pacific Region halfway houses.

### Residents' Charges at Intake

|  | 2012-13 | 2011-12 | 2010-11 |
|--|---------|---------|---------|
| Aggravated assault                       | 4       | 7       | 1       |
| Armed robbery                            | 5       | 7       | 3       |
| Assault                                  | 3       | 2       | 2       |
| Attempted murder                         | 1       | 0       | 0       |
| Breaking and entering                    | 4       | 2       | 9       |
| Conspiring to commit indictable offence  | 3       | 0       | 0       |
| Dangerous operation of a motor vehicle   | 2       | 1       | 1       |
| Forcible confinement/kidnapping          | 0       | 1       | 3       |
| Fraud                                    | 2       | 3       | 5       |
| Impaired driving causing death           | 2       | 0       | 0       |
| Importing or exporting drugs             | 0       | 3       | 1       |
| Manslaughter                             | 4       | 2       | 3       |
| Murder                                   | 10      | 10      | 6       |
| Obstruction of justice                   | 0       | 1       | 1       |
| Possession of property obtained by crime | 4       | 2       | 0       |
| Possession of drugs for trafficking      | 10      | 5       | 3       |
| Poss. weapon for dangerous purpose       | 0       | 1       | 4       |
| Production of controlled substance       | 0       | 2       | 2       |
| Robbery                                  | 10      | 12      | 14      |
| Sexual offence                           | 9       | 5       | 4       |
| Theft                                    | 2       | 1       | 1       |

## Program Reports – Guy Richmond Place CRF

Residents are often charged with multiple offences. The above chart lists the most serious conviction at the time of intake. The majority of residents were charged with robbery, murder, aggravated assault, armed robbery, sexual offences, and possession of drugs for the purpose of trafficking.

### Ethnicity

| Ethnicity              | 2012-13   | 2011-12   | 2010-11   |
|------------------------|-----------|-----------|-----------|
| Caucasian              | 41        | 44        | 35        |
| Aboriginal             | 15        | 6         | 13        |
| Métis                  | 3         | 2         | 0         |
| Black Canadian         | 3         | 1         | 2         |
| South Asian            | 3         | 3         | 2         |
| Asian                  | 8         | 6         | 9         |
| Not included elsewhere | 2         | 5         | 2         |
| <b>Total</b>           | <b>75</b> | <b>67</b> | <b>63</b> |

As shown above, although we provide services to a diverse group, the majority of our clients are Caucasian. This is consistent with the demographics of the overall population we serve. We have achieved a considerable increase in the number of Aboriginal clients being released to GRP. We are often identified as a backup to an Aboriginal-focused facility in Vancouver which, experiences significant waiting list. We have found that our Aboriginal clients are reluctant to transfer when the opportunity presents itself, as they have formed trusting relationships with the staff and found the living environment of GRP to be sensitive to their needs. The clients are supported to maintain their cultural and spiritual involvement, and encouraged to make linkages with local community agencies and groups.

### Changes in Service

Guy Richmond Place continues to have a Senior Residence Worker (SRW) position which, overlaps with the Resident Worker in the evening shift, to help ensure double staffing during increased activity at the residence. The SRW takes a leadership role in ensuring the resident action plans are completed with particular care and attention to life areas that place the client at risk of returning to crime including, specific steps to be taken to achieve personal goals and the supports and resources required to attain them. The SRW provides oversight of compliance to the completing the initial plan within 30 days of arrival and monthly updates.

Further, the SRW coordinates with the Community Parole Officers to schedule our supervision meetings and case conferences. This helps to provide our case management team with continuity of information regarding our residents, as well as strengthening our professional relationships with the Vancouver Parole Office. This close partnership has yielded positive results that can be reflected in our reduction of Unlawfully At Large behaviours and Suspension rates. It has also allowed staff to have more time in the CRF to strengthen relationships with residents and to better assist residents for community reintegration. Staff has had more opportunity for completing outings, to role model daily life skills whilst in the community, and to assist with gaining positive community supports. Such outings have involved attending AA/NA meetings with residents, assisting with banking, taking public transit, attending functions at community centres, and other activities that assist in easing the resident's anxiety about trying new activities.

## Program Reports – Guy Richmond Place CRF

We continue to provide 6 training shifts for all new staff members, who also complete 16 hours of training through the Moodle (Modular Object-Oriented Dynamic Learning Environment, a free software learning platform) training site provided by the B.C. Yukon Halfway House Association (BCYHHA). Staff this year attended Non-Violent Crisis Intervention training, Motivational Interviewing training, Mental Health training, Risk Assessment training, First Aid, Fetal Alcohol Spectrum Disorder training, a variety of gang trainings. Two GRP staff and the Residence Manager were also given the opportunity to attend a 2-day “We all Win” Conference in Calgary hosted by John Howard Society of Alberta. The conference had a variety of workshops that consisted of gang training, addictions training and information sessions on specialized sex offender initiatives being used in Australia and other parts of the world. Staff also toured two Community-Based Residential facilities in the Calgary area which, gave them a better perspective of what other halfway houses are doing in comparison to our residential programs.

Reporting Centre usage observed an increase this year due to active efforts on part of CSC and community partners to collaborate on strategies to effectively reduce the number of residency cases while providing a degree of structure and control to assist with the client’s transition to the community. Further, Guy Richmond Place participated in a research project led by St. Leonard’s Society Canada to define the role and purpose of Reporting Centres, provide a comparison of the types of services that are being provided at these designated facilities, evaluate the effectiveness of this concept as a tool to assist with risk management, and share best practices across the country.

### Community Needs Assessment

GRP responded to 57 letters from incarcerated individuals at various institutions. We encourage letter writing as a way for individuals to establish initial contact, give an introduction, their level of understanding of their needs areas, and what their hopes are for the future including, how GRP fits into their release plans. We find the letters provide a good lead into scheduling a face to face interview which then informs the screening process.

Meeting individuals face-to-face, along with a review of pertinent file information, is the most effective way to assess if they are a suitable candidate for the GRP program. This year, the House Manager and staff, completed a total of 19 institutional site visits and conducted 83 interviews with potential clients. In addition, we completed two telephone interviews and 5 post-suspension interviews. 18 of the 83 interviewed individuals came to GRP—a significant increase from the 11 in 2011. The transition from the institutional environment to the community can be anxiety and stress-ridden for many individuals and therefore, the active efforts of GRP to have pre-release contact facilitates a smoother transition with increased opportunity to build trust, rapport, and accountability.

Institutional site visits also allow for: educating incarcerated individuals and Institutional Parole Officers (IPOs) about service organizations like ours available in the community; advocating for individuals who are having difficulty advocating for themselves, and building positive professional relationships with correctional staff.

### Institutional Visits

|             | 2012-13 | 2011-12 | 2010-11 |
|-------------|---------|---------|---------|
| Ferndale    | 6       | 6       | 3       |
| Matsqui     | 3       | 4       | 1       |
| Mission     | 0       | 4       | 1       |
| Pacific-RTC | 6       | 3       | 1       |

## Program Reports – Guy Richmond Place CRF

|                                     | 2012-13 | 2011-12 | 2010-11 |
|-------------------------------------|---------|---------|---------|
| Mountain                            | 3       | 1       | 2       |
| Kent                                | 1       | 1       | 1       |
| Kwikwèxwelhp                        | 0       | 0       | 0       |
| William Head                        | 0       | 0       | 0       |
|                                     |         |         |         |
| <i>Number of trips</i>              | 19      | 19      | 8       |
| <i>Interviewees who came to GRP</i> | 18      | 11      | 6       |
|                                     |         |         |         |
| <i>Total individuals interviews</i> | 83      | 81      | 51      |

Our residents typically face many challenges when reintegrating into the community from the correctional system, including completing taxes, finding employment with limited skills, obtaining a Medical Services Plan number, recovering or getting identification, and re-establishing relationships with family and friends. Physical, medical and mental health needs can also pose serious setbacks.

### Health Issues

The following three charts account for our residents' struggles with substance misuse, medical needs, and mental health issues. As many residents often have both a mental health and substance misuse issue, they present with complex needs and multiple barriers that require a more integrated approach. Our staffs' ability to address the changing needs of our residents continues to improve with experience and training.

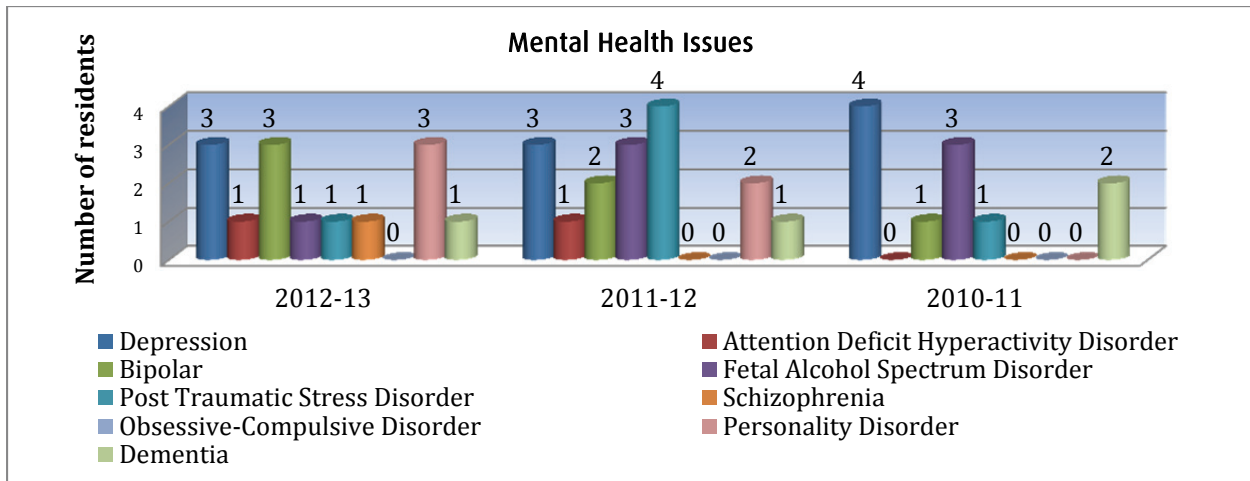
The chart below categorizes the indicated substance of choice gleaned from file information, though some identified as being recreational user or having no addiction issues. In 2012-13, 84% of residents had self-disclosed substance abuse issues. Over the years, there is a steady increase of clients presenting this as a need area.

| Types of Substance Misused           | 2012-13 | 2011-12 | 2010-11 |
|--------------------------------------|---------|---------|---------|
| Alcohol                              | 22      | 22      | 9       |
| Cocaine                              | 10      | 9       | 8       |
| Crack Cocaine                        | 4       |         |         |
| Heroin                               | 13      | 6       | 11      |
| All – Poly substance use             | 6       | 5       | 2       |
| Methamphetamine ("Crystal Meth")     | 2       | 3       | 5       |
| Marijuana/THC                        | 6       | 3       | 6       |
| No substance misuse issues disclosed | 12      | 19      | 22      |



## Program Reports – Guy Richmond Place CRF

| Types of Health Conditions               | 2012-13 | 2011-12 | 2010-11 |
|--|---------|---------|---------|
| Angina                                   | 0       | 0       | 1       |
| Back, joint and limb injuries and issues | 2       | 2       | 4       |
| Crohn's disease                          | 0       | 0       | 0       |
| Dental issues                            | 0       | 1       | 1       |
| Diabetes                                 | 1       | 1       | 0       |
| Hepatitis                                | 5       | 3       | 1       |
| HIV/AIDS                                 | 1       | 2       | 0       |
| Heart and circulatory issues             | 3       | 1       | 3       |
| Hearing impaired                         | 0       | 1       | 0       |
| Methadone                                | 4       | 5       | 6       |
| Major organ dysfunction                  | 0       | 0       | 2       |
| Sleep apnea                              | 0       | 1       | 1       |
| Substance misuse issues                  | 63      | 48      | 41      |
| Thyroid issues                           | 0       | 1       | 2       |



18.6% of our residents had mental health issues, with depression indicated as the most common issue over the past year. These statistics do not necessarily provide an accurate portrait of the mental health needs of our clients. The information is gathered from the client's file and a formal diagnosis is typically lacking due to complicating factors including, severity of the mental disorder, access to tests and assessments, corroborating evidence and/or voluntary nature of their participation.

## Summary Analysis

### Review of Last Year's Goals

| Action   | Outcomes  |
|--|---|
| Complete 3 team building exercises   | Partially Achieved: GRP participated in the Federal vs. Provincial Programs Softball tournament. GRP staff team also attended an agency team building event in March 2013.  |
| Complete staff evaluations   | Achieved: All were completed but late. Due to several competing priorities, the evaluations were not completed on time; however, active measures were taken to identify a reasonable timeline for completion.   |
| Continue to improve our use of the Client Administration Management System (CAMS) and goal setting intervention plans. | Mostly Achieved: with CAMS administrators, we have improved efficiency; our new Senior Residence Worker (SRW) has improved the quality goal-setting intervention plans; shift scheduling has been a challenge due to high staff turnover; staff documentation continues to improve with training provided by the Manager and SRW  |
| Enter institutional visits into Access and integrate with CCIB board.  | Not Achieved: We continue to enter statistics into our ACCESS program however, had faced technical errors which have since been corrected. GRP is prioritizing this task and plans to fully implement it by August 2013.  |
| Increase the number of SRR residents.  | Achieved: GRP has increased the number of SRR and LTSO by 13% overall for the 2012-13 reporting year.   |
| Increase the number of interviewee's who came to our program.  | Achieved: There has been an increase from 11 to 18 residents who have had interviews prior to residing at the GRP program.  |
| Continue to examine ways we may be able to manage incarcerated persons with gang affiliations.                         | Ongoing: we are engaging in discussions to mitigate the risk and meet the needs of this population. The CRF manager and two resident workers attended the We All Win conference in Calgary that consisted of training of gang culture, organizational structures, and risk management strategies. CRF Manager and SRW attended the National Joint Committee Police and Parole workshop regarding gangs in the Pacific Region. |
| Continue to work with the Vancouver Police Department's High Risk Offender Unit (HROU)                                 | Achieved: we continue to accept residents who are assigned to HROU; GRP Manager communicates with the Vancouver Police Department Community Liaison Officer for background information on potential residents.  |
| Complete a 3 year strategic plan for the   | Achieved in consultation with the JHSLM   |

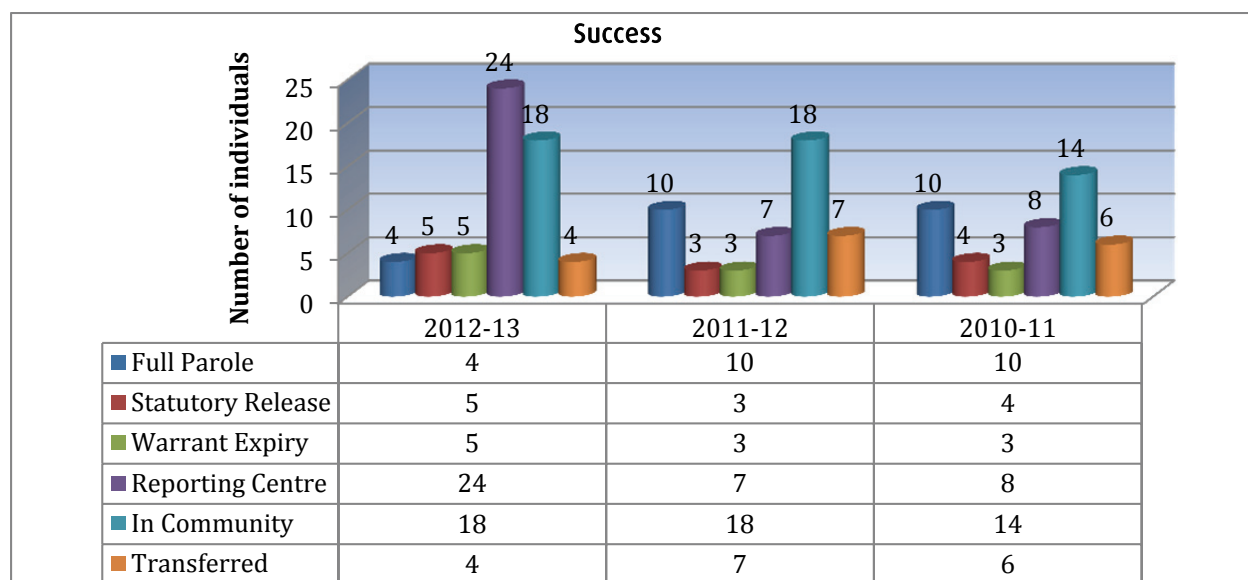
## Program Reports – Guy Richmond Place CRF

| Action                                 | Outcomes   |
|--|--|
| program.                               | Director of Justice Services.  |
| Complete 100 institutional interviews. | Not achieved: There was a slight increase from last year's number of institutional interviews from 81-83.  |
| Increase acceptance rate by 5%         | Not achieved and will be amended to reflect "Maintain Optimal Occupancy Rates" for next year. Our <b>94.4%</b> occupancy rate for this year is exceptional and leaves little room for improvement. |

### Effectiveness, Efficiency and Outcomes

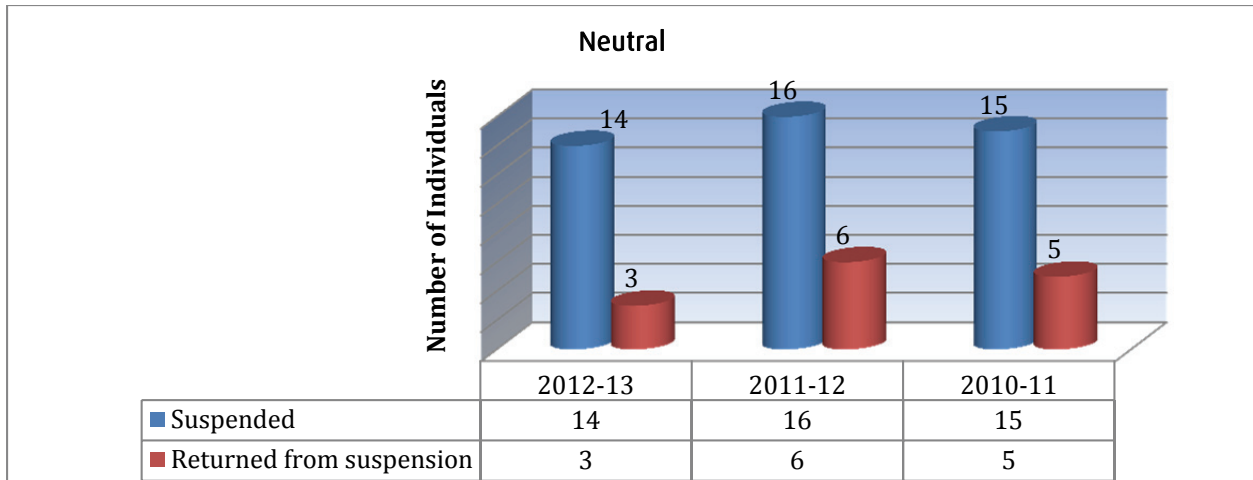
GRP continues to measure its effectiveness and efficiency through strategic plans that are reviewed regularly; the effectiveness of person-centered case plans (Resident Action Plan) with S.M.A.R.T. goals (specific, measurable, attainable, relevant and time-bound); resident, stakeholder and employee surveys; and ensuring we meet or exceed the standards of the Correctional Service of Canada and the Commission on Accreditation of Rehabilitation Facilities (CARF). GRP screened 557 applicants within strict timeframes and maintained an occupancy rate of 94.4%.

#### Outcomes

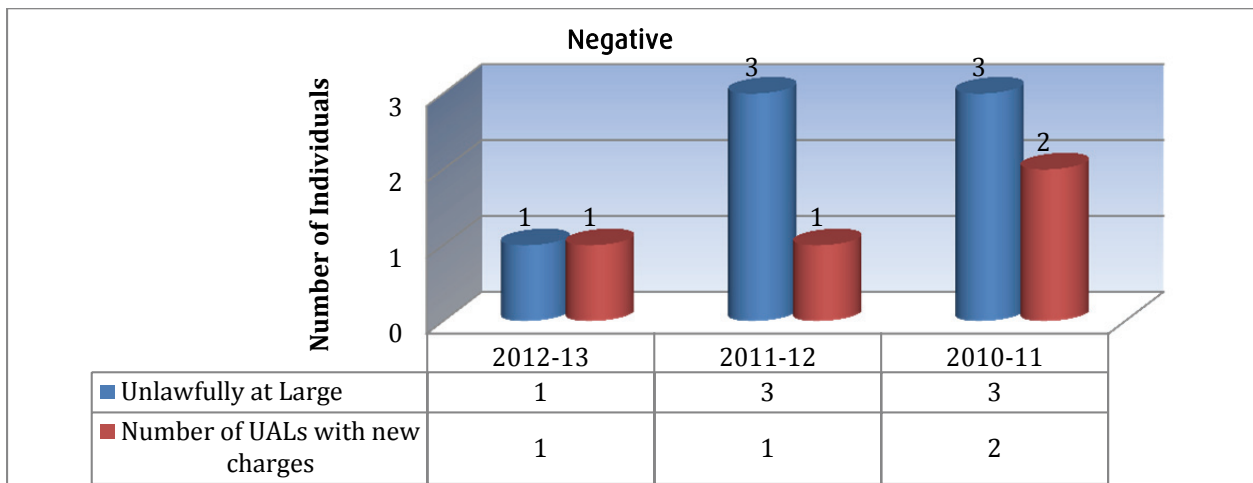


GRP served 75 individuals in 2012-13 (67 in 2011-12 and 63 the previous year). 60 residents or 80% of the total persons served, reached Full Parole, Statutory Release, sentence expiry, remained in the community, met their reporting requirements, and/or transferred to another CRF successfully. This is in comparison to 72% in the previous year.

## Program Reports – Guy Richmond Place CRF



Another 14 residents or 18.7% were suspended.



One resident went UAL this year which is similar to last year. He was 45 years old and on Statutory Release with Residency. He had substance misuse issues and had no primary relationships within the community. He had not participated in residential treatment before coming to GRP though he had completed programming to address substance misuse issues. His primary drug of choice was heroin and he also used alcohol and cocaine. He did not return to the house and did reoffend on his UAL from Guy Richmond Place. He had his conditional release revoked.

### Residents' Use of time

|                          | 2012-13 | 2011-12 | 2010-11 |
|--------------------------|---------|---------|---------|
| Working                  | 32      | 22      | 18      |
| Family                   | 7       | 12      | 8       |
| Looking for housing/work | 18      | 10      | 8       |

## Program Reports – Guy Richmond Place CRF

|                           | 2012-13 | 2011-12 | 2010-11 |
|---------------------------|---------|---------|---------|
| CSC program/psychologists | 2       | 6       | 5       |
| Adjusting to society      | 4       | 5       | 6       |
| Friends                   | 2       | 4       | 4       |
| Hobbies and activities    | 4       | 4       | 5       |
| Support groups/workers    | 1       | 2       | 2       |
| Church                    | 2       | 1       | 1       |
| School                    | 2       | 1       | 2       |
| Immigration               | 0       | 0       | 0       |
| Medical                   | 1       | 0       | 3       |
| Volunteering              | 0       | 0       | 1       |

48% of the residents this year were working, volunteering, or attending school or CSC programs (43.3% last year). The residents reported difficulty finding full-time employment and most employers now require criminal record checks. Some individuals face more challenges due to extended periods of incarceration and breaking down barriers relating to institutionalization.

### Satisfaction Surveys

Residents were asked to rate the categories below on a scale of 1 (lowest) to 7 (highest).

|  | 2012-13 | 2011-12 | 2010-11 |
|--|---------|---------|---------|
| What is your level of trust with staff?                          | 5.6     | 6.0     | 6.5     |
| What is your level of safety at GRP?                             | 5.6     | 6.8     | 6.7     |
| Are you satisfied with staff's ability to address your concerns? | 6.5     | 6.4     | 6.7     |
| Are you satisfied with the meals provided by GRP?                | 6.0     | 5.4     | 5.8     |
| Are you satisfied with your intervention plan?                   | 6.5     | 6.0     | 6.9     |

This year, 6 resident surveys were returned of the 18 distributed. The return rate was 33.3%. Residents stated they were able to complete CSC programming, save money, secure employment, reintegrate into the community and stay drug-free. Additional accomplishments included getting identification, recreational leisure passes, going on community outings and reconnecting with family. Residents also stated that they met great people at GRP, both staff and other residents. They disliked double occupancy in smaller rooms of the facility, resident meetings, call-in procedures, and curfew or weekend pass restrictions. Many of these things are not within the agency's ability to change and/or control due to the need to maintain compliance with contractual requirements.

### Summary

The most common health concern among residents is substance misuse issues (63 residents), typically alcohol and heroin, followed by cocaine and poly-substance abuse. Substance abuse continues to be the leading cause of suspensions and UAL activity.

The overall success of the residents at GRP and reduction in suspensions and UALs is due to a combination of factors. Guy Richmond Place is a small CRF offering individualized care and is able to build healthy relationship with residents. Our graduated curfew allows residents to spend more time with staff when they first arrive and this helps them feel accepted and able to integrate into the GRP culture. The facility is clean and has a home-like atmosphere that increases comfort and promotes a positive communal environment. We are reluctant to accept those who have not adequately addressed their substance abuse issues and/or are refusing treatment, and have poor release histories, unless there is a pre-established relationship and agreed upon plan to safely manage the case at GRP without placing others at risk.

GRP staff and management look forward to working with our partners, stakeholder and residents in the upcoming year. We are committed to improving our practices and maintaining excellence in service delivery and program results.

### Next Year's Goals

- complete 3 team building exercises
- complete all staff evaluations within allotted timeframes
- continue to make improvements to our CAMS system and goal-setting intervention plans
- enter institutional visits into Access and integrate results with CCIB screening board
- continue to examining ways to manage incarcerated persons with gang affiliations
- maintain optimal occupancy rate
- complete 100 institutional interviews
- increase the number of interviewees that come to GRP
- promote resiliency by ensuring each person has three supports when they move from GRP into their own residence
- improve neutral results by adopting strategies to effectively reduce suspension rates and maintain a low UAL rate

*Ryan Jamieson, Residence Manager*

# Hobden House CRF

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*“Hobden House remains a destination of choice as demonstrated by the fact that in the month of June over 60% of the screening requests at CCIB listed Hobden House as their first choice. Hobden House staff has a reputation in the Institutions for being caring and fair.”*

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## Description of Service

Hobden House is a 17-bed Community Residential Facility (CRF) contracted by the Correctional Service of Canada (CSC) to provide a stable home environment with added structure for men on conditional release from both federal and provincial correctional institutions. Hobden House provides basic supports including, food, shelter, and access to amenities, as well as residential staff to assist in every aspect of their reintegration efforts such as, sobriety, mental health, employment and educational goals.

We assist residents to develop personal plans, review and update them regularly, and create a foundation for change. We advocate for clients when needed and provide them a fair opportunity to learn and grow as individuals. The safe and supportive environment of Hobden House is designed to help clients prepare for more independent living and to meet their own needs as contributing members of the community.

The safety of our community is ensured with 24-hour awake staff to monitor and support the residents. The residents are required to maintain a sign in and out log, call-in every four hours when away from the facility or sooner when changing locations, and to keep staff apprised of their plans for the day. The resident is responsible for being accountable to the staff and adhering to the conditions of his release.

## Program Objectives

- assist and support men on federal and provincial parole to reintegrate to the community
- bridge the gap from the institution to the community
- keep our community safe by monitoring the residents' whereabouts
- be advocates, counsellors, role models, coaches, and mediators for our residents as they make positive changes in their lives
- continue to upgrade and maintain the residence
- gather statistics and relevant data to ensure the program meets all needs
- utilize feedback from the stakeholders and residents to make positive changes

## Admission Criteria

Referrals are received from the New Westminster and Surrey Parole Offices. Applicants are screened on a weekly basis. Accepted applicant files are reviewed by a community representative to ensure each person adheres to the screening criteria of Hobden House.

Hobden House residents must:

- be on conditional release and under the jurisdiction of the Correctional Service of Canada (CSC)
- be accepted by a JHSLM House Manager or the Director of Justice Services upon review of their CSC file
- be able to live in a group setting

## Program Reports – Hobden House CRF

- have made some progress in dealing with the criminogenic factors that contributed to the offence and incarceration, and accepted responsibility for their actions

Hobden House is not an appropriate placement for those who are:

- physically challenged or have limitations that cannot be accommodated by the infrastructure of the house. Note: no wheelchair accessibility
- participating in significant and untreated substance misuse
- refusing treatment for mental health issues
- refusing treatment for sexual abuse and violence issues

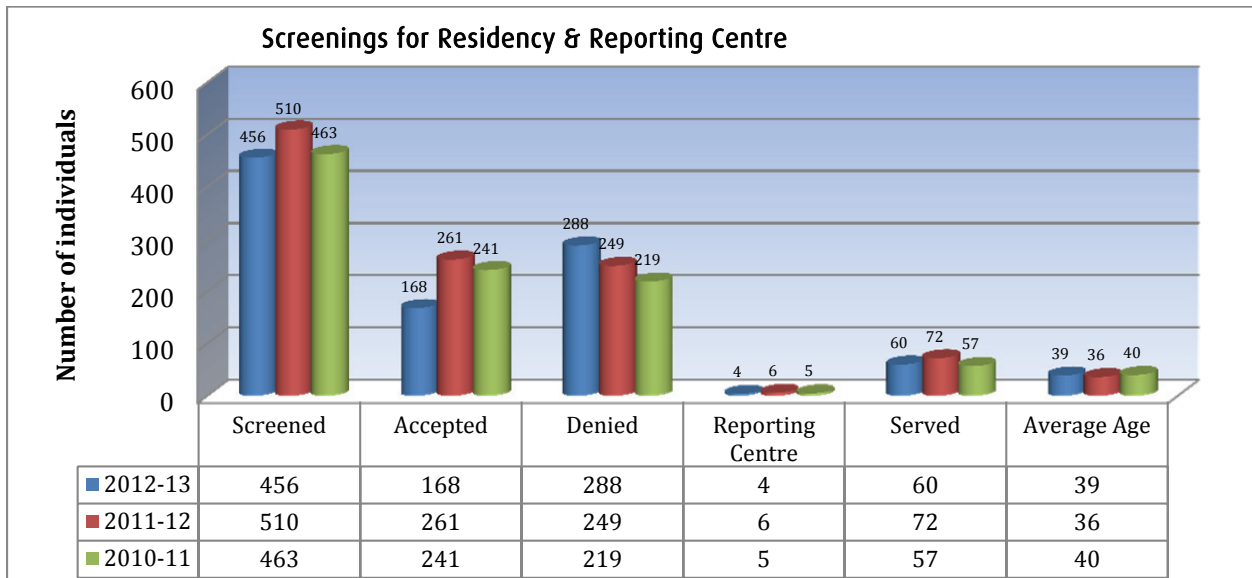
The Community Corrections Intervention Board meetings are held on a weekly basis, alternating between the New Westminster and Surrey offices, and enable the Case Management Team comprised of CRF partners, Parole Officers, Program Manager, Psychologist or other mental health staff to come together to make informed decisions about the case.

## This Year in Review

### Population Served

In this fiscal year, April 1st 2012-March 31st 2013, Hobden House screened 456 applicants accepting 168 cases. We served 60 individuals, with the average age being 39, and average stay of 5.8 months.

### Screenings for Residency and Reporting Centre



Of the total 60 individuals served, 56 resided at Hobden House and 4 clients had a Reporting Centre requirement.

Hobden House staff continue to build relationships with incarcerated persons at all the federal institutions through regular visits and working with them to prepare for an eventual release to the community. By providing in-reach assistance, we develop positive and meaningful relationships with the clients prior to

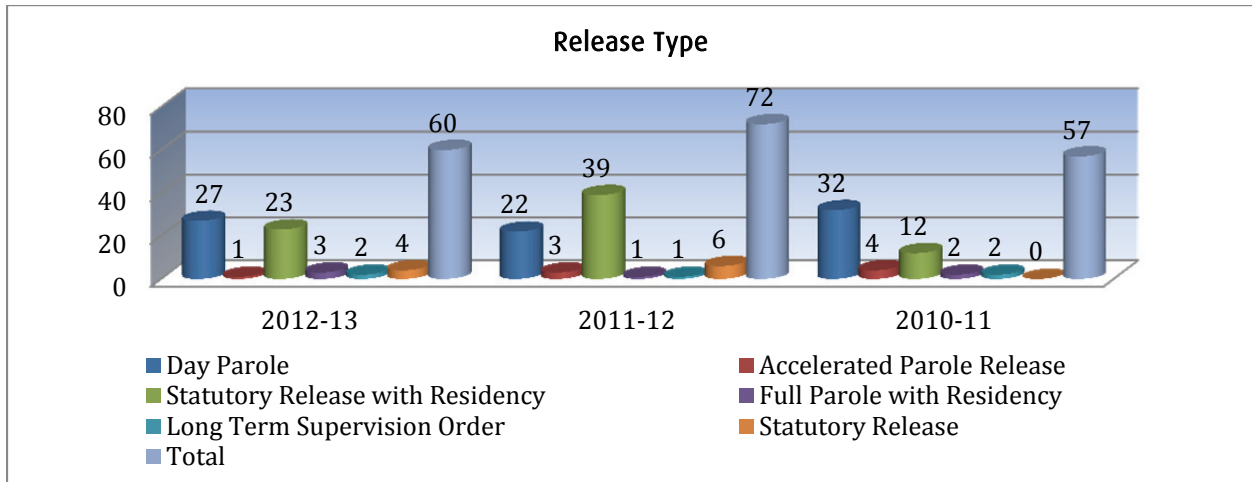


## Program Reports – Hobden House CRF

their arrival to the facility. This support may include the House Manager sending a letter of support to the Parole Board of Canada and attending an individual’s hearing.

For this reporting year, we maintained an **occupancy rate of 88.2%**, down 5.8% from 2011-12. In September, there were 6 suspensions which resulted in an average occupancy of 13 beds for that month alone. Bed space remained low throughout the month of October, with three new intakes and an additional three suspensions. Low occupancy rates continued into November. Other CRFs in the area faced similar bed space concerns due to insufficient referrals and/or higher risk cases that could not be safely managed at Hobden House. We were not prepared to compromise the program’s integrity in efforts to increase our bed usage. The intakes were starting to increase near the end of the fiscal year and more stability was observed at the house.

### Release Type



In 2012-13, the majority of residents at Hobden House were Day Parolees (27) followed by Statutory Release with Residency cases (23). By scrutinizing the referrals and applying our screening criteria, we observed a lower turnover, in that our suspension and UAL incidents declined.

### Releasing Institutions

|                           | 2012-13 | 2011-12 | 2010-11 |
|---------------------------|---------|---------|---------|
| Temporary Detention Unit  | 7       | 10      | 12      |
| CRF Transfers             | 11      | 9       | 13      |
| Ferndale Institution      | 14      | 9       | 9       |
| Mission Institution       | 7       | 9       | 2       |
| Kent                      | 2       | 8       | 2       |
| Matsqui Institution       | 8       | 8       | 1       |
| Pacific Institution       | 0       | 4       | 2       |
| Provincial Institutions   | 0       | 4       | 0       |
| Regional Treatment Center | 2       | 4       | 2       |

## Program Reports – Hobden House CRF

|                                      |           |           |           |
|--------------------------------------|-----------|-----------|-----------|
| Mountain Institution                 | 8         | 2         | 7         |
| <i>Out of Province</i>               | 0         | 2         | 2         |
| Substance abuse treatment facilities | 0         | 2         | 3         |
| William Head Institution             | 0         | 1         | 1         |
| Kwikwèxwelhp Institution             | 1         | 0         | 1         |
| <b>Total</b>                         | <b>60</b> | <b>72</b> | <b>57</b> |

The above chart demonstrates that Ferndale Institution, a minimum security facility, continues to be the primary releasing institution for our clients. We received 11 transfers in from other CRFs in the Pacific Region. We accepted significantly less clients as direct releases from Kent Institution, a maximum security facility. Further, there was a considerable increase in the number of residents from Mountain Institution which was more in line with our acceptances from the other medium security institutions, Mission and Matsqui.

### Residents' Charges at Intake

|  | 2012-13 | 2011-12 | 2010-11 |
|--|---------|---------|---------|
| Aggravated Assault                             | 1       | 4       | 0       |
| Armed Robbery                                  | 0       | 6       | 3       |
| Manslaughter                                   | 2       | 3       | 7       |
| Robbery  | 12      | 19      | 11      |
| Sexual assault                                 | 12      | 6       | 8       |
| Assault  | 12      | 4       | 0       |
| Assault with weapon                            | 1       | 0       | 2       |
| Attempted murder                               | 1       | 0       | 0       |
| Breaking and entering                          | 1       | 2       | 1       |
| Conspire/counsel to commit indictable offence  | 2       | 0       | 0       |
| 1st/2nd degree murder                          | 2       | 2       | 5       |
| Fraud  | 1       | 1       | 3       |
| Importing/exporting drugs                      | 1       | 4       | 0       |
| Kidnapping/forcible confinement                | 1       | 5       | 3       |
| Motor Vehicle                                  | 2       | 2       | 3       |
| Possession of stolen property                  | 0       | 2       | 0       |
| Theft  | 2       | 1       | 1       |
| Arson  | 0       | 1       | 1       |
| Possession of controlled substance/Trafficking | 7       | 7       | 9       |

## Program Reports – Hobden House CRF

Residents are often charged with multiple offences. The above chart lists the **most serious conviction** at the time of intake. We continue to manage client's serving time for a wide array of offences ranging in severity from minor to serious. The needs of our clients are increasingly complex and multifaceted, requiring our approach to be more flexible and dynamic.

### Ethnicity

| Ethnicity      | 2012-13 | 2011-12 | 2010-11 |
|----------------|---------|---------|---------|
| Caucasian      | 33      | 52      | 40      |
| South Asian    | 10      | 12      | 7       |
| Aboriginal     | 8       | 4       | 6       |
| East Asian     | 2       | 2       | 3       |
| Filipino       | 2       | 1       | 0       |
| Hispanic       | 0       | 1       | 0       |
| Black Canadian | 0       | 0       | 1       |
| Western Asian  | 5       | 0       | 0       |
| Total          | 60      | 72      | 57      |

More than half of our clients are Caucasian which is consistent with the demographics of the population we serve. We have a good representation of Aboriginal and ethno-cultural groups. We are responsive to the needs of our diverse population and effectively create linkages with local community agencies for access to culturally sensitive programming and services depending on the client's interests and needs. The high proportion of South Asian clients is reflective of the Surrey community and the clients' interest to be released to their home community where approved supports are readily accessible. Our staff team is culturally competent and speaks different languages.

### Changes in Service

The quarterly CSC/CRF meetings which include, the New Westminister Area Community Corrections Area Director, Parole Officer Supervisors, CRF operators, Manager of Programs, and members of the Citizens Advisory Committee continue to be highly beneficial. They are an excellent forum to discuss issues and find solutions to ensure the smooth and safe operation of CRFs.

In August 2012, CSC opened a satellite office in the Surrey area. All residents of Hobden House are supervised by that office. This has not resulted in any significant changes to CRF's operations as we are familiar with the staff relocating to the new office. However, residents have noted that it is more difficult for them to attend the Surrey office for supervision meetings and program requirements, as there is no direct transit route to that location. Comparatively, the New Westminister office was within one stop via Skytrain. Those using public transportation are now required to take two buses which, is more time consuming and less efficient way to travel.

Nonetheless, the partnership with Surrey Parole is strong and Parole Officers often attend the facility for onsite meetings which provide staff an opportunity to actively participate in meetings with clients, address any house issues, and establish clear expectations when concerns arise. We hope to reduce the number of PO's attending Hobden House which, would streamline case management activities, improve communication, foster a more productive relationship amongst CRF and parole staff, and increase awareness of our program.

## Program Reports – Hobden House CRF

At Hobden, every effort is made to support a client to return to the facility in the event of a suspension when the client accepts responsibility for his actions, acknowledges shortcomings and changes that need to be made to do things differently to improve prognosis for success, and remains motivated to participate in his Resident Action Plan with the necessary adjustments.

This is the second year of the High Risk Funding which, allowed us to continue to support the Senior Resident Worker (SRW) position. The SRW's schedule overlaps with the Resident Worker in the evening shift, to help ensure double staffing during increased activity at the residence. The SRW takes a leadership role in ensuring the resident action plans are completed with particular care and attention to life areas that place the client at risk of returning to crime including, specific steps to be taken to achieve personal goals and the supports and resources required to attain them. The SRW provides oversight of compliance to the completing the initial plan within 30 days of arrival and monthly updates.

Although monthly case plan meetings were occurring at Surrey Parole Office, the SRW is now taking active steps to coordinate the case conferences to take place at Hobden House. We have observed a close working relationship between Guy Richmond Place and Vancouver Parole Office and wish to adopt the same for Hobden House and Surrey Parole.

Finally, this year the SRW delivered the Implicit Career Search Program to 5 of residents. The six-session workshop focused on career exploration and planning, by looking at the individual's behavior, beliefs and values.

## Community Needs Assessment

### Health Issues

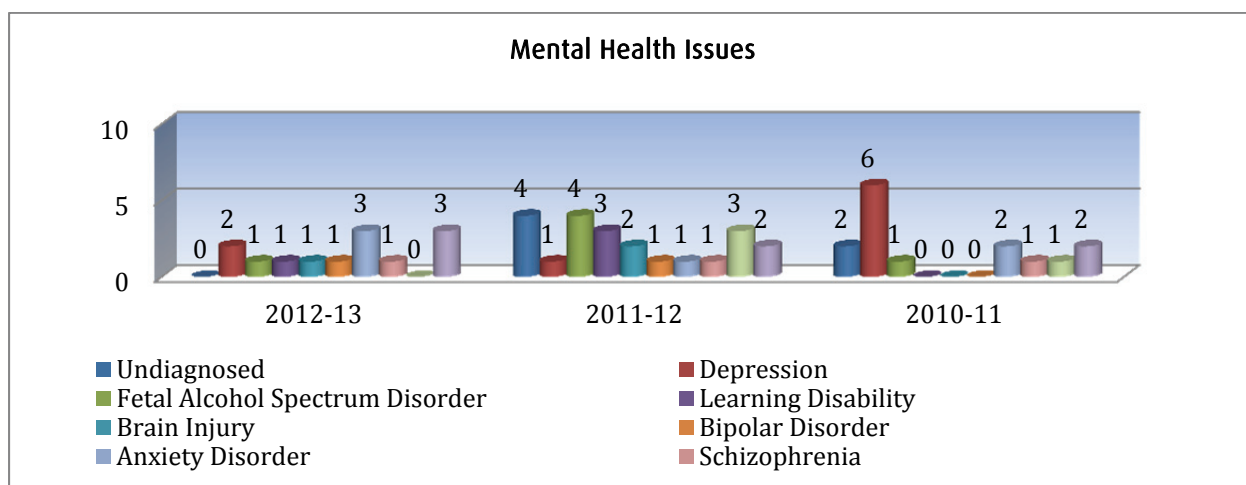
Alcohol and substance misuse remain a primary concern for our residents, with **87.5%** reporting substance misuse issues. The information on residents' medical issues below is not necessarily exhaustive since it is not mandatory that residents disclose medical information—it only reflects the needs that the resident had disclosed at the time of intake to a federal institution or to Hobden House staff at arrival.

|                                     | 2012-13 | 2011-12 | 2010-11 |
|-------------------------------------|---------|---------|---------|
| Alcohol and substance misuse issues | 49      | 59      | 48      |
| Allergies                           | 0       | 0       | 1       |
| Brain injury                        | 1       | 2       | 2       |
| Cancer                              | 1       | 1       | 0       |
| High cholesterol and blood pressure | 0       | 2       | 5       |
| Crohn's disease                     | 0       | 0       | 1       |
| Diabetes                            | 0       | 1       | 2       |
| Gout                                | 0       | 0       | 2       |
| Hearing                             | 0       | 1       | 0       |
| Heart problems                      | 0       | 0       | 2       |
| Hepatitis                           | 3       | 3       | 5       |
| Hernia                              | 0       | 0       | 2       |

## Program Reports – Hobden House CRF

|                                     | 2012-13 | 2011-12 | 2010-11 |
|-------------------------------------|---------|---------|---------|
| HIV                                 | 0       | 1       | 1       |
| Injuries in backs, joints and limbs | 13      | 3       | 10      |
| Lupus                               | 0       | 0       | 1       |
| Methadone                           | 6       | 8       | 1       |
| Sleep apnea and sleeping issues     | 0       | 1       | 1       |
| Skin sensitivity                    | 0       | 2       | 1       |

### Mental Health Issues



The residents face an array of mental health issues and only known diagnoses are presented above. This area is underreported and no attempts were made to document the likelihood of undiagnosed mental health concerns. This should be considered for future reporting.

## Summary Analysis

### Review of Last Year's Goals

| Action  | Outcome  |
|---|--|
| Visit correctional institutions 16 times  | Not Achieved. 11 institutional visits occurred however, it is noted that data was missing for April 2012 and January 2013. This information could not be retrieved due to staff absence. |
| Attend one inmate committee meeting at every federal institution to present Hobden House as the preferred CRF | Not Achieved. The CRF Manager attended one lifer's committee meeting at Pacific and Mission institutions.  |
| Complete stakeholder, staff and consumer survey and increase the return rate to 70%                           | Not Achieved. The client satisfaction survey return rate was 53% (9 of 17 distributed).  |

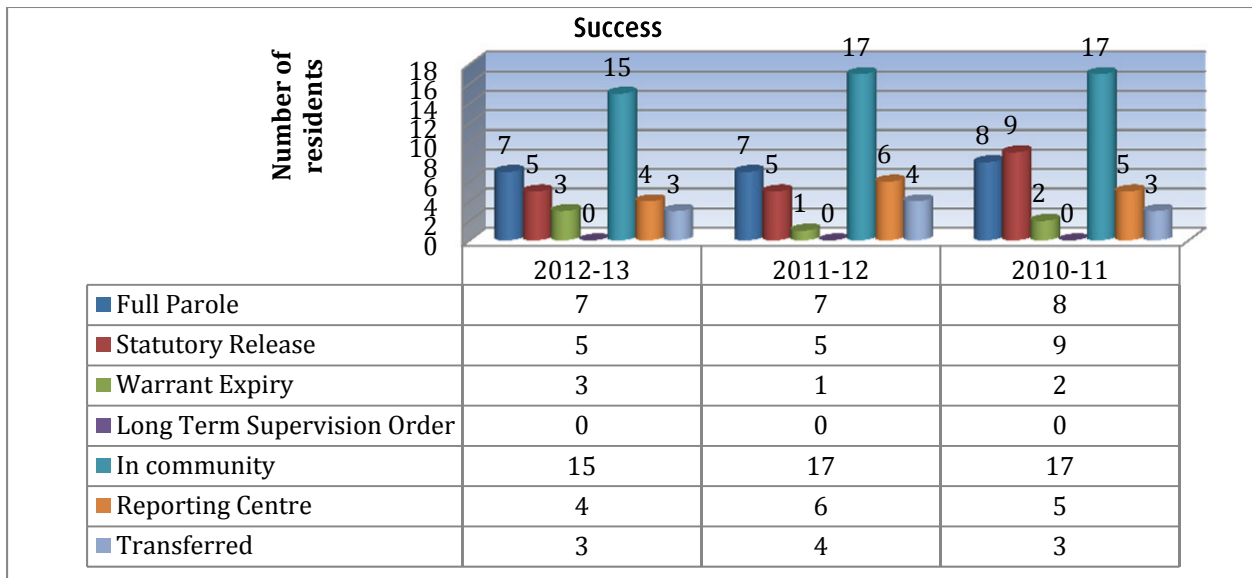
## Program Reports – Hobden House CRF

| Action   | Outcome  |
|--|--|
|  | Stakeholder surveys were returned at a rate of 33% (5 of 15 distributed)   |
| Continue to complete staff evaluations within set time frames                        | Not achieved. Full time staff had their yearly evaluations completed however, newer staff did not receive probationary reviews at set benchmarks.  |
| Continue to give staff exposure to CCIB and Parole Board of Canada                   | Achieved. All regular staff attended at least one CCIB meeting at a parole office.   |
| Purchase a shed to store garden tools  | Not Achieved due to financial constraints  |
| Purchase a new freezer and have our driveway repaved                                 | Not Achieved. A new fridge, dryer, and furniture were purchased as higher priority items than the freezer. As Hobden had a small deficit this year, there were no monies to have the driveway repaved.   |
| Have a more comprehensive strategy to manage clients with gang ties in the community | Ongoing. The CRF Manager attended two forums on managing gangs in the community. One arranged by the BCYHHA and the other by the Regional Ethno cultural Advisory Committee. When screening such cases, SIO or CCLO consultation and comments are requested before a decision is rendered. This ensures we are aware of pertinent risk-related issues specific to client, staff, and community safety. |
| Improve our Case Management Team's approach with institutions and parole officers    | Ongoing development of relationships with PO's in the community and the institutions. The CRF Manager attended the initial pilot project meeting coordinated by the BCYHHA's in respect to a joint pre-release planning initiative at Mission. The goal is to build more productive relationships and stronger institutional/community linkages.   |
| Complete 5 year Strategic Plan   | Not Achieved however, a Program Plan update was completed for the federal programs including, Hobden House.  |
| Reduce UALs to no more than 10% of total persons served                              | Achieved   |
| Maintain an occupancy rate of 95%  | Not achieved. This goal will be reworded to "Maintain Optimal Occupancy Rates" for next year.  |
| Ensure each person has 3 community supports when transitioning to the community      | Ongoing  |

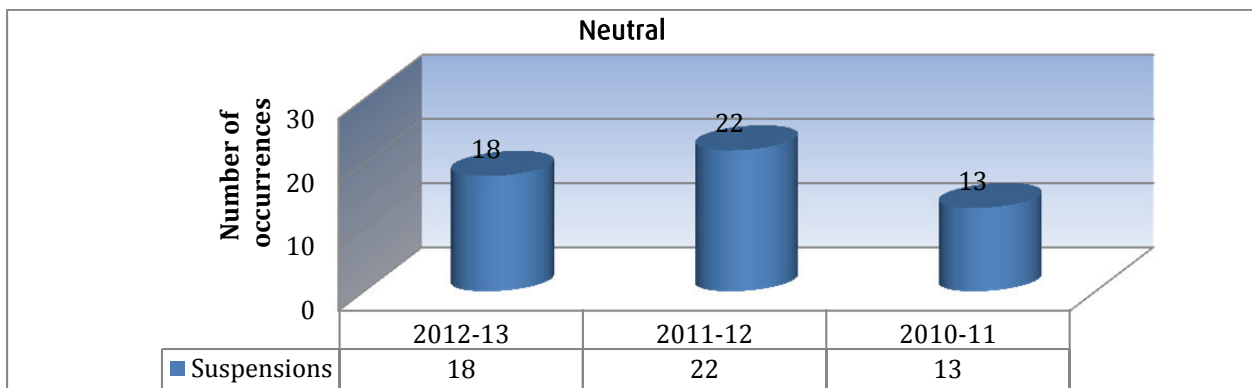
## Effectiveness, Efficiency and Outcomes

Between April 1, 2012 and March 31, 2013, Hobden House screened 456 applicants for residency and reporting centre. 168 individuals were accepted and 288 were denied. This represents a significant increase in the ratio of applicants denied over previous years. We served 56 residents and 4 individuals as a reporting centre. Our occupancy rate was 88.8%, unusually low due to bed counts through the months of September, October and November which was a result of numerous suspensions and fewer releases to CRFs. Hobden House remains a destination of choice as demonstrated by the fact that in the month of June over 60% of the screening requests at CCIB listed Hobden House as their first choice. Hobden House staff have a reputation in the Institutions for being caring and fair.

### Outcomes

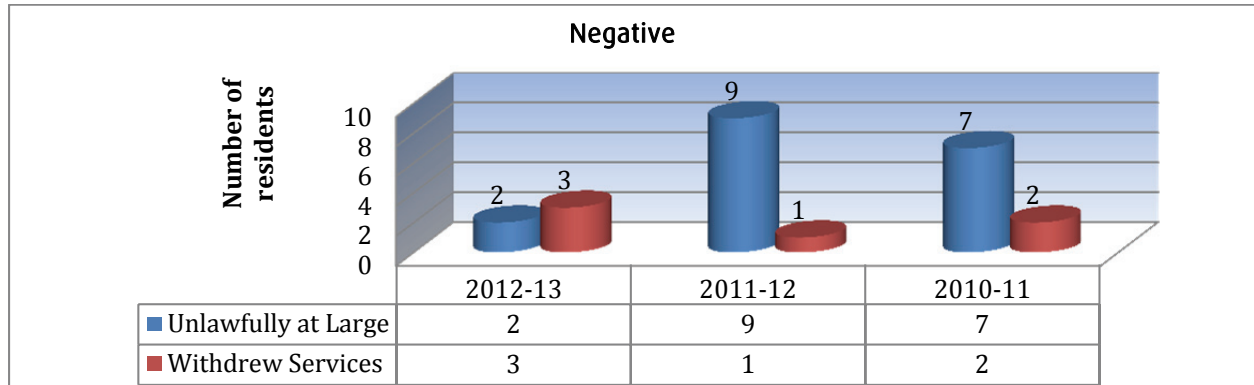


In 2012-13, we had 37 residents (**61% of the total persons served**) successfully transition to the community by reaching Full Parole, Statutory Release, Warrant Expiry, remaining in the community, continuing to report to Hobden House per Reporting Centre requirement, or transferring to another CRF without notable incident.



## Program Reports – Hobden House CRF

In 2012-13, our suspension rates declined and five clients returned to Hobden House after successfully participating in interventions at the Temporary Detention Unit. A few were repeat clients, with one returning three times and another twice. Accordingly, the numbers indicated above represent the total occurrences as opposed to residents who were suspended during their residency at Hobden House.



Hobden House withdrew services for three individuals this year, a more frequent occurrence from previous years. Two clients were Day Parolees who had resided at Hobden for more than 5 months. They got into a verbal altercation and threatened to escalate into a physical assault, requiring immediate staff intervention. The third withdrawal of service related to a client's deterioration after two months of residency at Hobden House. The concerning behavior included, becoming verbally challenging, disrespectful and refusing to comply with staff's direction to place a landline call to verify his whereabouts.

There were only two UALs this year, with one client returning to the CRF to turn himself in the following day. This is a significant decrease over last year's total of 9. Stricter screening criteria resulted in the acceptance of fewer individuals with poor release histories and unaddressed substance misuse issues, as well as more stability being achieved with increased numbers from minimum and medium security facilities.

The following are characteristics of those who went UAL:

- 28 years old
- Rated medium for both reintegration potential and motivation
- SIO flag as actively involved in the institutional drug trade
- New to the area with no support. No CRFs in home community of Kamloops accepted him
- 3 prior instances of UAL in 2007, 2008, and 2009
- Substance abuse issues
- Went UAL after 5 days
- 22 years old
- Rated low for both reintegration and motivation
- SIO flag for gang affiliations which, he denied
- New to area with little support. Could not return to hometown of Victoria due to negative associates
- 1 prior instance of UAL earlier in 2012
- No substance issues, not even a condition to abstain.
- Went UAL after 10 days



## Program Reports – Hobden House CRF

- Was under reduced travel boundaries, house curfew from 9pm-8am and physical check-in from 1-2pm
- Smoked crack, UAL overnight and turned himself in to Hobden House the next day
- Was required to complete 4 hour physical check-ins with staff and 6pm curfew for the first 5 days,
- Became inebriated with friends, missed curfew and decided not to return.

Additionally, neither resident was at Hobden House long enough to build a supportive relationship with staff. In fact, both had not completed a Specific Needs Assessment and Resident Action Plan with their assigned Caseworker prior to absconding.

### Satisfaction Surveys

*“I don’t really have any comments other than I had heard war stories about halfway houses and the staff in them and I had misconceptions about how things were gonna be, but I’ve found staff to be helpful and non-intrusive and have made me feel comfortable. All in all it’s been a rather pleasurable experience.”*

### Stakeholder Surveys

Stakeholder Satisfaction Surveys were circulated among Parole Officers who regularly supervise clients at Hobden House. Of the five returned, the program received excellent reviews and feedback with respect to accessibility, responsiveness, cooperation and professionalism of staff, satisfaction with staff services to assist their clients, and support being relevant to the client goals and achievement of successful targeted outcomes.

### Client Surveys

This year, 9 residents filled out our satisfaction survey, the same completion rate as last year. The ratings are on a scale from 1 (lowest) to 7 (highest):

|  | 2012-13 | 2011-12 | 2010-11 |
|--|---------|---------|---------|
| What is your level of trust with the staff?                      | 5.8     | 4.9     | 5.1     |
| What is your level of safety at Hobden House?                    | 6.6     | 6.3     | 5.6     |
| Are you satisfied with staff’s ability to address your concerns? | 5.8     | 6.1     | 5.6     |
| Are you satisfied with the food that is provided at HH?          | 6.3     | 5.6     | 5.3     |
| Are you satisfied with your intervention plan?                   | 6.1     | 6.1     | 6       |
| What is the level of control you feel you have over your life?   | 5.6     | X       | X       |
| How high is your level of hope for the future?                   | 6.8     | X       | X       |
| How good is your ability to address your risk factors?           | 6.8     | X       | X       |
| How good is your ability to live independently?                  | 6.3     | X       | X       |

X: these questions were not asked in previous years

## Program Reports – Hobden House CRF

Overall, satisfaction rates remain consistently high with our client population. Areas of suggested improvement were: to increase the number of parking spots; be consistent in rules that are set; allow clients to have a time-out before challenging them on issues; be more proactive in addressing client needs; have more interaction with the clients; ensure the cleanliness of bathrooms is maintained; preserve confidentiality when speaking with residents about other residents; and consider renovating double occupancy rooms into smaller single rooms for privacy and personal time. Others stated:

*“I have found all my transactions/ interactions with the staff at Hobden House to be fair, upright, honest and professional. The only improvements I can recommend are upgrading the laundry/gym/flooring (change carpets to wooden floors)”*

and

*“To be candid, there’s truly little room for improvement – the house and staff are great.”*

When asked, “What do you think we do well?”, clients responded with:

*“Listen and help”*

*“Always available to talk and listen to issues. Give good feedback. Arrange good activities on short notice. Cook for residents and eat when residents cook.”*

*“One-on-one interactions with the guys. Celebrated Christmas well. All of the meetings were good”*

*“Giving us accountability. Managing the house in general.”*

*“Good listeners”*

*“Structure the house well: Sign ins, check-ins, room checks/house walks, data entry, chore assignments”*

*“You communicate and help people adjust from prison to a life of freedom well, as well as help instead of hinder a person’s chances on parole. You treat people in the house like average people instead of looking down at them...”*

*“Provide monitoring, supervising and support in a very human and thoughtful manner”*

*“I don’t really have any comments other than I had heard war stories about halfway houses and the staff in them and I had misconceptions about how things were gonna be, but I’ve found staff to be helpful and non-intrusive and have made me feel comfortable. All in all it’s been a rather pleasurable experience.”*

Thank you to everyone for their valued feedback! We pride ourselves in delivering a quality program and are committed to improving in areas requiring attention. We look forward to working with our partners, clients, and local community to enhance the effectiveness of our program, successful outcomes for our clients, and maintaining excellence in service delivery.

## Next Year’s Goals

- Update Hobden House’s Strategic Plan and Staff Training Plan
- Complete staff evaluations and probationary reviews within specified timeframes
- Maintain Optimal Occupancy Rates and Fiscal Responsibility
- Continue building relationships with Community and Institutional staff to improve the Case Management Team approach
- Maintain UAL levels at no more than 10% of total individuals served
- Improve neutral results by adopting strategies to effectively reduce suspension rates

## **Program Reports – Hobden House CRF**

- Incorporate staff feedback into revising Relapse Prevention Plan strategy and forms
- Increase the number of client-focused activities that are directly linked to the Resident Action Plans and risk relevant factors outlined in the Correctional Plan
- Promote resiliency by encouraging the participation of families and supports
- Repave the parking lot and purchase a freezer if the budget allows

*Christina Beaupre, A/Residence Manager*

*Jas Gill, Director of Justice Services*

# Tims Manor Outreach Program

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*"It is clear that Tims Manor is a highly sought program with exceptional onsite supports available through the Outreach Team"*

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## Description of Service

Tims Manor provides an affordable housing option to those facing multiple barriers and challenges living more independently in the community. The building has 10 two-bedroom units. Six apartments are furnished and accommodate up to 12 individuals on a supervised release with the Correctional Service of Canada (CSC). These clients receive onsite support of a full-time Outreach Worker during regular business hours. The remaining four units are for individuals who are at risk of homelessness and require access to safe and affordable housing based on demonstrated need.

The Outreach Worker at Tims Manor works collaboratively with the supervising Parole Officer to develop an individual-centered care plan for every CSC client. The care plan outlines the goals of each individual client and the supports and services required to achieve them. The areas of assistance may include:

- budgeting and money management: bills, saving money, and opening a bank account
- nutrition and food preparation: food purchasing and preparation, menu development
- health management: attending all necessary medical appointments, medication compliance
- recreational/social events: build sense of community, positive social engagement and pro-social relationships, and promoting wellness
- social skills: role modelling positive behaviour, dealing with conflict situations, using productive coping and problem solving skills, developing and maintaining friendships that foster resiliency, acting appropriately in social settings
- accessing other supports and services in the community: food bank, recreation centre, mental health resources and addiction services

## Program Objectives

- enhance the independence, dignity, personal choice and privacy of the persons served
- encourage residents to participate in activities that build community and positive relationships
- support activities that keep tenants safe
- to maintain fiscal integrity and responsibility
- provide clients who are at risk for homelessness with stable, safe and affordable housing
- advocate for individuals regarding affordable housing
- ensuring tenants feel important as individuals, and as valuable members of society
- helping tenants understand their responsibility for themselves and accountability to others
- supporting tenants so they respect themselves and can then respect others around them
- teaching tenants skills that will help them make positive choices and live more independently
- helping tenants become (or continue to be) contributing members of their community

## Admission Criteria

Residents must:

- adhere to the rules and regulations of the facility and terms outlined in the tenancy agreement
- for allotted units, be on a supervised release with the Correctional Service of Canada
- demonstrate financial limitations which, places them at risk of becoming homelessness
- qualify for income assistance or earn less than the government’s definition of low income
- be able to live independently, attend to their personal care and needs, and prepare their own meals
- demonstrate a willingness to work with the Outreach Worker to achieve personal goals that address specific life areas, presenting with difficulty or requiring support and assistance.

Tims Manor is **not** appropriate for individuals with:

- chronic substance abuse history and untreated addiction issues
- unaddressed anger and violence issues, through effective treatment options
- limited mobility and requiring wheelchair accessibility

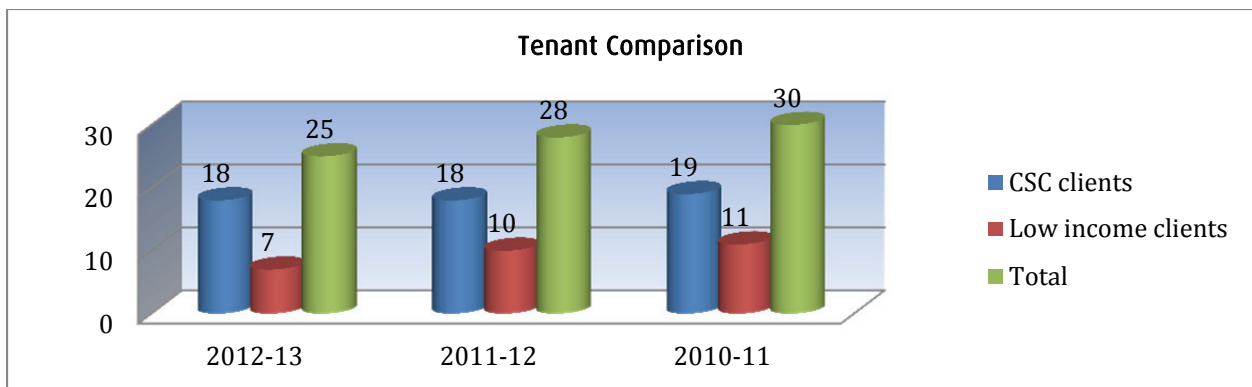
JHSLM assesses each applicant’s need for housing based on criteria including their income, current living situation and personal/familial requirements. Priority is given to those demonstrating greatest need.

## This Year in Review

### Population Served

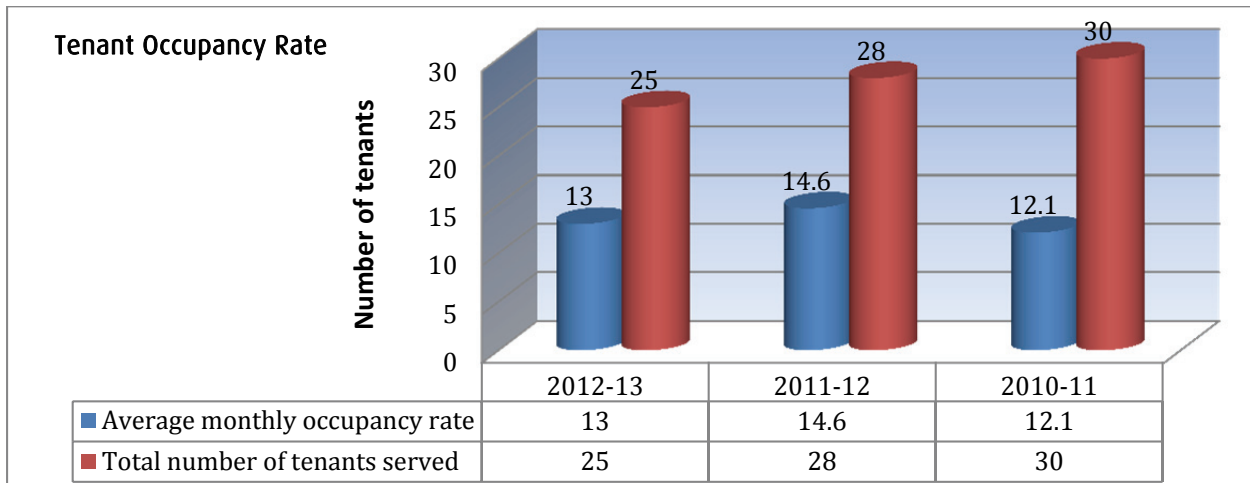
In the current reporting year, April 1<sup>st</sup> 2012 to March 31<sup>st</sup> 2013, we served 25 clients including, 21 men and 4 women. 18 were CSC clients and 7 individuals were self-referrals or referred by local partnering agencies. The age range was 23 to 69 years old.

### Tenant Comparison



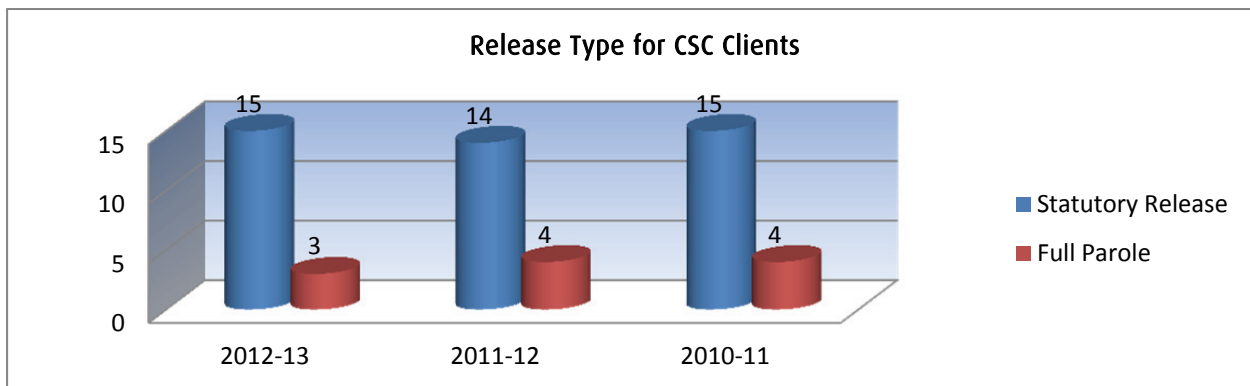
## Program Reports – Tims Manor

### Tenant Occupancy Rate



The average monthly occupancy rate this year was down slightly from last year however, the turnover was also lower. We had more stability amongst our residents which, resulted in less disruptions caused by suspensions and/or removals, and promoted greater cohesion in the building. Four CSC clients successfully reached their sentence expiry and transitioned into non-CSC status based on ongoing needs that prevent them from living more independently in the community. This is three more than last year. By allowing CSC tenants to remain in the building after reaching their WED, we are effectively contributing to protective factors that will reduce recidivism and foster resiliency by addressing key life areas. These include, stable housing, a positive and supportive living environment, personal safety, a sense of belonging, and cohesion and inclusion through participation in group activities arranged by tenants or staff of JHSLM.

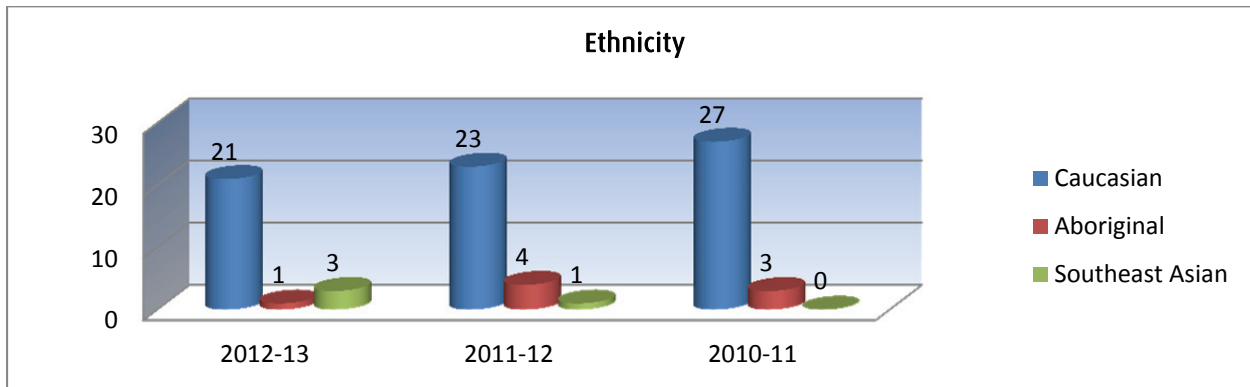
### Release Type for CSC Clients



Three residents were on Full Parole which is one less than previous years. The rest of the CSC tenants were on Statutory Release. While having more tenants on Full Parole residing at Tims Manor has been a goal for the past few years, it is no longer assessed as realistic and achievable. This can be attributed to the fact that tenancy at Tims Manor is based on double occupancy and Full Parolees are more inclined to favor single housing option. Further, the reality is that those granted a Day Parole Release to the community and transitioning to Full Parole, acquire the means to live more independently and with greater autonomy during the supervised release. By the time they reach Full Parole eligibility, it is very rare that they will require the added structure and supports of Tims Manor and the Outreach Worker.

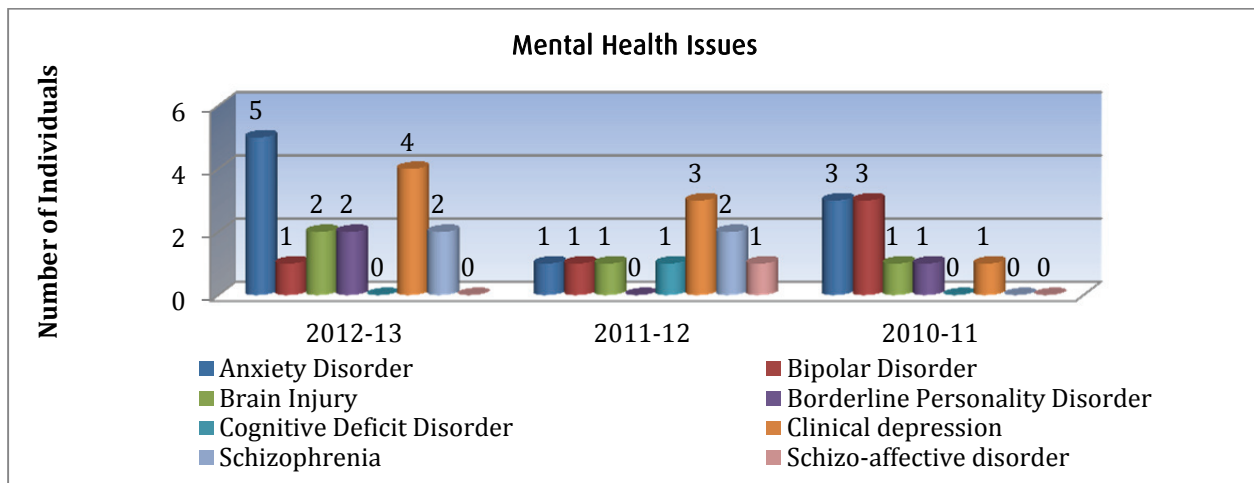
## Program Reports – Tims Manor

### Ethnicity



The majority of our tenants over the past five years have been Caucasian which is reflective of the referrals we receive. JHSLM is dedicated to providing services to diverse populations and enhancing communication with local community agencies to target various ethno cultural groups. We want to ensure we are doing our part in raising awareness of JHSLM as an agency and our mandate, through materials that are published in different languages and increasing accessibility to ethno cultural communities.

### Mental Health Issues



Of those residing at Tims Manor, 16 (64%) presented with mental health concerns. This is a notable increase of 28% from the previous year and considerable jump from 2009-10. The major mental health disorders included Anxiety Disorder, Clinical Depression, Bipolar Disorder, Brain Injury, and Schizophrenia. Over the years, we have observed an increase in CSC referrals with significant mental health needs. Supportive housing continues to be a considerable need area for this growing population. At times, clients are declined based on the need for a more structured environment with 24/7 supports and services particularly, relating to medication compliance and double staffing due to past concerns of volatile and violent behaviours. However, whenever possible, Tims Manor will accept mental health clients with the provision of additional supports available through the Mental Health Outreach Worker. The increase in our acceptance rates of those presenting with mental health issues directly correlates with the funding we received for the Mental Health Outreach Contract in 2011. The JHSLM holds this contract with Fraser Valley Area Community Corrections and has capacity to provide some specialized assistance to those requiring

## Program Reports – Tims Manor

more supports than can be provided by the Tims Manor Outreach Worker. We find the two-prong approach with our mental health clients works very well specifically, general community outreach needs are met by the Tims Manor Outreach Worker and specific mental health care needs are met by the Mental Health Outreach Worker. This ensures an integrated case plan approach for complex needs and multiple barrier clients.

### Changes in Service

The ongoing challenges at Tims Manor remain much the same as those reported last year: compatibility of roommates, substance misuse, money mismanagement, smoking in the building, and tenants bringing in overnight guests. The building itself is in good physical shape. New kitchen counter tops were installed in six apartments this year and new laminate flooring was installed in several units.

### Community Needs Assessment

The following concerns from this year are similar to those as last year:

| Concern  | Response  |
|--|---|
| People smoking in the building   | It is noted that marijuana smoking was not as problematic as in previous years due to heightened vigilance in enforcing the zero tolerance policy                 |
| Tenants bringing in overnight guests   | There is an ongoing need to monitor this closely  |
| A few vulnerable individuals are taken advantage of by others borrowing or taking things from them, leaving them to struggle financially   | There have been active efforts on part of the Outreach Worker to monitor this closely and address issues with affected tenants at the earliest opportunity        |
| Many tenants were unable to budget and had to use the food bank regularly  | Provide assistance with better money management and budgeting skills  |
| Lack of legal identification needed to open a bank account and cash cheques  | Seek out other resources such as, LINC, to provide assistance in this regard  |
| Substance misuse issues  | JHSLM has successfully evicted tenants for placing the property, residents, and staff at risk   |
| Tenants who are suspended or go Unlawfully at Large leave possessions, which are itemized and stored by staff at the building, and are sometimes not retrieved   | Tenants are asked to identify community supports at intake and sign a consent of disclosure form that allows us to address these matters in a more timely fashion |
| The B.C. Ministry of Social Development application process continues to be challenging for clients. On several occasions, clients have had to wait up to three weeks for funding, placing them at risk of re-offending and/or homelessness. | Establishing a more productive relationship for our clients with the MSD for more timely access to social assistance will be a goal for next year.                |



## Summary Analysis

### Review of Last Year’s Goals

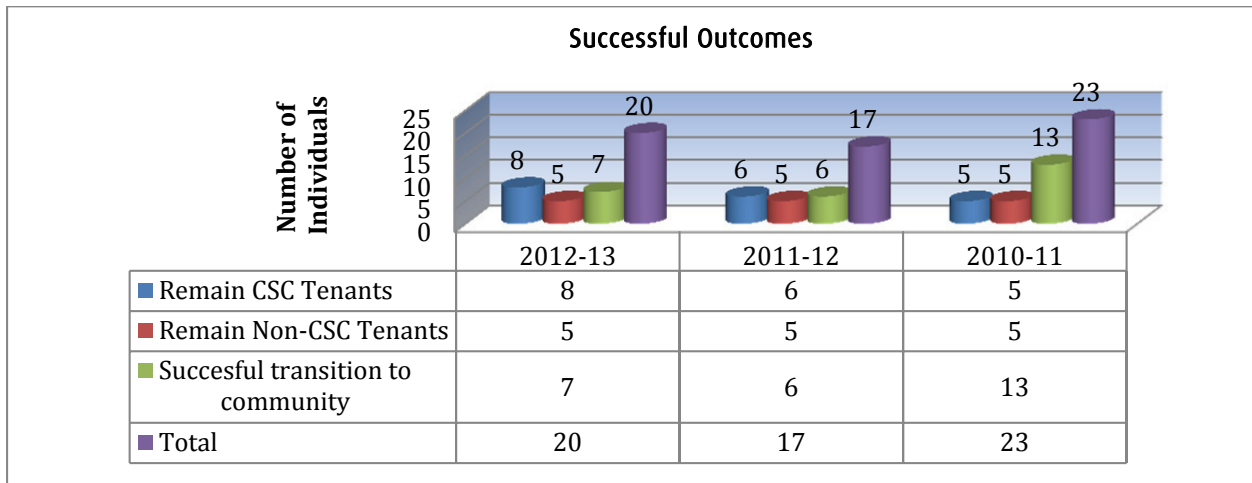
| Goal  | Outcome   |
|---|---|
| To maintain 85% occupancy rate  | Not achieved; occupancy rate 65%, however more stable tenants and less safety concerns  |
| Continue to work closely with the Abbotsford Parole Office                    | Achieved; excellent relationship  |
| Increase the number of female tenants   | Achieved; there was one more female tenant than last year   |
| Continue to improve working relations with The Ministry of Social Development | Not achieved; there continues to be issues around long waiting periods for clients for initial deposit and rent monies  |
| Update the strategic and training plans                                       | Achieved  |
| Facilitate more group activities  | Achieved  |
| Increase the number of families residing at Tims Manor                        | Not achieved; there were no families residing at Tims Manor this year. This goal is being removed as families can secure more affordable accommodation elsewhere. |
| To increase the number of tenants on Full Parole to promote stability         | Not achieved; we had one less tenant on Full Parole than last year. This is no longer a goal for the program for reasons explained above.                         |

### Effectiveness, Efficiency and Outcomes

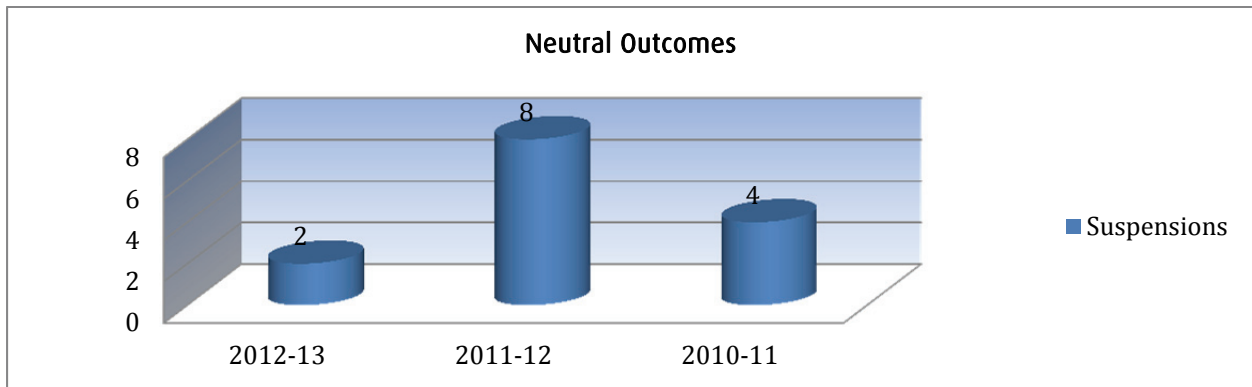
- Referrals were handled promptly
- Expenses stayed within budget
- Repairs were completed as scheduled and were within budget
- Tenants were connected to various community resources including the food bank, doctors, recreational centres, drug and alcohol programs, and other supports

## Program Reports – Tims Manor

### Outcomes

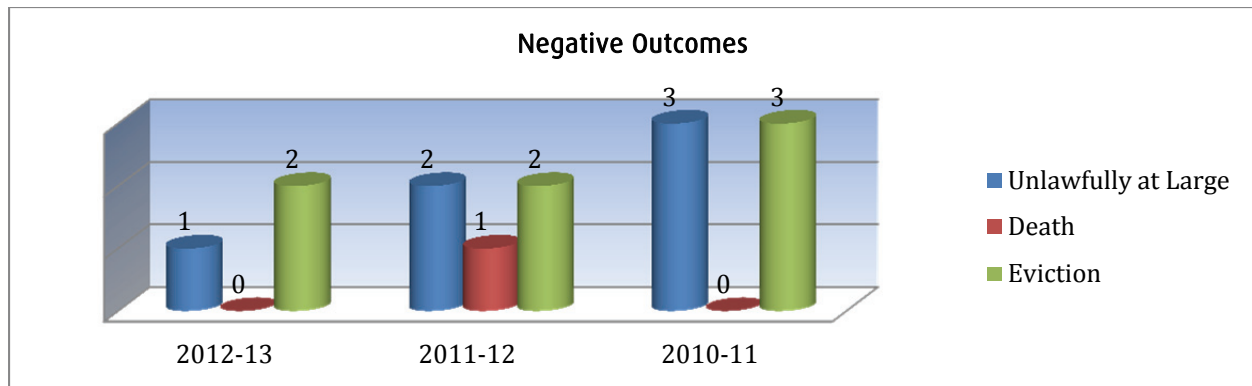


Our results indicate 20 of 25 tenants remained at Tims Manor or successfully transitioned to independent living by moving out into the community by March 31st --- **80% success rate** which is a marked improvement from last year.



We had two suspensions at Tims Manor this year. Again, this is the lowest number we have observed since the beginning of our operations in 2007. Both were CSC clients who had breached their condition to abstain from substance abuse. They were apprehended without notable incident.

## Program Reports – Tims Manor



In the current reporting year, we had one Unlawfully At Large (UAL). This is the lowest we have observed since the inception of our program in 2007. The client who went UAL was apprehended within two days and without serious incident. There were no deaths at Tims Manor. Finally, two non-CSC clients were evicted for returning to substance misuse which, compromised their mental stability and placed others at risk.

## Satisfaction Surveys

### Stakeholder Surveys

The stakeholder survey completed by the parole staff at Abbotsford Parole Office including, Parole Officers, Parole Officer Supervisor, Program Facilitators, and Psychologist, indicated excellent reviews of the Tims Manor Program. They rate the program as being 6 out of 7 for accessibility to CSC clients. All other areas received 7 out of 7 specifically, Tims Manor and staff demonstrate a high level of cooperation and professionalism with CSC, the services are extremely helpful in meeting the needs of the client population and their goals, and their clients are extremely satisfied with the services received. An overall rating of extremely satisfied is noted for JHSLM stating, “Over the last year, the services have been excellent. With the recent transition in services, there has been some adjustment but overall we have been very happy.” In reference to the period of transition, it is noted that a new Director of Justice Services was appointed close to the fiscal year end. JHSLM continues to enjoy a strong partnership with CSC with close communication and collaboration.

### Client Surveys

14 satisfaction surveys were distributed to residents of Tims Manor and 7 were returned. Tenants were asked to rate 7 questions on a scale of **1 (lowest)** to **7 (highest)**. The results indicate that tenants are very satisfied with our services. They feel the Outreach Worker meets them at their point of need with compassion, genuine care and concern. They value the trustful and friendly rapport, and find her to be very helpful, resourceful and positive. They are appreciative of the open door policy. Tenants were also asked to comment on where JHSLM can improve, what they think JHSLM does well and what the organization can do differently to help them reach their goals. Among the positive feedback received: “You do everything very well as it is”; “The people you have in place here are fantastic, try to keep them here”; and “Doing quite well, not much room for improvement.”

## Program Reports – Tims Manor

|  | 2012-13 | 2011-12 | 2010-11 |
|--|---------|---------|---------|
| What is your level of trust with staff?                          | 6.1     | 6.3     | 6.6     |
| What is your level of safety at Tims Manor?                      | 6.9     | 6.8     | 6.5     |
| Are you satisfied with staff's ability to address your concerns? | 6.3     | 6.8     | 7.0     |
| Are you satisfied with your care plan?                           | NA      | 7.0     | 6.0     |
| What is the level of control you feel you have over your life?   | 5.4     | 6.0     | X*      |
| What is your level of hope for the future?                       | 5.5     | 6.0     | X*      |
| What is your ability to live independently?                      | 5.0     | 6.1     | X*      |

\* Please note these questions were not asked in previous years.

### Summary

It is clear that Tims Manor is a highly sought program with exceptional onsite supports available through the Outreach Team comprised of an Outreach Worker and Mental Health Outreach Worker. The program is highly reputable and in good standing with local partners. We share a close working relationship with the Abbotsford Parole Office and Abbotsford Police Department which, contributes to the safety and welfare of our staff, clients, and community at large.

Current and prospective clients look to Tims Manor to provide a safe and drug-free living environment that is affordable and allows them to live within their means. Our residents are vocal about their needs, take responsibility for their lives, and motivated to make positive changes. The Outreach Worker is an integral component to the achievement of their personal goals including sobriety, employment, independence, and healthy relationships. The strength of the program is demonstrated through this year's phenomenal results of an 80% success rate.

Any issues with current residents particularly, relating to grounds for removal or eviction, are addressed without delay. Substance misuse continues to be a significant factor contributing to our negative and neutral results. We will continue to ensure that appropriate means are utilized when pursuing tenancy issues and/or reporting information to the local authorities.

JHSLM is sensitive to the needs of its population, some of whom are vulnerable and/or at risk of victimization. For these reasons, due care is taken in a thorough screening process for CSC clients which, often includes an in-person interview with the potential client. The Outreach Worker will conduct more institutional visits in the coming year to ensure CSC clients are aware of the supports and resources available at Tims Manor. The face to face contact also helps build trust and rapport, while alleviating stress and anxiety about the upcoming release.

This year, we observed a significant increase in referrals for clients with serious mental health needs. The Mental Health Outreach Contract enables us to provide CSC clients at Tims Manor with specialized supports and services, so long as they are capable of living independently. At times, we have had to decline cases due to inadequate capacity to provide them with the additional structure and external controls that are needed to safely manage their risk in a less restrictive environment. Medication compliance is a key risk management strategy for several clients and they need to have the ability to manage this independently or with limited supports.

We have had our most stable and successful year since the program first started in 2007. The residents are very satisfied with the quality of life they enjoy and the supportive environment of Tims Manor. In the coming year, we hope to maintain these results while increasing our numbers to achieve optimal capacity.

## **Program Reports – Tims Manor**

A few goals have been reassessed specifically relating to lifers/Full Parolees and accommodating families. These changes are based on our program results and feedback received from stakeholders. The needs of our target population are dynamic and ever changing. We need to ensure our program continues to be responsive to the current realities of those in greatest need while making a positive contribution to safer communities.

### **Next Year's Goals**

- Continue to foster positive relations with our community partners including the Abbotsford Police Department, Abbotsford Parole Office, and Abbotsford Community Corrections Office.
- Develop new partnerships that will promote resiliency for current and future clients
- Establish a more productive relationship with the Ministry of Social Development
- Engage in public and community events to continue to promote the mandate of JHSLM while promoting client participation and ethno cultural community engagement
- Continuous development and improvement of program needs through timely completion of monthly program reports, care plans, strategic plan reviews, and staff training and professional development opportunities
- Increase the number of in-house group activities at Tims Manor
- Increase in-reach activities at CSC institutions as needed, to assist in the screening process and facilitate a smoother transition to Tims Manor upon release

*Melanie Jarvis, Tims Manor Outreach Worker*

*Jas Gill, Director of Justice Services*

# Mental Health Outreach

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*“The Outreach Worker develops individualized intervention plans to address specific client needs such as, medication compliance, information on food and nutrition, assistance with daily life skills, accompaniment to appointments as well as providing referrals to community agencies, access to employment readiness programs, pro-social recreational/leisure activities and other community resources.”*

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## Description of Service

The Mental Health Outreach Contract falls under the Correctional Services of Canada’s Community Mental Health Initiative (CMHI). The contract provides for one full-time Mental Health Outreach Worker to deliver appropriate, effective and specialized supports for up to 14 CSC clients being released to Fraser Valley Area Community Corrections. The contract services clients under the supervision of Abbotsford Parole Office, Maple Ridge Parole Office, Chilliwack Parole Office, and Chilliwack Community Correctional Centre.

The Outreach Worker develops individualized intervention plans to address specific client needs such as, medication compliance, information on food and nutrition, assistance with daily life skills, accompaniment to appointments as well as providing referrals to community agencies, access to employment readiness programs, pro-social recreational/leisure activities and other community resources. In addition, the Outreach Worker provides intensive one on one support and crisis intervention as needed. The Outreach Worker’s office is located at Tims Manor in Abbotsford.

## Program Objectives

- enhance the independence, dignity, personal choice and privacy of the persons served
- support individuals to participate in activities that build community and positive relationships
- support and encourage individuals to keep their minds and bodies healthy
- represent the people we support at parole office and community service meetings
- maintain or increase return rate of satisfaction surveys

## Admission Criteria

Clients must:

- must be referred by the Correctional Service of Canada
- must be on a supervised release or have release plans for Fraser Valley Area Community Corrections
- must have diagnosed mental health issues, brain injury or developmental disability
- must voluntarily consent to participate in this program

The program is not an appropriate placement for individuals who are:

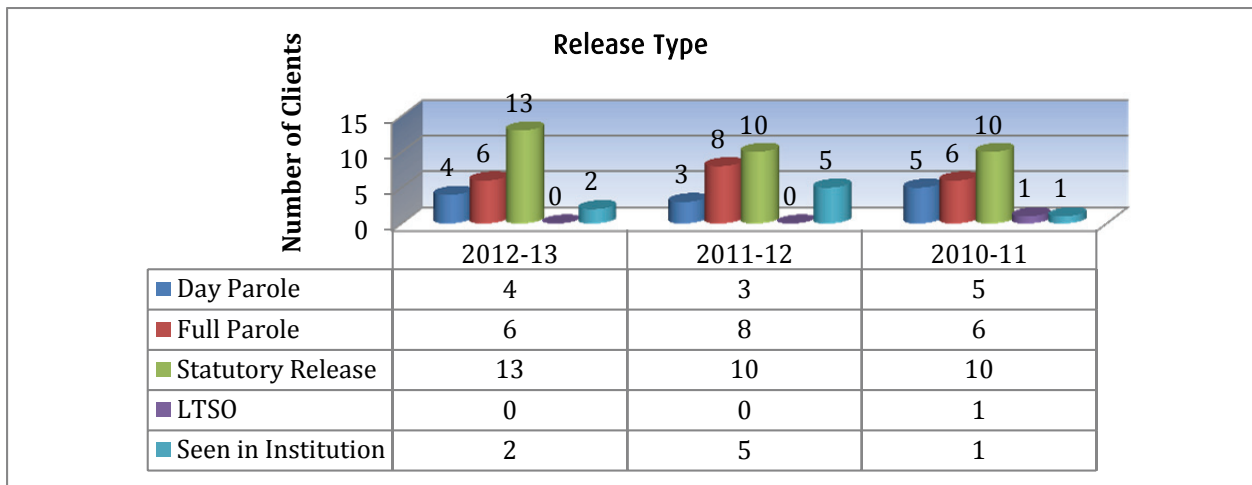
- participating in significant and untreated substance abuse
- severely abusive of others with a history of chronic or unaddressed violence
- refusing treatment for mental health issues

## This Year in Review

### Population Served

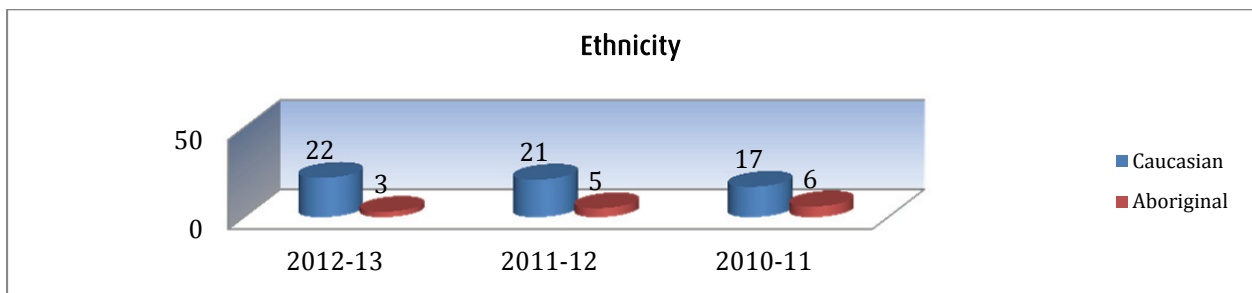
The Mental Health Outreach Program served **25 individuals** (22 men and 3 women) in the fiscal year of April 1, 2012 to March 31, 2013. Thirteen clients were ongoing from the previous year, 11 were new referrals, and one was a returning client who was previously discharged after attaining stability in his life. Referrals came from Community Parole Officers, Institutional Discharge Planners and Psychiatric Nurses in federal correctional institutions. All referrals were accepted and there were no refusals.

### Release Type



The Outreach Worker supported an average of 10 to 14 individuals at any given time in this past year. The caseload was comprised mostly of Statutory Release cases (13), followed by Full Parole (6), and Day Parole (4). Two incarcerated individuals were receiving supports during the pre-release planning process. The institutional visits provided an opportunity to collaborate with other members of the Institutional Case Management Team.

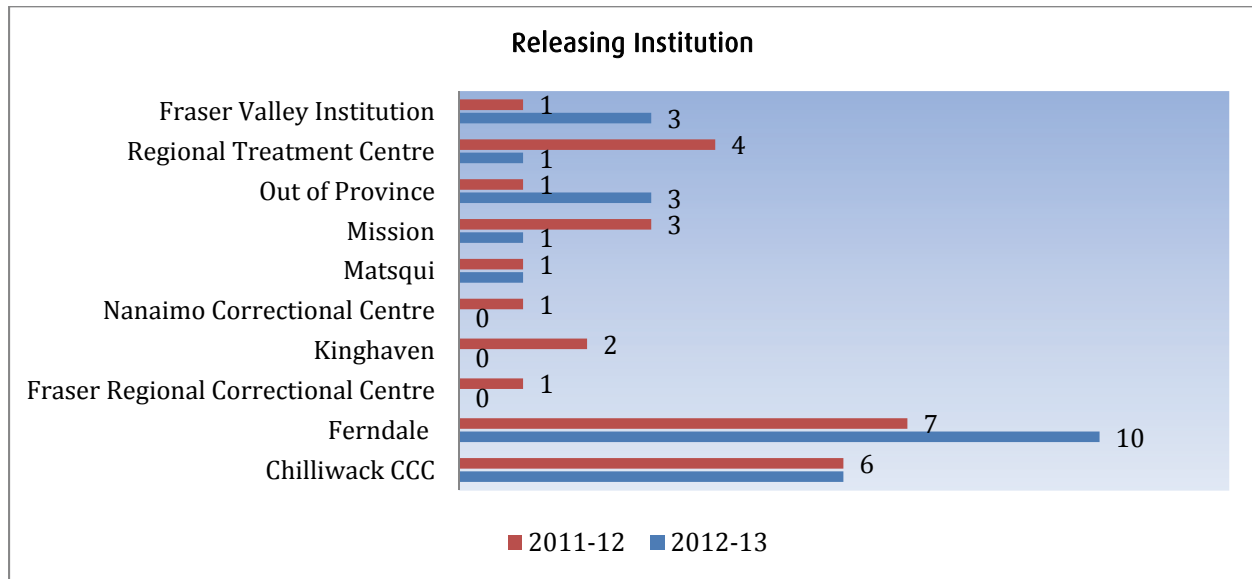
### Ethnicity



The majority of the clients continue to be Caucasian.

## Program Reports – Mental Health Outreach

### Releasing Institution



The majority of referrals are on a supervised release from a minimum security facility, Ferndale Institution. These cases comprise 40% of the caseload. The Mental Health Outreach Worker has a close working relationship with the Institutional Mental Health Initiative Psychiatric Nurse at Ferndale Institution, as three of the referrals were initiated a few months in advance of release. This enabled the MHOW to begin working with the clients early which, facilitated continuity of care as they transitioned to the community. Similarly, the referral from Regional Treatment Centre (RTC) was initiated by the Discharge Planner well in advance, more than a year before the client's anticipated release, to allow the MHOW to build rapport and alleviate anxiety by providing pertinent information regarding release planning.

The trends suggest that the RTC referrals have declined from previous years. There is a need to maintain strong partnerships with this institution, as it houses those with severe and acute mental health issues. Although Tims Manor is not always best suited to meet the needs of these individuals as direct releases from the institution, the MHOW works collaboratively to seek other viable options such as, a period of stability at a Community-Based Residential Facility (CRF) or Community Correctional Centre (CCC). Currently, there is only one such facility in the Fraser Valley Area and therefore, it is not surprising that the Chilliwack CCC accounts for the second highest number of referrals to the MHOW. Consistent with last year's trends, the Chilliwack CCC referred six clients. Furthermore, an increasing number of women have been referred for specialized supports and services available through the MHOW. This year, there were three women involved in the program compared to one in 2011-12 and 2010-11. Interestingly, there were three referrals for out of province cases. Generally speaking, these clients have limited supports in the local community and higher turnover. Therefore, the availability of additional supports to assist in their safe and successful reintegration cannot be emphasized enough. The MHOW provides significant outreach supports after release to the community by maintaining regular and ongoing contact to address specific need areas that are risk-related.

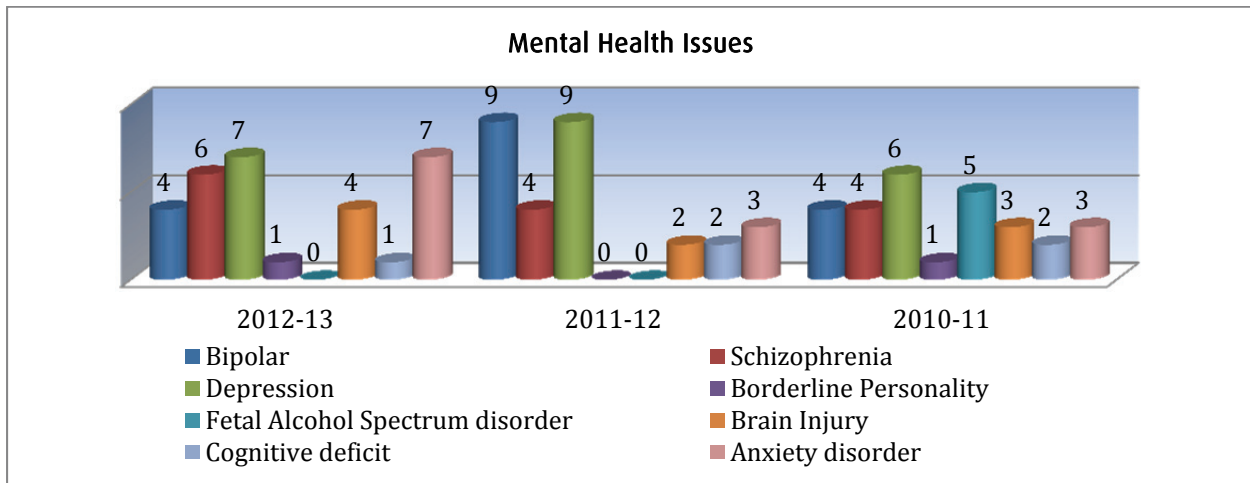
The Mental Health Outreach Worker's office is located at Tims Manor in Abbotsford, BC which, is operated by the John Howard Society of the Lower Mainland. During 2012-13, the MHOW supported 9 clients who resided at that facility. Currently, the MHOW provides onsite support to six clients who are facing multiple barriers and presenting with serious mental health needs. When individuals demonstrate stability over a sustained period of time, they are cascaded to work with the Tims Manor Outreach Worker. This enables the MHOW to focus efforts on those whom are presenting with acute and severe needs in the Fraser Valley



## Program Reports – Mental Health Outreach

Area, while the Tims Manor Outreach Worker can provide generalized outreach supports and alleviate concerns relating to fear of abandonment. The continuity of care provided by the Tims Manor Outreach Worker include, monitoring mental health needs and reporting deteriorations which may warrant a re-referral, ongoing assistance with accessing community resources, accompaniment to appointments, and participation in community events and/or pro-social leisure activities that promote inclusivity and reduce general social anxiety.

### Mental Health Issues



We support individuals presenting with a variety of mental health concerns. Many have more than one diagnosis, for example it is common for someone who suffers from anxiety to have depression as well. It is also likely that some individuals listed as brain injured or presenting with cognitive deficits may fall within the Fetal Alcohol Spectrum Disorder. However, they may be lacking the appropriate diagnosis due to inaccessibility to the testing clinic, lack of supporting information, and/or inability to absorb the financial cost. A majority of clients on this caseload struggle with dual diagnosis or concurrently facing mental health issues while struggling with substance misuse (76% or 19 out of 25 individuals).

### Community Needs Assessment

The MHOW was able to conduct pre-release planning with 8 individuals in the last year. This had the benefit of building rapport early and reducing anxiety over transitioning to the community. The Mental Health Nurse at Ferndale was instrumental, providing the referral for 3 of those individuals. Unfortunately, that position has been discontinued and there is no Discharge Planner for Ferndale, which gave rise to 40% of the caseload. Future pre-release planning will be dependent on networking with the Institutional Parole Officers through regular contacts.

The MHOW has completed non-security escort training which allows her to escort clients on Escorted Temporary Absences from Ferndale Institution to the Chilliwack CCC. In an effort to assist clients in building community supports prior to release, the MHOW advocated for specific secondary destinations to be included in the paperwork such as, participation in bi-weekly Mood Disorder Association support group, Cheamview clubhouse for mental health consumers, Fraser Valley Brain injury Association (FVBIA) drop-in, and the Vedder River nature trail. The only destination successfully included in the ETA paperwork was a nature trail, which is a useful tool for reducing anxiety and engaging in meaningful conversations and exercise. When one of the clients was granted a 60 day work release, he was then able to get all the requested secondary destinations included in his release paperwork for personal development purposes.

## Program Reports – Mental Health Outreach

Additionally, the MHOW worked diligently to explore ETA plans for two individuals to access community resources. The plans were presented to the respective Institutional Parole Officers and were not supported for the following reasons. One individual from RTC was classified as medium security right up until his Statutory Release and therefore, ineligible for non-security escort. The other individual, at Ferndale, experienced setbacks in the form of multiple IPO turnovers which resulted in delays in proceeding with a Community Assessment for the Fraser Valley Brain Injury Association, and he unfortunately suffered a medical emergency necessitating his transfer to RTC so the process came to a halt.

During the reporting year, CSC policy changes resulted in the cancellation of regularly scheduled ETAs from Ferndale to the Chilliwack CCC, affecting 2 individuals on the caseload for more than 3 months. The MHOW was able to provide continuity of support by visiting them at the institution and passing along greetings and words of encouragement from friends and staff at the CCC.

Extraordinary waitlists at the Community Mental Health offices continue to be a significant barrier in Fraser Valley communities. Clients are required to attend groups for months before having a chance of accessing one to one counseling. Generally, individuals on parole are unwilling to attend any more groups beyond what is mandated by CSC. Many clients are hesitant to open up about their issues to CSC psychologists and psychiatrists due to past negative experiences and repercussions of less favorable professional reports. Unfortunately, waitlists for community professionals are long which makes them inaccessible within a timely manner.

Cooperation with LINC made it possible for two individuals on the caseload to acquire replacement identification this year. Collaboration with the Volunteer Coordinator resulted in 3 individuals benefiting from volunteer support to enhance access to socio-recreational opportunities in the community. Continued collaboration with partners and building relationships with community resources will be a focus for the upcoming year of the program.

## Summary Analysis

### Review of Last Year's Goals

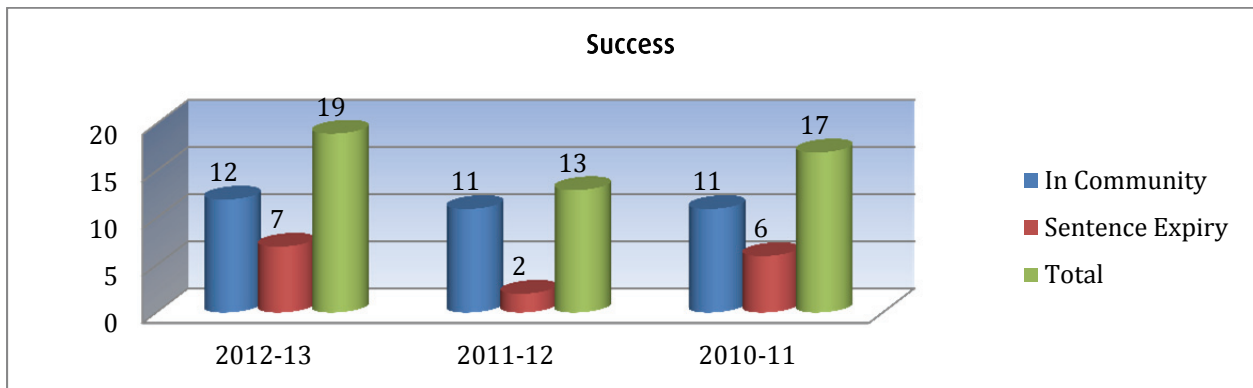
| Action  | Outcome  |
|---|--|
| Attend Business and Issue (B&I) meetings at parole offices        | Achieved; MHOW attended 5 B&I meetings in Abbotsford, and 1 in Maple Ridge.  |
| Complete monthly reports  | Achieved; all reports sent to JHSLM Director of Justice Services   |
| Complete CSC bi-annual reports                                    | Achieved; reports submitted to CSC - Community Mental Health   |
| Complete monthly statistics                                       | Achieved (number of phone calls and actual contacts)   |
| Work closely with the volunteer coordinator to assist individuals | This is ongoing. Collaboration resulted in volunteer support for 3 individuals to attend socio-recreational events and support groups. |
| Distribute satisfaction surveys                                   | Achieved   |

## Effectiveness, Efficiency and Outcomes

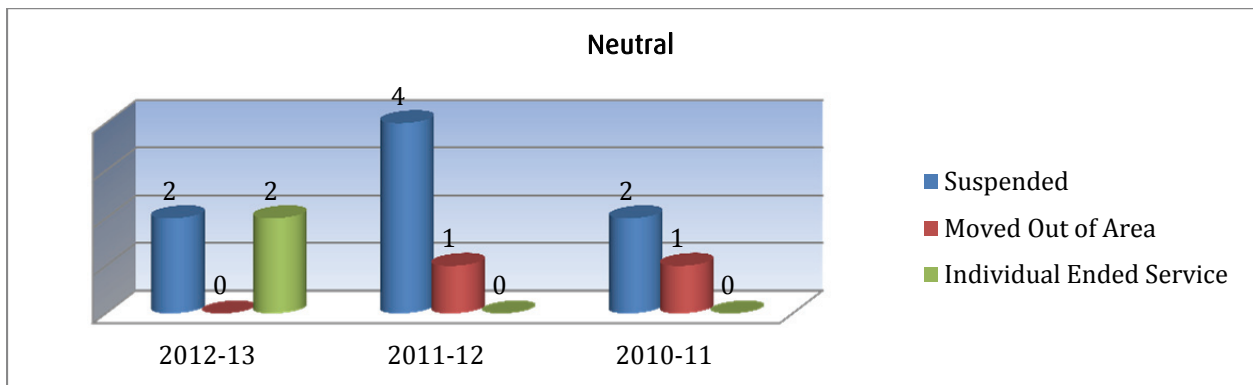
- All referrals were handled promptly
- No referrals were denied
- Program costs remained within budget
- Active case load remained within contract guidelines of 10:1 and 14:1

Success is defined by an individual not returning to a correctional facility and by positive feedback from persons served. Of the 25 individuals served, two were suspended. One had his release revoked by the Parole Board of Canada and the other returned to the program later and reached his sentence expiry without further incident. There were no clients who were deemed Unlawfully At Large this year. Seven individuals reached sentence expiry successfully, while 11 remain in the community on a supervised release. The two incarcerated individuals who were receiving pre-release supports were removed from the table of outcomes as they have not yet had the chance to demonstrate their progress post-release.

### Outcomes

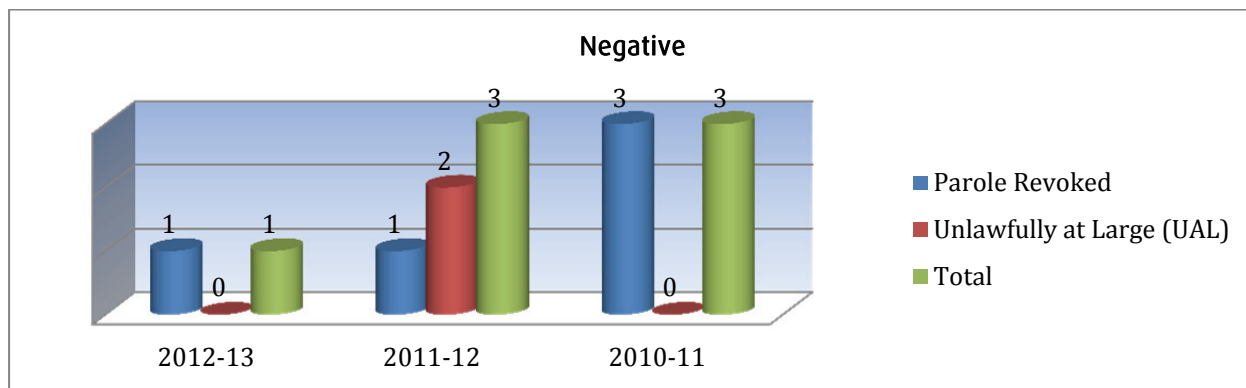


19 of 23 persons served reached their Warrant Expiry date or remained stable in the community (omitting the 2 individuals yet to be released)—a success rate of **83%**. If we also include the 2 individuals who voluntarily ended service and went on to continued success in the community, then this figure rises to a success rate of **91%**. Our program results are exceptional. They demonstrate greater number of clients being served and the MHOW being instrumental in the client’s successful reintegration.



## Program Reports – Mental Health Outreach

4 individuals (17%) had a neutral outcome. 1 of the 2 suspended individuals rejoined the program upon release and went on to reach warrant successfully in the community. He has been included in both the successful and neutral outcome totals to appropriately capture his progress on each release.



Only one individual had a negative outcome, having his parole revoked after several failed urinalysis tests for substance misuse. There were no UAL's this year. The negative results are minimal and effectively reduced from previous years.

## Satisfaction Surveys

### Stakeholder Surveys

The stakeholder surveys completed by staff at the Abbotsford Parole Office, Chilliwack Parole Office and Chilliwack CCC, which includes Parole Officers, Parole Officer Supervisors, Program Facilitators, Psychologist, and Psychiatric Nurse, indicated great reviews of the Mental Health Outreach Program. They rate the program as being above average with respect to accessibility and responsiveness to CSC clients, with the responses ranging between 5 and 7 (with 7 as the highest). All other areas received a 6 or 7 out of 7 specifically, the Mental Health Outreach Worker demonstrates a high level of cooperation and professionalism with CSC, the services are extremely helpful in meeting the needs of the client population and their goals, and their clients are extremely satisfied with the services received.

Additional comments received include:

*“The mental health worker has been essential in dealing with our clients in all aspects of their case (i.e. finding appropriate accommodation, reintegration into the community etc.).”*

It is noted that there were no referrals from Maple Ridge Parole Office during this reporting period and therefore, they did not complete a survey. The MHOW maintains quarterly contact with the parole staff at that office to remain current on their needs. This is accomplished through attendance at their Business & Issues meeting.

### Client Surveys

A total of 7 completed surveys were received, most if not all were from residents at Tims Manor. Tenants were asked to rate the following questions on a scale of **1 (lowest)** to **7 (highest)**. The results indicate that tenants are very satisfied with our services. They feel the Mental Health Outreach Worker meets them at their point of need with compassion, genuine care and concern. They value the trustful and friendly

## Program Reports – Mental Health Outreach

rapport, and find her to be very helpful, resourceful and positive. They are appreciative of the open door policy.

Tenants were also asked to comment on where JHSLM can improve, what they think JHSLM does well and what the organization can do differently to help them reach their goals.

Among the positive feedback received:

*“You do everything very well as it is”*

*“The people you have in place here are fantastic, try to keep them here”*

*“Doing quite well, not much room for improvement.”*

| Question   | 2012-13 | 2011-12 |
|--|---------|---------|
| What is your level of trust with the staff?                      | 6.10    | 6.14    |
| Are you satisfied with staff’s ability to address your concerns? | 6.30    | 6.70    |
| Your ability to live independently is?                           | 5.00    | 5.29    |
| What is your level of hope for the future?                       | 5.50    | 5.86    |
| What is the level of control you feel you have over your life?   | 5.40    | 6.14    |

\*Survey results from 2010 were not included as the questionnaire was revamped in recent years

## Summary

This year the Mental Health Outreach Worker provided service to 25 individuals. Common areas of need included assistance with navigating Ministry services (enrolling for Pharmacare, completing special authority requests for med coverage, applying for income assistance and disability status). Two individuals required ongoing assistance in adjusting family maintenance court orders and reducing arrears.

Accompaniment to community resources for mental health consumers including, participation in support groups and clubhouses, has always been an important part of the program. This is the first year that specific one on one skills training was introduced for certain clients. Topics included coping with social anxiety, increasing assertiveness, and combating insomnia. The MHOW collaborative efforts with LINC and the CSC Volunteer Coordinator benefited five clients. Further, the pre-release planning and institutional visits with 8 individuals was reported to be extremely helpful in reducing anxiety when transitioning to the community.

## Next Year’s Goals:

- Regular attendance at Business and Issues meetings at the parole offices and maintain strong partnerships with Fraser Valley Area Community Corrections Staff
- Continue to build relationships with institutional staff by increasing in-reach and pre-release planning activities.
- Maintain a network of community agencies and mental health support resources
- Complete all required JHSLM and CSC reports
- Complete monthly statistical reports and care plans in CAMS
- Continued collaboration with the Volunteer Coordinator and LINC

## **Program Reports – Mental Health Outreach**

- Attend the quarterly Aimhi (Abbotsford Integrated Mental Health Initiative) meetings at the Abbotsford Regional Hospital and Cancer Centre.
- Participate in Community Mental Health Initiative Staff conference calls, meetings, and training opportunities as required.

*Christina Beaupre, Mental Health Outreach Worker*

*Jas Gill, Director of Justice Services*

# Vancouver Apartment

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*“We assist adults with developmental disabilities (and who may have concurrent disorders) in the care of Community Living British Columbia (CLBC) to acquire the social and educational or vocational upgrading which will enable them to thrive in a less-structured independent living arrangement.”*

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## Description of Service

Vancouver Apartment (VA) is intended to provide a home-like setting in which our residents can learn the skills necessary to become responsible, independent, contributing members of society.

We assist adults with developmental disabilities (and who may have concurrent disorders) in the care of Community Living British Columbia (CLBC) to acquire the social and educational or vocational upgrading which will enable them to thrive in a less-structured independent living arrangement.

Social skills include the following:

- Activities Daily Living Skills (ADLS), personal hygiene, health, room and time management, meal planning and preparation, shopping, daily/weekly chores, budgeting
- Community awareness and social maturity: transportation, leisure, volunteering, interpersonal skills, relationship building, consideration, dealing with problems, public safety.

Educational and vocational skills include:

- Referral to community based educational/job-training programs
- Volunteer placements
- Job search, resume and job interview preparation

## Admission Criteria

An individual:

- must be 19 years of age or older
- must have intellectual functioning of 50-70
- may have mental health issues
- may have behavioural difficulties
- may have been charged, convicted or investigated for a criminal offense
- may be at risk in the community
- must be in the CLBC Vancouver Coastal Region

Vancouver Apartment is **not** appropriate for those that are:

- participating in significant and untreated substance misuse
- physically challenged by layout of the house, which is not wheelchair accessible
- abusive of peers or others with a history of chronic violence

## **This Year in Review**

### **Population Served**

This past year Vancouver Apartment served 10 residents (2 female and 8 male), one of Chinese descent, one of African Canadian/European origin, three of Aboriginal descent and five of European descent.

### **Changes in Service**

JHSLM and CLBC have seen a greater need for emergency beds with 24 hours of staffing. This need stems from many situations such as hospital release, changes in housing, and families being unable to continue supporting their loved one.

In response to this change in service, Vancouver Apartments supported five individuals referred by CLBC on short term and emergency basis. The Vancouver Apartments team accommodated and supported them on an expedited basis to provide a safe and supportive home for these individuals experiencing significant changes and stress in their lives.

The length of stay of these placements varied between four days and ten weeks. The individuals that accessed our emergency services at Vancouver Apartments received supports from our Community Outreach team. In collaboration with residential and outreach support individuals were able to stabilize and transition out of Vancouver Apartments in a timely manner.

This year we responded to two emergency placements that have resulted in longer term stays at Vancouver Apartments with the intent to transition to a less restrictive environment. The goal for this placement is to stabilize, enhance skill development and assess a person's ability to transition into the community in a different housing model. We were successful in transitioning an emergency placement into one of our home shares. This transition included additional community outreach support from our outreach team to include community integration and inclusion.

In November 2012, a new program was developed called East 3rd Residential. This residential program is intended to provide intensive supervision for individuals whom require 24hrs staffing to meet their conditional requirements. The goal is to create a home-like setting in which our residents can learn the skills necessary to become responsible, independent, contributing members of society within the parameters of their supervision orders.

### **Community Needs Assessment**

There continues to be a need for specialized daytime activities that accommodate different needs and supports the development of an increased level of independence. From this need, VA makes every effort to meet the goals of residents through person-centered planning. This planning is not trying to fit the resident within the parameters of an existing program but tailoring the program to meet their needs. Our case management team approach gives all stakeholders and the individuals we support a forum to make informed decisions.

### **Program Goals**

VA provides a safe home environment where adults can acquire life skills to function more independently in a community living arrangement. Residents are given a transition period in which to learn social and life skills to prepare them to reach their full potential of independence.

The residents work toward this goal of independence, one step at a time. VA staff work with them, their families and other advocates, as well as professional supports within the community to assist them in



## Program Reports – Vancouver Apartment

reaching their goals—this is as a time of experimenting and practicing new behaviors, as well as learning and practicing new skills. VA staff focuses on resident's successes and believe that each resident can find unique solutions to their life challenges. Individualized planning provides a more accurate assessment of skill level and readiness for increasingly independent living.

We implement personalized services and plans that are established in consultation with the individual and their case management team. We utilize a strengths-based approach supported by motivational interviewing. Individualized goals are set with the individual by our team with an intended outcome. Specific outputs are identified within a timeframe to work towards the achievement of the goals. We ensure these plans are completed with two weeks of arrival and reviewed on a quarterly basis at minimum.

The main goals of this person-centered planning for the residents vary throughout their time at VA. The fundamental areas of attention are ensuring the activities of daily living are prioritized (such as proper hygiene, medical care, and meal preparation) followed by other goals identified by the individual. In the past year, there have been residents seeking out vocational goals such as volunteer positions to social recreation like bowling with Special Olympics to education aspirations of obtaining their GED.

### Effectiveness, Efficiency and Outcomes

Vancouver Apartment uses the Amended Adaptive Functioning Index (AAFI) to measure life skills, broken down into 2 categories. The first section includes activities of daily living skills (ADLS; personal hygiene, budgeting and shopping, and so on). The second section includes community awareness and social maturity (leisure, work, vocational training, relationship building and communication). The higher the score reflects more mastery of skills needed for independent living. The maximum score that can be obtained is 240. The following are the results of the residents' AAFI scores in the last year:

| Resident | April 2012 | July 2012 | Oct 2012 | Jan 2013 |
|----------|------------|-----------|----------|----------|
| 1        | 88         | 88        | 88       | 88       |
| 2        | 102        | 67        | 73       | 84       |
| 3        | 145        | 148       | 155      | 159      |
| 4        | -          | -         | 85       | 103      |

This information allows us to develop person-centred plans and measure outcomes, providing an opportunity for residents and staff to support and improve areas that need more attention. Challenges include struggling to balance relationships, increased independence, mental and physical health, as well as behavioral concerns. The levels of functioning of VA residents continue to be diverse, requiring a wide variety of support; some individuals require more direct support with their ADLS, while others require support with finding employment, educational opportunities, and/or mental health services.

The incidents reported this year involved mental health issues, medical emergencies, aggressive behavior/posturing, uttering threats, substance misuse, missing person's reports and unsafe behaviors in the community. Each incident was investigated, reported and reviewed by the case management team. The outcome from these incidents varied. They resulted in lost privileges, hospitalization and additional staffing depending on the circumstance. The results are as follows:

## Program Reports – Vancouver Apartment

| Resident | Critical Incident Reports | Reasons   |
|----------|---------------------------|---|
| 1        | 2                         | Medical attention due to aggression from co-resident and physical confrontation for hitting another resident.   |
| 2        | 17                        | Missing person's reports due to no contact with the individual for 24 hours, substance misuse, mental health concerns, and unsafe behavior in the community. Fire department involvement due to fire hazard in bedroom. 2 other reports: high risk pregnancy and miscarriage. |
| 3        | 80                        | Aggressive behavior/posturing towards staff and co-residents, uttering threats, suicidal ideation, physical confrontation towards staff and residents, police involvement, repeated hospitalization   |
| 4        | 1                         | Drug use  |
| 5        | 7                         | Missing person's reports due to no contact with the individual for 24 hours. Disclosure for risky situation within the community.   |
| 6        | 1                         | Police involvement due to uttering threats to staff   |
| 7        | 0                         |   |
| 8        | 1                         | Police Involvement due to client making a statement for aggression towards him in the community.  |
| 9        | 5                         | Suicidal ideation, inappropriate behavior and alcohol use.  |
| 10       | 3                         | Missing persons reports and risky behaviors in the community requiring hospitalization  |

It is important to note that resident 2 had a 55% decrease in missing person's reports from 2011 to 2012 (31 reports compared to 17). The staff team has taken a pro-active approach to attempting to make contact every 8 hours with this resident as opposed to waiting till 24 hours had passed without contact and reporting an individual missing. The staff continues to encourage this individual to check in independently while in the community.

With respects to resident 3, there have been large areas of concern with the 80 critical incident reports that have been written. In December, to collaborate with the Vancouver Apartment staff, a consultant from CBI was contracted by CLBC. Their focus, as an organization, is on individuals with developmental disabilities who are expressing aggressive, difficult behaviors. This collaboration has created profile, behavioral plan and safety plan to help support this individual and ensure safety of residents and staff along with ensuring consistency among the staff team.

East 3<sup>rd</sup> Residential reported two incidents this year. One incident involved verbal aggression towards staff and an aggressive outburst towards property in the home. In both incidents the staff was able to de-escalate the situation.

### Efficiency

All referrals at VA are handled promptly. In the last year, we received several referrals, including some emergency placement requests, to replace 1 resident transitioning into a home share and for an emergency

## Program Reports – Vancouver Apartment

bed that was started this past year. The case management team reviewed each of these referrals carefully through both the referral and transitions stages for each of these individuals.

We were successful in maintaining a full occupancy rate this year, though there was one month this reporting period in which we had a 75% occupancy rate.

Every Monday afternoon, meetings are held during which residents and staff review the previous week and plan the coming week. This is a time for residents to express any feedback, resolve interpersonal issues, and to participate in the planning of upcoming social and leisure activities.

### Satisfaction Surveys

#### Resident Surveys

All residents were asked to complete our satisfaction survey and rate their experience at VA on a scale from 1 (lowest) to 7 (highest). All four residents that have been consistently part of VA in this past year completed the survey. The following chart list the average results compared to previous years:

|  | 2012-13 | 2011-12 | 2010-11 |
|--|---------|---------|---------|
| Level of hope for the future             | 5.00    | 3.00    | 6.50    |
| Level of trust with staff                | 6.00    | 6.75    | 7.00    |
| Level of safety at VA                    | 5.25    | 6.25    | 7.00    |
| Staff's ability to address your concerns | 5.75    | 7.00    | 7.00    |
| Your ability to live independently       | 2.00    | 3.75    | 4.50    |

One individual's response to the question "What do you think that we do well at Vancouver Apartment?" was "staff talk to me", "outings are fun" and staff "accept what is the best that I can do". Feedback included a request for staff to research more community activities, help residents find volunteer employment and to buy more puzzles. Residents also had a few verbal complaints that were brought up at house meetings or to the manager directly. These complaints were for the most part miscommunications. Complaints were reported, handled promptly and reviewed by the team with an outside mediator. Weekly house meetings and our suggestion box continue to provide an opportunity to monitor resident satisfaction.

#### Stakeholder Surveys

11 stakeholder surveys were returned out of 20, a 55% return rate. This compares to 8 out of 13, a 61.5% for 2011. The surveys rated VA on a scale of 1 (lowest) to 7 (highest):

|  | 2012-13 | 2011-12 | 2010-11 |
|--|---------|---------|---------|
| To what extent has JHSLM responded in a cooperative and professional manner?         | 6.72    | 6.75    | 6.64    |
| How satisfied are you with JHSLM?  | 6.70    | 6.63    | 6.45    |
| Please rate the accessibility of Vancouver Apartment for the individual in your care | 6.72    | 6.38    | 6.20    |

## Program Reports – Vancouver Apartment

Additional feedback included:

*JHS is “very responsive to clients’ needs.” They are “good discovery of clients wants, interests and needs.”*

*“The team at JHS is amazing and the more that CLBC coastal utilizes your service, the more confidence we have in JHS and the team that work there.”*

### Employee Surveys

Three employee satisfaction surveys were returned out of 12, a 25% return rate. It was rated from 1 to 5 (being the highest).

| 2012-13   |      |
|---|------|
| How would you rate your job satisfaction with JHSLM as a place to work? | 4.33 |
| How well are you treated by JHSLM?                                      | 4.66 |

Additional feedback included:

*This work “provides the opportunity to assist others who are less fortunate.”*

*JHSLM provides “a lot of training.”*

## Summary Analysis

### Review of Last Year’s Goals

| Action   | Outcomes   |
|--|--|
| Maintain a 100% occupancy rate   | Almost achieved—for only 1 month we had a 75% occupancy rate due to resident transitions and emergency placements  |
| Referrals to be handled promptly   | Achieved   |
| Develop alternative day programming for residents who cannot access community day programs due to their level of functioning | Achieved: we accomplished our goal of creating day programming tailored to fit the needs and interests of our residents who are not an appropriate fit for existing community programs |
| Adapt to improve our quality of service and meet the individual needs of our residents                                       | Achieved: This goal was accomplished through continued monitoring and assessment of each resident’s need, abilities and goals  |
| Complete semi-annual file audits   | Achieved: all files were audited; key worker checklists were used to ensure individuals files were kept up-to-date   |
| Facilitate one team building event for staff to participate in and increase staff morale                                     | Achieved: Our staff attended a JHSLM team day event of Effective Interviewing in which staff learned new techniques to effectively interview   |

## Program Reports – Vancouver Apartment

| Action   | Outcomes  |
|--|---|
|  | clients.  |
| Staff evaluations done on time   | All annual staff evaluations have been completed.   |
| Encourage staff to research and participate in training that they beneficial to their position | Achieved: Several staff members attended training in topics like addictions issues, co-occurring disorders, positive behavioral intervention, non-violent crisis intervention, first aid, occupational health and safety, diabetes education, and nutrition |

While group activities are challenging because of behavioral concerns and the diverse levels of functioning of VA residents, the social interaction amongst peers is very beneficial. Group trips were made to the Pacific National Exhibition, the Greater Vancouver Zoo, Stanley Park, the Vancouver Aquarium, Granville Island, the Farmers’ Market, Watermania, and the Richmond Night market as well as local art events and community fairs.

Together with the JHSLM Community Services Office, Vancouver Apartment held a Sports Day for residents of VA and Miller Block, and individuals served by JHSLM Community Outreach and the Community Services Office. One VA resident participates in Special Olympics’ bowling, while another resident is focused on getting healthier and now goes to the gym twice a week. A third resident focused on developing life skills in order to increase his independence at home and in the community. We also celebrate birthdays and holidays with decorations and parties.

### ***Effectiveness***

Staff and management perform quarterly file audits, ensure security of individuals’ information, and maintain personnel files, staff evaluations, outcome surveys, and building maintenance.

It must be noted that that residents continue to rate their skill level higher than their actual functioning level on the Amended Adaptive Functioning Index.

The residents continue to understand the areas in which they are able to grow. This collaboration between staff and residents have enhanced goal development in their person-centred plans (residents are more involved in these processes when they can evaluate their different skill levels).

The clients all progressed towards attaining their potentials. One of our residents continues to attend day program one day per week. Another resident has been able to learn how to do laundry, bathe and clean his personal space while being at VA. He now does these things independently. One resident, with the help of a nutritionist, has begun to change his diet to one that is much healthier. A fourth resident has been able to maintain previous gains in managing his daily living activities. All the residents take part in weekly menu planning, grocery shopping and preparing meals with the level of supervision needed.

### ***Efficiency***

Four residents were assisted by staff in taking medication. During shift change the Medication Administration Records and the medication blister packs for each resident must be audited in order to ensure all residents have taken their medications as prescribed. For any medication errors that did occur (medication missed or given at the wrong time), medication error forms were submitted to the Manager, and the dispensing pharmacy was contacted for instructions on how to proceed.

## Program Reports – Vancouver Apartment

### **Satisfaction**

The Manager of Vancouver Apartment met with each resident individually to discuss the outcome of the satisfaction survey results and to solicit feedback on programming or staff. Survey results indicate high levels of satisfaction of both the individuals served and stakeholders. Informal inquiries made regularly during professional contact confirm this; CLBC representatives commended the agency for flexibility in the way we provide service to accommodate individuals with more complex needs.

### **Summary**

Our residential programs offer individuals an opportunity to develop daily living skills in a pro-social setting to encourage greater independence. Each individual's needs are unique and require a different level of support. Some individuals need hand over hand assistance and others respond well to coaching and mentoring.

Our staff team is highly invested in ensuring our residents at our residential facilities are treated with compassion, respect and dignity. As helping professionals, we value constructive feedback from our clients and stakeholders to ensure program satisfaction, responsiveness to the dynamic and diverse needs of our clients, and meeting accreditation standards. All of this is in the interest of long-term program sustainability and maintaining excellence through program integrity and quality results.

### **Next Year's Goals**

- Maintain a 100% occupancy rate
- Referrals handled promptly
- Continuous improvement of quality of service and meet the individual needs of residents
- Develop day programming for residents who do not have access to community day programs
- Complete semi-annual file audits.
- Complete CARF self-evaluation – on-going quality assurance and quality control
- Complete staff annual evaluations on time
- Improve our response rates by 75% for client, staff and stakeholder surveys.
- 75% of the staff has completed the positive behavioural intervention on-line training.
- Facilitate one team building event to increase staff morale

*Alanna Parker, Manager of Community Living Services*

*Emily Zuberbeir, Residential Manager*

# Home Shares (ICN)

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*“Homes Shares provide a safe home environment where adults can develop social and life skills in order to ready themselves to reach their full potential for independence.”*

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## Description of Service

Home sharing is a residential option in which an adult with a developmental disability shares a home with someone who contracts with JHSLM to provide ongoing support. Homes may be owned, rented or leased by the home share provider or by the individual requiring support. In some situations, the home share provider’s family lives in the home. In others, the home share provider and the supported individual live together as roommates in a cooperative relationship.

The individuals within the home share not only share their living space, but also their lives. The members of the home spend significant amount of time together and are actively involved in one another’s daily activities. In other situations, the home sharing arrangement is characterized by more independent relationships; with members of the home generally go their own ways and come together at specific times or for specific purposes.

Individuals tend to choose this option because it provides an ideal balance of support and independence. It is person-centered in that it allows individuals to select a home share provider and home environment that meet their unique goals and preferences. Support is flexible and evolves according to the individual’s changing needs. For some, home sharing is a stepping-stone to even greater independence. For others, it is an arrangement that will last for many years.

Part of the role of Home Share provider is to support the individual with skill development which focuses on personal routines, community awareness, social maturity as well as job readiness. Some of the skills include the following:

- Activities Daily Living Skills, ADLS: personal hygiene, health, and time management, meal planning and preparation, shopping, daily/weekly chores, budgeting.
- Community awareness and social maturity: transportation, leisure, volunteering, interpersonal skills, relationship building, problem solving, public safety.
- Job readiness: assistance accessing job training programs and education, creating a resume, practicing interview skills, support developing the appropriate skills to secure and maintain a job.

## Admission Criteria

An individual:

- must be 19 years of age or older
- must have intellectual functioning of 50-70
- may have mental health issues
- may have behavioural difficulties
- may have health concerns
- may have substance misuse issues
- may have be impacted by or involved in the criminal justices system

## Program Reports – Home Shares (ICN)

- may be at risk in the community
- must be supported by Community Living British Columbia (CLBC)

## This Year in Review

### Population Served

This past year JHSLM Home Shares have served nine individuals, four females and five males. Of the supported individuals two are of Asian descent, two of South Asia descent, four of Aboriginal descent and one of Caucasian descent.

### Changes in Service

During this past year our Home Share program increased from supporting three individuals to nine. Of these nine individuals two were young adults aging out of the Ministry of Children and Family Development (MCFD) or Vancouver Aboriginal Child and Family Services Society (VACFSS) support systems. Additionally, a significant number of individuals living in JHSLM Home Shares this past year were at risk for involvement in the criminal justice system, struggled with addiction/substance misuse, or were at risk of homelessness.

### Community Needs Assessment

The referrals that we have received this year have identified the need to recruit home share providers with a background in mental health and addiction. Home share providers with the background and training in these areas will allow us to place individuals with more complex behaviors into home share models with additional supports. Based on our experience, it is evident that our home share models need to be more flexible and creative in order to encourage positive changes in lifestyle.

### Program Goals

HomeShares provide a safe home environment where adults can develop social and life skills in order to ready themselves to reach their full potential for independence. HomeShare providers work with the individual, their family and professional supports within the community in order to assist the supported individual in reaching their goals. This program focuses on person-centered planning and goal setting as it allows for a more accurate assessment of skill level and readiness for increasing independent.

### Efficiency

The Home Share Program maintained a 100% utilization rate and increased in size significantly, from supporting three individuals to nine during the course of the year.

As a result of supporting several individuals with addiction issues there were several incident reports regarding substance misuse as well as police involvement, missing person's reports and physical altercations. Following these incidents the Home Share providers offered the individual support with regards to their addiction concerns through accessing addiction counselors as well as other addiction resources. In addition to support accessing addiction specific resources, Home Share providers supported their clients with developing and engaging in positive routines.



### Effectiveness

We were successful in increasing our Home Share capacity throughout this past year, increasing from three Home Share contracts to nine. One of these Home Shares was developed to support a female transition from minimal barrier housing program in the downtown eastside, into a more supportive housing model. In addition to providing support within the Home share the individual also receives additional community support from the JHSLM Outreach team. This model of support has improved this individual's ability to live more independently in a safe environment.

The incidents reported this year involved mental health issues, medical emergencies, substance misuse, missing persons reports and police involvement. Each incident was investigated, reported and reviewed by the case management team. There were only three out of the nine individuals that had reportable incidents. The results are as follows:

| Home Share Client | Critical Incident Reports | Reasons   |
|-------------------|---------------------------|---|
| #1                | 6                         | Missing persons reports due to no contact with the individual for 24 hours, police involvement, substance misuse, physical altercation, hospitalization |
| #2                | 1                         | Substance misuse  |
| #3                | 1                         | Substance misuse  |

### Satisfaction

Clients expressed their satisfaction with their Home Share through ongoing communication with the Home Share program manager as well as with their other supports such as Community Outreach Worker or family members. Overall, clients' express that they are happy with the supports they are receiving from their Home Share providers. One Home Share client expressed to the Home Share program manager that 'I can relax now that I have a new family.' Another individual expressed that she is excited to have her own apartment with someone there to help her when she needs it.

## Outcomes

### Efficiency

We were able to respond to home share referrals in a timely manner. This includes an extensive interview process, health and safety inspection and reference checks.

### Effectiveness

As with our other programs, the Home share program focus on client centered programming and utilizes SMART goals in developing service plans.

In response to the changing need of our clients accessing Home Shares, six individuals receive additional support through our Community Outreach Program. The benefit of this collaborative approach allows the individual to focus on areas of growth both in the community and the residence. Additionally, in response

## Program Reports – Home Shares (ICN)

to our clients' needs Home Share providers have had to be creative and flexible in order to provide effective support and establish strong working relationships.

### Satisfaction

Overall our individuals accessing our Home Share program have expressed satisfaction with the supports the program provides as well as the programs ability to adapt to their individual needs.

### Next Year's Goals

- Increase the JHSLM Home Share contracts and capacity
- Improve our quality of service and meet the individual needs of the supported individuals
- Complete semi-annual file audits
- Update home share manual and documents to reflect changes to the 2013 CARF standards.
- Complete CARF self-evaluation for 2013 standards to ensure quality assurance and to prepare for 2014 survey.
- Encourage Home Share providers participate in training or education that may beneficial to their role.
- Recruit new home share providers.
- Develop strategic plan for recruitment, training, quality assurance, and retention.

*Alanna Parker, Manager of Community Living Services*

# Community Outreach

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*“The needs of individuals supported by the outreach team are diverse and are becoming more complex, ranging from securing appropriate housing; managing finances; developing skills such as cooking, cleaning, and maintaining personal hygiene; creating community connections and supports; modeling appropriate social behavior; developing personal boundary-setting skills; and managing health care.”*

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## Description of Service

The Community Outreach Program provides collaborative, one-to-one skills support to developmentally disabled adults referred by Community Living British Columbia (CLBC) whom are living in a community setting of their own (an apartment, affordable housing, home share or hotel, et cetera). Skill development focuses on personal routines, community awareness and social maturity. The individual, their facilitator, and the Outreach Worker jointly negotiate goals. When appropriate, the input of family members and other community stakeholders is incorporated as much as possible.

The Community Outreach Program provides service to CLBC clients living in the community as well as Miller Block, a John Howard Society of the Lower Mainland apartment building, which has 11 suites for individuals with developmental disabled and living independently. Tenants at Miller Block are referred by CLBC and develop an individualized plan of care in collaboration with their facilitator and our Outreach Worker. Miller Block tenants do not have a contract for goals or time-specific services as other Community Outreach clients do. Support is instead provided on an as-needed basis, available to tenants eight hours per day, seven days a week.

## Admission Criteria

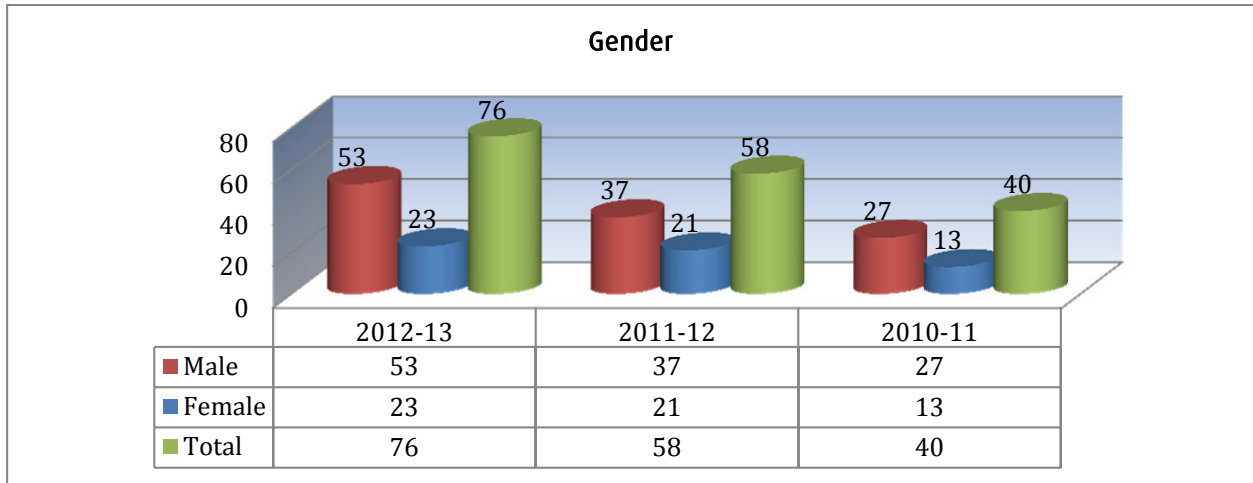
The Community Outreach Program contract with Community Living British Columbia (CLBC) sets out the following admission criteria:

- The adult is 19 years of age or older
- Clients may have mental health concerns
- Clients are involved in or are at risk of involvement with the criminal justice system
- clients may have health concerns
- Clients may have substance misuse issues
- Clients need assistance in learning life skills
- Priority is given to the individuals in most need as determined by Community Living British Columbia (CLBC)
- Clients living at the Miller Block must be from the Vancouver Office of Community Living BC
- Clients referred to Miller Block must be able to live independently, and must be willing to accept some outreach support.

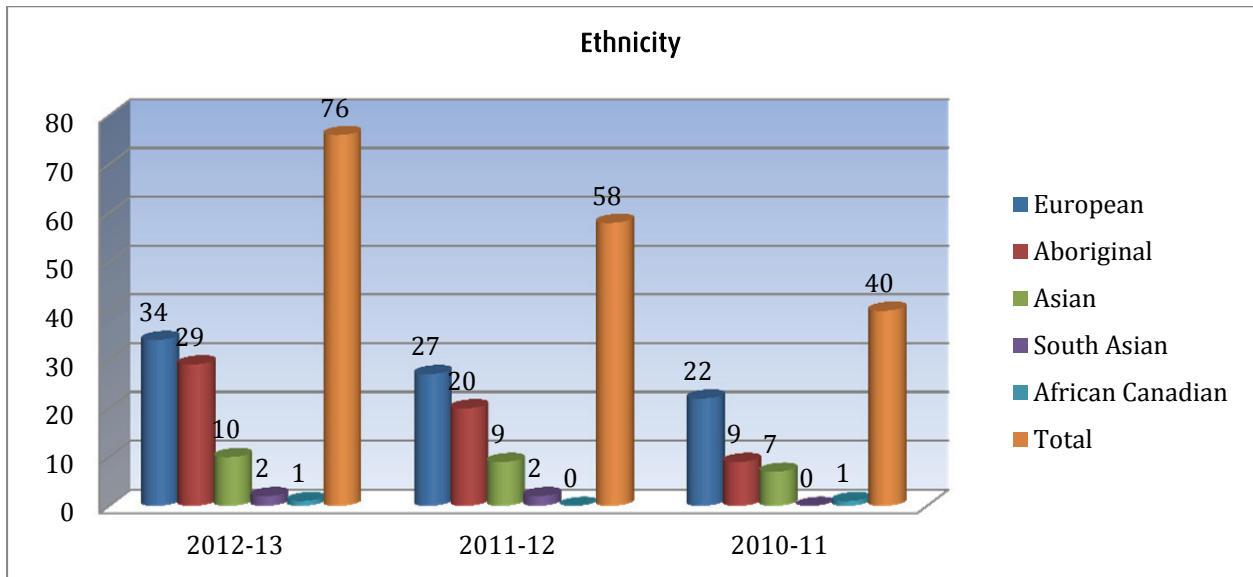
## This Year in Review

### Population Served

This year (measured from April 1<sup>st</sup> 2012 to March 31<sup>st</sup> 2013), our Outreach team served 76 individuals, which is an increase of 18 people from 2011-12. The following graphs show the breakdowns of the gender, ethnicity and disability type:



The number of males served increased by 16 and the number of females increased by 2 from the previous year.



## Program Reports – Community Outreach

The above graph shows that 44.7% of the persons served in 2012-13 were of European descent compared to 46.5% in the previous year. The graph also shows an increase of Aboriginal individuals served from 34.5% in 2011-12 to 38.2% in 2012-13.

### Disability Type

| Medical Issues                 | 2012-13 | 2011-12 | 2010-11 |
|--------------------------------|---------|---------|---------|
| <i>No medical issues</i>       | 22      | 29      | 22      |
| Drug and alcohol addiction     | 32      | 12      | 6       |
| Diabetes                       | 10      | 6       | 6       |
| Asthma                         | 4       | 4       | 2       |
| Heart disease                  | 3       | 3       | 3       |
| Seizure disorder               | 4       | 3       | 2       |
| Hearing impairment             | 5       | 2       | 2       |
| Visual impairment              | 3       | 2       | 0       |
| Brain injury                   | 2       | 1       | 1       |
| Celiac disease                 | 1       | 1       | 0       |
| Cerebral palsy                 | 1       | 1       | 1       |
| Dyslexia                       | 0       | 1       | 1       |
| Glaucoma                       | 2       | 1       | 0       |
| Non-fatal Huntington's disease | 1       | 1       | 0       |
| Thyroid condition              | 2       | 1       | 0       |
| Kalman Syndrome                | 1       | 1       | 1       |
| Klinefelter's Syndrome         | 1       | 1       | 0       |
| Lipoprotein lipase deficiency  | 1       | 1       | 1       |
| Lupus of the brain             | 1       | 1       | 1       |
| Memory loss                    | 1       | 1       | 2       |
| Retinopathy                    | 1       | 1       | 0       |
| San Filippo Syndrome           | 1       | 1       | 0       |
| Scoliosis                      | 1       | 1       | 0       |

As the above chart shows, 71% of the people we supported had medical-related needs in 2012-13 compared to 50% in 2011-12.

| Mental Health Issues                   | 2012-13 | 2011-12 | 2010-11 |
|--|---------|---------|---------|
| No mental health issues                | 24      | 20      | 13      |
| Fetal alcohol spectrum disorder (FASD) | 24      | 10      | 6       |

## Program Reports – Community Outreach

| Mental Health Issues                            | 2012-13 | 2011-12 | 2010-11 |
|---|---------|---------|---------|
| Psychotic Disorder not otherwise specified      | 10      | 6       | 3       |
| Attention deficit hyperactivity disorder (ADHD) | 9       | 5       | 2       |
| Autism spectrum disorder                        | 7       | 6       | 5       |
| Depressive disorder                             | 9       | 4       | 4       |
| Anxiety disorder                                | 8       | 2       | 3       |
| Bipolar disorder                                | 2       | 2       | 1       |
| Conduct disorder                                | 3       | 2       | 0       |
| Histrionic personality disorder                 | 2       | 2       | 0       |
| Obsessive-Compulsive disorder                   | 3       | 2       | 2       |
| Post-traumatic stress disorder (PTSD)           | 5       | 2       | 4       |
| Schizophrenia                                   | 6       | 2       | 0       |
| Selective Mutism                                | 2       | 2       | 1       |
| Down syndrome                                   | 0       | 1       | 1       |
| Drug induced psychosis                          | 1       | 1       | 0       |
| Multiple personality disorder                   | 0       | 1       | 0       |
| Myotonic dystrophy                              | 0       | 1       | 1       |
| Paranoid schizophrenia                          | 3       | 1       | 1       |
| Schizoid-affective disorder                     | 1       | 1       | 2       |
| Tourette's syndrome                             | 1       | 1       | 1       |
| Attachment disorder                             | 4       | 0       | 1       |

The above chart shows that 68% of the consumers had mental health issues in 2012-13 compared to 66% 2011-12.

### Changes in Service

This year we received 26 new referrals from CLBC, the majority of which required more intensive supervision and support than in previous years, resulting in 10 or more hours of support per week per referral. Our program has therefore increased staffing levels significantly in this past year.

There has been an increase of referrals from CLBC in response to the Personalized Support Initiative. PSI provides supports which are separate from CLBC services for adults with developmental disabilities and provides supports to adults who have both significant limitations in adaptive functioning and either a diagnosis of Fetal Alcohol Syndrome or Autism Spectrum Disorder. The Psi provides an individualized approach to meeting the needs of eligible adults by coordinating existing community supports to help people maintain or increase their independence. PSI augments, rather than replaces, existing supports. Where necessary, PSI may provide funding support for supported living, respite, employment support, skill development, and development of support networks.

## Program Reports – Community Outreach

There has been a significant change in the population referred to our agency. The majority of our new referrals this year were for young adults aging out of the Ministry of Children and Family Development (MCFD) or Vancouver Aboriginal Child and Family Services Society (VACFSS) supports. Many of these young adults are at risk for involvement in the criminal justice system, struggling with addiction/substance misuse, at risk of homelessness or are Street entrenched. As a result of the challenges these young adults face, our staff team has had to be creative and flexible with the supports they provide as well as how they establish working relationships.

In 2012-13, we supported 25 individuals impacted by the criminal justice system (both federal and provincial). We assisted them while in custody with pre-release planning and continued to assist them once they were released, working very closely with probation and parole officers, social workers, mental health teams, and others who are part of the individuals' overall support teams.

This year the outreach team worked with a summer student for a fourteen week period (June to September 2012) to enhance our services. This additional support was invaluable, allowing the program to respond quickly to immediate needs of all the individuals within the community outreach program as well as those residing at Miller Block. It allowed for more one-to-one direct service and more group excursions.

### Community Needs Assessment

This year we have assisted individuals who needed housing because they were either homeless or at risk of being homeless. There appeared to be an emergent need for supportive housing outside of Vancouver's Downtown Eastside that was not a Single Room Occupancy hotel (SRO) or a shelter. It was a challenge to find housing for individuals with limited finances, multiple barriers, drug and alcohol addictions, mental health concerns and developmental disability. Some of these challenges included: long wait lists, low vacancy rates, unsafe housing options, and lack of affordability.

We have been successful in several placements that involved alternative models of housing. For example:

- Transitioned an individual who was homeless for over a year living in a downtown eastside shelter, into a basement suite below our staffed residential. This model provided safe, affordable housing and additional support as needed.
- JHSLM developed a 24hr staffed residential with 1:1 direct support in response to an individual's supervision order.
- Transitioned a female living in a minimal barrier housing program in the downtown eastside, into a home share model. This individual was placed in a basement suite home with a care provider, and receives additional community support from the JHSLM. This model of support has improved this ability to live more independently in a safe environment.

There is an ongoing need for supportive independent housing to enhance personal choice and autonomy for those ready to transition from 24-hour support to supported independent living.

The needs of individuals supported by the outreach team are diverse and are becoming more complex, ranging from securing appropriate housing; managing finances; developing skills such as cooking, cleaning, and maintaining personal hygiene; creating community connections and supports; modeling appropriate social behavior; developing personal boundary-setting skills; and managing health care. For many of the individuals we support, the challenge of having a developmental disability is compounded by other concerns such as mental health issues and/or substance misuse issues. It is an ongoing goal for staff to improve their ability to assist individuals through appropriate training opportunities in areas of mental health, the aging population, substance misuse, mediation and cultural sensitivity whenever possible.

### Program Objectives

- Enhance and support the quality of life for the individuals we serve
- Promote independence by providing life skills training through person-centred plans developed by the individual, facilitator, and outreach worker.
- Support increased inclusion in the community, neighbourhood and age-affiliated activities
- Provide individuals who are at risk for homelessness with stable, affordable housing

### Effectiveness

Our focus continues to be assisting individuals to acquire the life skills needed to continue living in their own home in a community setting. Goals are developed at intake (these goals are somewhat more flexible and less structured for the majority of Miller Block tenants), specific to each individual, and success is determined by the person's own progress. Personal goals may change throughout the year and are reviewed on a quarterly basis.

Every individual completes a needs assessment form to evaluate their current abilities and areas of improvement. This is an opportunity to review each person's individualized plan of care and to make any necessary changes to address their current and emergent needs. This assessment tool, used with our Client Administration Management System, automatically identifies areas of improvement based on how the individual rated themselves—a very illustrative measure of success.

Some of the reported incidents this year involved intoxication and assault, police involvement, medical issues, disturbances, eviction notices, property damage, suicidal ideations, physical assault, and individuals being picked up by police as a result of breaching their probation orders. Each incident was investigated, reported to CLBC and reviewed by the case management team. The outcome for some of these incidents resulted in hospitalization, more supportive housing, additional outreach hours, as well as referrals for mental health support.

### Efficiency

- This year the Community Outreach Program served 76 individuals.
- Community Outreach maintained a 100% utilization rate and increased in size significantly, from 10.3 fulltime employees (or FTEs) to 12.7 during the course of the year.
- Since its opening in December of 2005, Miller Block has maintained a high occupancy rate with some turnover. The turnover in tenants this year was as follows:
  - One tenant moved out of Miller Block into a JHSLM staffed residential program.

### Satisfaction Survey

A total of 26 of the individuals served (34% of total) completed our satisfaction survey, rating various aspects of the program on a scale of **1 (lowest)** to **7 (highest)**, and were generally quite satisfied with our services, adding the following comments:

*"[Outreach] helps clients out consistently."*

*"You guys have great outreach workers and staff. You guys work well with people and help them when they need."*

*"[Outreach] sticks beside me when I need help."*

*"You're very communicative, have a good sense of conflict resolution."*

*"I have made some friends at Miller Block."*



## Program Reports – Community Outreach

|   | 2012-13 | 2011-12 | 2010-11 |
|---|---------|---------|---------|
| Your level of trust with the staff is?  | 6.4     | 6.1     | 5.7     |
| How satisfied are you with staff's ability to address your concerns?              | 6.4     | 6.4     | 6.1     |
| Are you satisfied with the supports that are provided with your outreach program? | 6.1     | 5.8     | 5.6     |
| Are you satisfied with the life skills you are learning to be more independent?   | 6.0     | 6.5     | 6.0     |
| Percentage of survey respondents out of total individuals served                  | 34%     | 26%     | 47.5%   |

We have regular tenant meetings at Miller Block, allowing individuals to express their opinions, recommendations, and concerns.

### Stakeholder Satisfaction

There were 11 out of 20 (55%) stakeholder surveys that were returned (down from last year's 61.5%), expressing overall satisfaction with our programs with an average rating of 6.7 out of 7.

Additional feedback included:

*"Great staff, friendly and helpful. Knowledgeable and kind every time I call. Keep it up and thank you!"*

*"Amazing services & supports!!! Incredibly responsive & professional!! Keep up the exemplary work. JHS it's always a pleasure to work with you!"*

*"Has been a great opportunity to work with staff from John Howard. Hopefully we continue building relationships specifically with in the mental health system to ensure continued open communication and supports for the client."*

*"Every JHS worker that we have worked with has been fantastic. They are capable, work in a strengths based manner with our clients, anti-oppressive and social justice minded. They have all been huge success in working with our challenging client population."*

## Summary Analysis

### Review of Last Year's Goals

| Action  | Outcome   |
|---|---|
| Maximize caseload through referrals, maintaining a minimum caseload of 90% based on the number of hours assigned to each worker by CLBC | Achieved: The outreach workers maintained a 100% caseload in 2012-13. CLBC was notified immediately of any vacancies.                 |
| Increase level of independence, achieving 75% of the goals set by them and their outreach worker during intake                          | Achieved, though it must be noted that individuals—particularly at Miller Block—shift their goals throughout the year; we continue to |

## Program Reports – Community Outreach

| Action  | Outcome  |
|---|--|
|   | measure outcomes individually based on the goals they set with their workers   |
| Develop group activities that may include community events, cultural events, and sport activities                             | Achieved: Sports Day, Playland, Vancouver Aquarium, bowling, BBQs, cultural celebrations, pancake days, Stanley Park, Christmas lights, old timer's hockey game, Vancouver Canadians baseball game, pumpkin carving, haunted house, Vancouver Zoo, and Community Fairs. There were also educational sessions, craft and games day offered at the Community Services Office |
| Outreach team will interview all referrals to the program within two weeks of receipt of documentation                        | Achieved: All referrals received were interviewed within two weeks and service start date was immediate  |
| Improve staff training—each staff member sets their training goals during their annual evaluation                             | Achieved: The staff team participated in the following training: No-Violent Crisis Intervention, Co-occurring Disorders, addiction issues, mental health, motivational interviewing, effective interviewing, preventing violence in the work place, implicit career search.  |
| Improve team performance by holding an team building event to improve team performance and morale                             | Achieved: Our team attended an agency wide training event this year. Our team also has decided to get together on several occasions throughout the year to participate in team building activities such as softball games and laser tag.   |
| Maintain Miller Block occupancy rate at a minimum of eleven   | Achieved: Miller Block had 11 CLBC tenants the entire year.  |
| Improve the screening guide and intake process for new referrals  | Partially achieved; there were a few minor changes to the screening guide this reporting year. The goal for the next reporting year is to formalize the referral process and update our screening guide.   |
| Increase our service capacity by two additional full time outreach workers  | Achieved: our outreach team grew by 2.7 fulltime employees this year.  |
| Meet Commission on the Accreditation of Rehabilitation Facilities' (CARF) standards   | Achieved: we were rewarded three year accreditation certificate valid through March 2014. This is on-going quality control and maintenance.  |
| Improve our case plans, ensuring S.M.A.R.T goals, clearly identifying supports for each goal and responsibility for each step | Partially Achieved. Due to the significant growth in our staff team this is an ongoing goal, specifically with regards to training new team members  |
| Hold at least three information workshops, for example on the importance of oral hygiene.                                     | Achieved: This year several information workshops have been held: problem solving skills, stress management and effective communication.   |
| Hire a Human Resources and Skills Development   | Achieved: Two fulltime summer students were  |

## Program Reports – Community Outreach

| Action  | Outcome   |
|---|---|
| Service Canada Summer Jobs program summer student | hired, one fulltime outreach worker and one fulltime vocational worker. |

The Commission on Accreditation of Rehabilitation Facilities (CARF) awarded us a three year certification in the beginning of 2011. The outreach team continues to work very hard in order to ensure the services we provide maintain or exceed CARF standards; staff and management perform bi-annual file audits, ensure the security of consumer information, maintain personnel files, complete staff evaluations, and continuously update administrative forms in accordance with CARF standards.

### Effectiveness

- We implement personalized services and plans that are established in consultation with the individual and their personal support team.
- The program utilizes person-centred programming with S.M.A.R.T. goals (specific, measurable, attainable, realistic and time-bound).
- Goals are reviewed regularly and changes made as needed
- The individuals we support and stakeholders are satisfied with our service
- All major incidents were referred to the police and investigated, reported to CLBC and followed up by the case management team.

### Efficiency

- Referrals were handled in a timely manner and within set time frames
- Costs remain within budget
- Our program meets and maintains accreditation standards as per the Commission on Accreditation of Rehabilitation Facilities (CARF.)
- The outreach team has remained dedicated and hard-working, and continues to work enthusiastically with individuals served and stakeholders

### Summary

Our outreach team is highly invested in ensuring that clients are treated with compassion, respect and dignity. As helping professionals, we value constructive feedback from our clients and stakeholders to ensure program satisfaction, responsiveness to the dynamic and diverse needs of our clients, and meeting accreditation standards. All of this is in the interest of long-term program sustainability and maintaining excellence through program integrity and quality results.

## Next Year's Goals

The following goals are similar to those established last year:

- Maximize caseload through referrals. Outreach will maintain a minimum caseload of 90% based on the number of hours assigned to each worker by CLBC.
- Increase level of independence of individuals served, achieving 75% of the goals set by them and their outreach worker during intake.
- Group activities that may include community events, cultural events, and sport activities.
- Interview all referrals to the program within two weeks of receipt of documentation

## **Program Reports – Community Outreach**

- Improve staff training following goals set during staff performance evaluations.
- Have a team building event to improve performance and morale.
- Maintain Miller Block occupancy rate at a minimum of 11
- Improve the screening guide and intake process for new referrals
- Meet or exceed CARF standards.
- Increase our service capacity by two additional full time outreach workers
- Hold at least three information workshops for the people we support
- Improve our case plans—ensuring they are S.M.A.R.T. goals and supports are clearly identified
- Hire a Human Resources and Skills Development Service Canada Summer Jobs program summer student

***Alanna Parker**, Manager of Community Living Services*

***Pam Flegel**, Manager of Community Services*

# Community Services Office

*“Community Services assists individuals involved or impacted by the criminal justice system, who may also have developmental disabilities, persistent mental health issues, substance misuse issues, and who may be homeless or at risk of homelessness.”*

## Description of Service

The Community Services Office (CSO) is a walk-in public support service assisting individuals with obtaining identification; locating and maintaining safe, affordable housing; referrals to employment, substance abuse treatment, mental health, and income tax resources; and many other requests. The CSO is open Monday to Thursday from 9:00 to 4:00, and Friday mornings. Five JHSLM programs work out of the CSO:

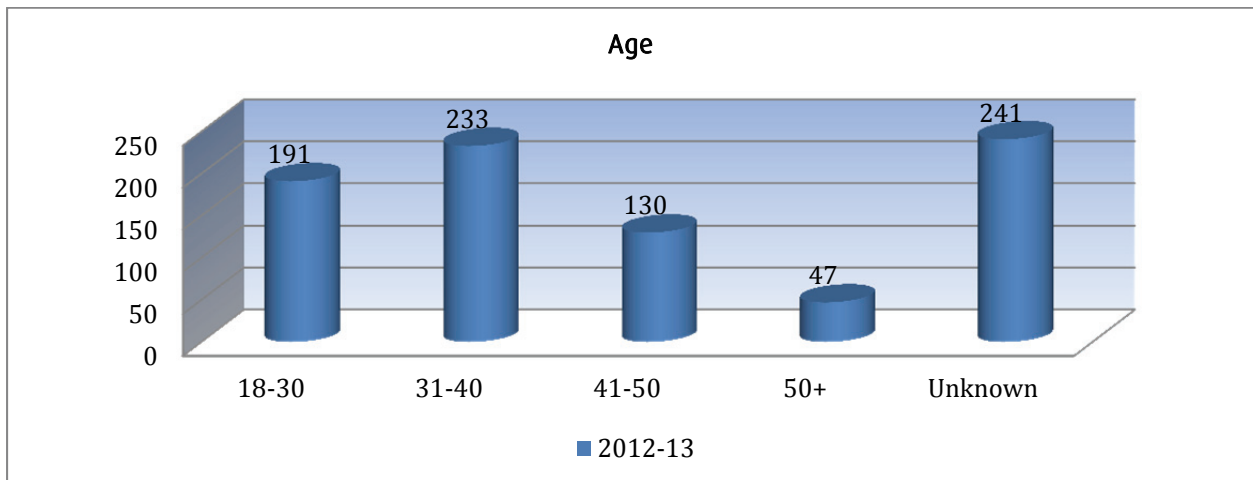
- Choices and Consequences,
- Employment Preparation,
- Volunteer and Practicum Students,
- Youth Advocacy, and
- Homelessness Partnering Strategy.

## Admission Criteria

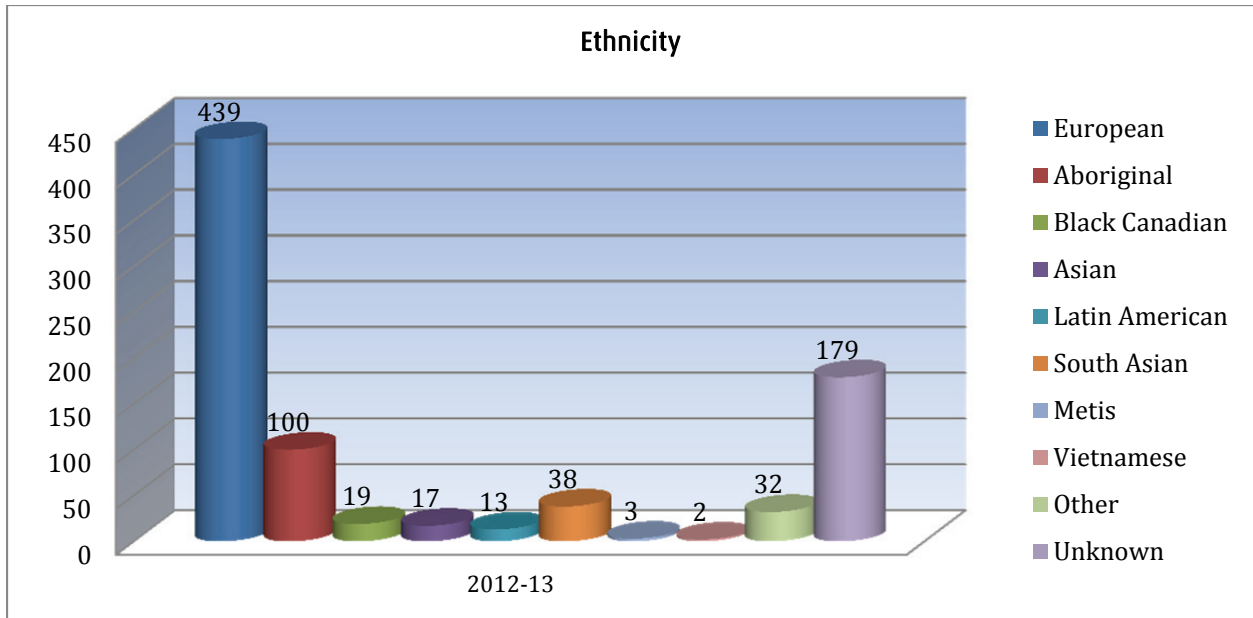
Community Services assists individuals involved or impacted by the criminal justice system, who may also have developmental disabilities, persistent mental health issues, substance misuse issues, and who may be homeless or at risk of homelessness.

## This Year in Review

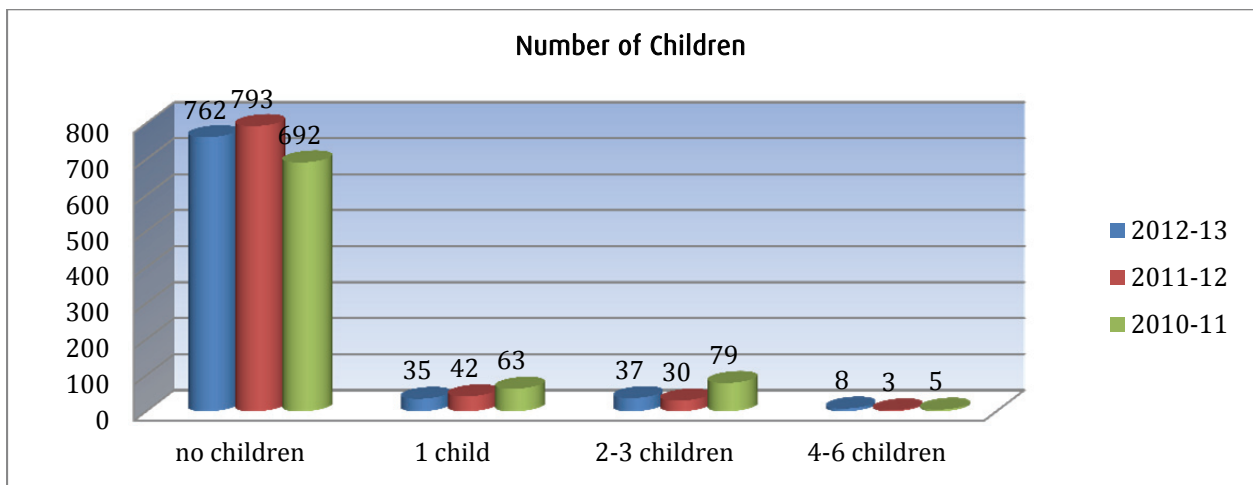
### Population Served



## Program Reports – Community Services Office



12% of the individuals who access the services and supports delivered by the CSO are of aboriginal descent.



Of the 842 clients served this year, 80 reported having children.

### Changes in Service

The Community Service office is open five days a week for individuals in the community who may require information, referrals and advocacy services. Due to the increase in referrals in the community, we hired a full time re-connect worker In November 2012 to assist with the operations of the program. The re-connect worker is responsible for overseeing the practicum's and volunteers in day to day operations; ensure referrals are completed in a timely manner, and health and safety of the office under the direction of the Manager of Community Services.

## Program Reports – Community Services Office

In November 2012, we changed the direction of supervision from Coordinator of Community Services to Manager of Community Services. This change allows direct supervision of employees, operations, and continued program development.

### Community Needs Assessment

Our clients continue to face multiple barriers in accessing mainstream programs and services including, employment and vocational training opportunities in the community. However, the most significant barriers are the presence of a criminal record, substance abuse issues, and mental health problems which, significantly impact the client’s ability to successfully transition into the community. These challenges impact a person’s ability to find stable housing and employment. Frequently, our clients also have more complex needs that hinder their ability to find mainstream, meaningful employment, as well as housing.

## Summary Analysis

### Review of Last Year’s Goals

| Action  | Outcome   |
|---|---|
| Host a Community Form   | Not achieved. Funding resources and time constraints continue to be challenges when trying to achieve this goal. The goal of hosting a Community Forum will be ongoing in 2013-14.  |
| FIT, MOMS and Youth Com through Community Services.                                     | On-going. The MOMS group was implemented in August 2012 and the development of the program is on-going. The development of Youth Com and FIT will be continued in the 2013-14 fiscal year.  |
| Increase rate of satisfaction surveys.  | 36 satisfaction surveys were returned in 2012-13, from 30 returned in 2011-12, an increase of 6 surveys. The Community Service Office will continue to work towards increasing the number of surveys returned from the individuals that are supported by the program. |
| Secure funding for the Community Services Office and other Community Services projects. | On-going. Our United Way funding will continue for the next three years, slowly transitioning out the funding received:<br>2013 – 100% funding received<br>2014 – 60% funding received<br>2015 – 40% funding received   |
| Meet CARF Standards   | The Community Service office continues to improve quality of services on a continuing basis.  |
| Secure funding revenues to sustain program deliverables.                                | Funding was secured for the Community Services Office until March 31, 2014.   |

## Effectiveness, Efficiency and Outcomes

The Community service office responded to 6,322 requests, serving 868 individuals with all requests completed within required time frames. Of these requests, 6,315 requests had a positive outcome, none were neutral (we were unable to complete the request due to logistical reasons—for example we do not have the resources to pick up personal belongings with very little notice), and 7 ended with a negative outcome (when we discontinue support for a short period of time, as when individuals are very aggressive or threatening towards staff).

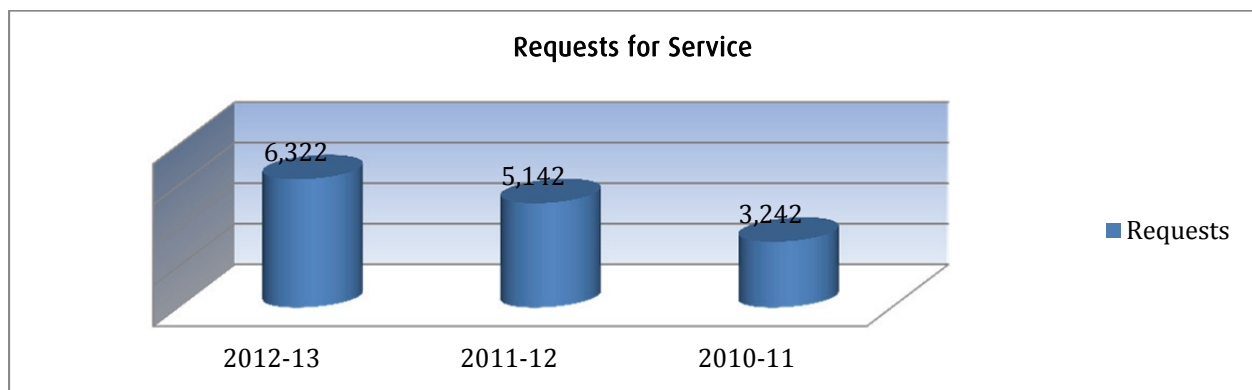
The Community Service office is open 5 days a week and closed on weekends and holidays. The staff and volunteers at the Community Service office are able to respond to phone, email, institutional and walk-in requests in a timely and efficient manner. There has been an increase in volunteer and practicum support at the Community Service office to ensure appropriate levels of staffing are maintained to meet the needs of each individual that access our services. The staff at the Community Service office is able to provide the following support:

- Direct Service delivery(1:1 support)
- Information
- Referrals
- Advocacy

The Community Service staff record information daily to identify gaps in services. This information allows us to apply for different funding initiatives to better respond to the needs of the individuals we support in the community. An annual strategic plan is developed and updated in response to any changes in the delivery of services.

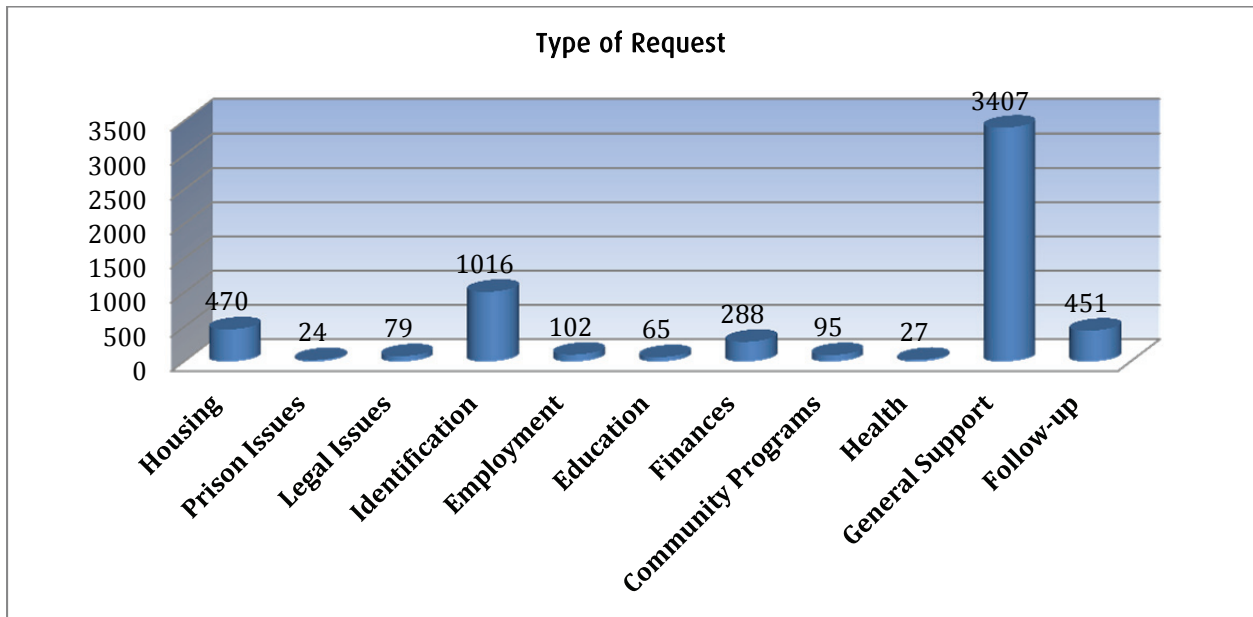
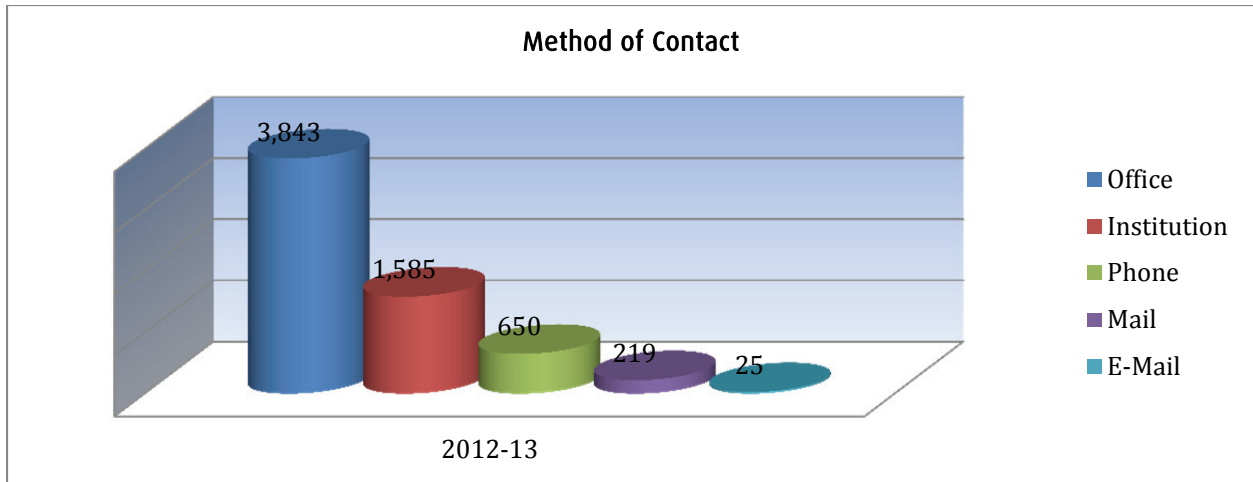
## Outcomes

This year the Community Services Office served a total of **842 individuals**, with a total of **3,766 direct client contacts** (defined as every time we have *any* contact with *any* individual). We received a total of **6,322 requests** for assistance (up from 5142 in 2011-12). On average, each individual had approximately 7.49 separate requests and interacted with JHSLM staff on average 4.46 times.





## Program Reports – Community Services Office



In 2012-13, there were 6,024 different types of requests with a total of 6,322 requests that were processed this year. The most frequent method of contact was direct access to our office in the community. One of the challenges in reporting is that “other” requests do not fall into a specific category.

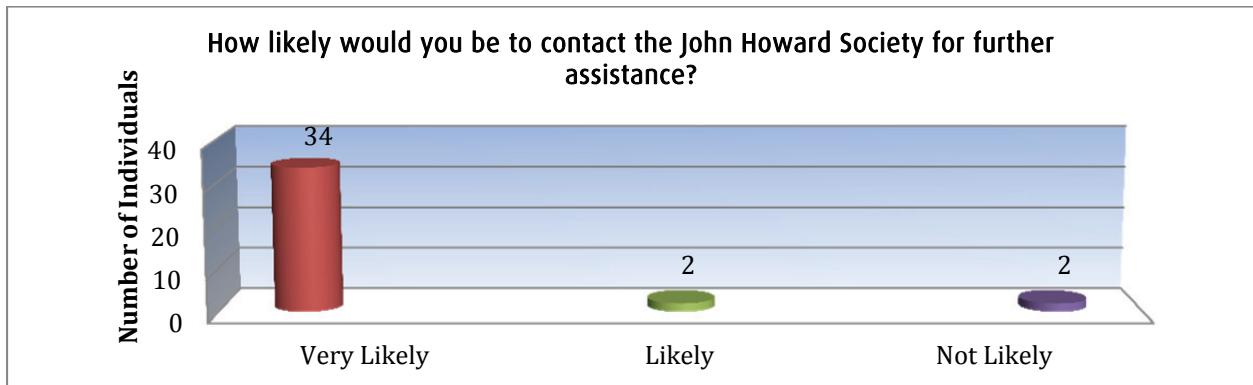
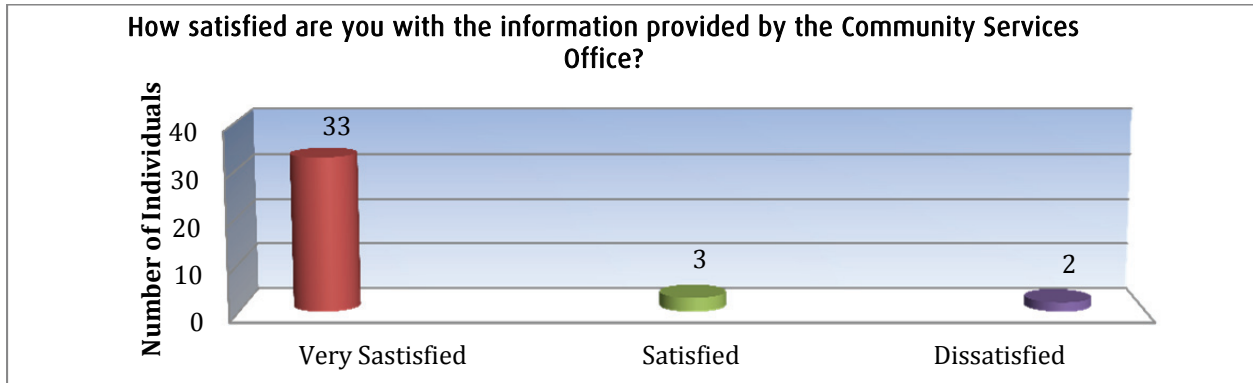
### Satisfaction Surveys

Consumer satisfaction surveys were made available in the Community Service Office and were also distributed to individuals in correctional institutions in B.C. Of the 150 sent out to institutions, 35 were returned. There was only three surveys were filled out at the Community Services Office for a total of 38 surveys.

- 95% of the individuals who completed the survey said they were “very satisfied” or “satisfied” with the CSO, as shown in the graph below.
- 5% of the individuals who completed the survey said they were “dissatisfied” or “very dissatisfied” with the CSO, as shown in the graph below.

## Program Reports – Community Services Office

- **Participation Rate:** 25% (38 of 153) of the clients completed a survey.



### Summary

The Community Service office continues to provide information, referrals and advocacy services to individuals in the community. The Community Service office works in collaboration with our HPS outreach team to reduce the risk of homelessness by assisting individuals with housing support, education, employment, and any support required to maintain safe, affordable housing.

The Community Services Office continues to improve the quality of service provided to the clients on a regular basis. This is demonstrated by the increase in requests received by the individuals accessing our services and an increase in the number of times staff has contact with the individuals. The Community Services Office also continues to provide additional support to individuals from other JHS programs including the Homelessness Partnership Strategy, Employment Preparation Program, and Outreach programs, Miller Block, Guy Richmond Place and Hobden House.

The Community Services program will continue provide services for any individuals that require support. Community Service Office will continue to improve the quality of service, and evolve and meet the needs of the individuals the program supports.

We would also like to thank all the volunteers and practicum students who volunteered and continue to volunteer their time at the Community Service office. It is because of the valuable time they dedicate to the Community Services Office that the program is so successful.

## **Next Year's Goals**

- Develop and secure funding for new programs and initiatives.
- Increase the number of individuals that access the services delivered by the Community Services Office.
- Increase awareness in the community and in the provincial correctional facilities about the Community Service Office, and the services the program provides.

*Andrea Takasaki, Re-connect Worker*

*Pam Flegel, Manager of Community Services*

# Choices and Consequences

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*“Choices and Consequences speakers also bring with them a message of hope; their real-life experience illustrates how they have learned to make choices that now positively impact their lives and those around them.”*

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## Description of Service

Choices and Consequences is an educational program designed to educate at-risk youth about the adverse effects of criminal activity, gang life and bullying on families, communities and individuals. Volunteer speakers share their personal stories about how they came into contact with the criminal justice system, how they became involved with negative influences and the pivotal decisions that resulted in prison sentences and other consequences of their poor choices. Choices and Consequences speakers also bring with them a message of hope; their real-life experience illustrates how they have learned to make choices that now positively impact their lives and those around them. Although often delivered in a classroom setting, both in mainstream and alternative schools, the Choices and Consequences program is also delivered in youth custody facilities and to community groups.

## Program Objectives

- Utilize a diverse pool of volunteers, from varied age, ethnic and socio-economic backgrounds to reflect the populations they serve.
- Speak to a wide variety of youth and community groups throughout the calendar year to educate and inform them about the consequences of criminal activity.
- Provide youth with information to help them make informed choices and break the stereotyping that makes gang affiliation look attractive to some youth.
- Provide an opportunity for Choices and Consequences speakers to use their experiences positively and give back all members of the community.
- Inform youth that there are many consequences to even the slightest/minimal negative behaviours/ involvement.

## Admission Criteria

Teachers, instructors, professors, and community groups contact the John Howard Society of the Lower Mainland when they want to schedule a Choices and Consequences speaker presentation. The main focus of the Choices and Consequences program is to address at-risk youth between the ages of 9 to 18. Schools and community organizations are asked to make a small donation to the Choices program.

## This Year in Review

### Population Served

This data is not available to report this reporting year. There was no consistent method of collecting this information. In the upcoming 2013-14 fiscal year, the statistics will be collected, by participants self-reporting on age and ethnicity.

## Changes in Service

In 2012-13, the Choices program was able to schedule more presentations throughout the year to accommodate the requests made by schools all over the Lower Mainland. We increased our staff service level hours to accommodate the increasing demands for a Choices speaker in the public school system. We have also been able to tailor our presentations to address specific topics that are more relevant in certain schools.

## Community Needs Assessment

This year we have identified an increase in requests for more personalized presentations to smaller groups of children and youth. This allows the presenter to deliver a stronger message on topics that are more relevant to that school, classroom or region. Smaller groups also allow time for questions and answers. This provides a forum for the youth to openly discuss questions or concerns that may lead to further presentations in the future.

## Summary Analysis

### Review of Last Year's Goals

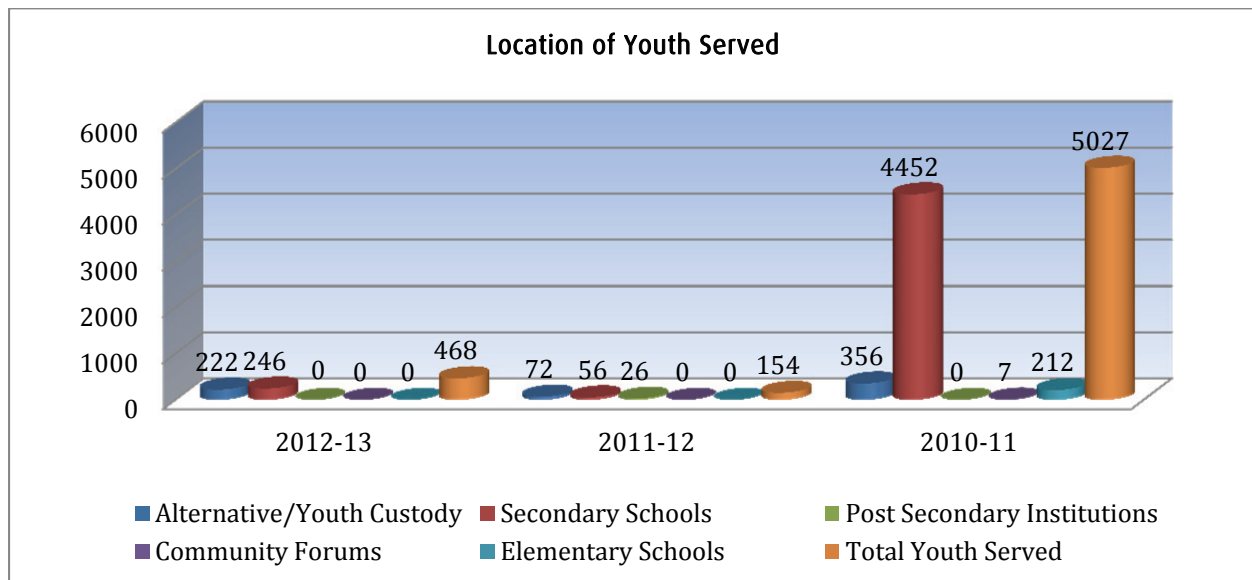
| Action  | Outcome  |
|---|--|
| Contact more schools and inform them of the program, set up more talks  | Achieved. The number of locations and presentations has slightly increased. This will be a continuous goal for the program throughout the following fiscal year. |
| Locate and contact more day programs for at-risk youth/ youth across the lower mainland.  | Achieved. Five more programs that are based on the needs of at-risk youth were identified this fiscal year.  |
| Continue to improve return rate of satisfaction surveys   | Achieved. The return rate of the satisfaction surveys increased from 43% return rate to 65% return rate.   |
| Increase the number of youth that participate in the presentations over the 2012-13 fiscal year, while continuing to present more frequently to smaller groups. | Achieved. The number of youth increased as did the frequency of the presentations, maintaining the smaller group size.   |
| Develop a Policies and Procedures Manual for the program.   | Not achieved. Due to time constraints the program was unable to achieve this, however a manual will developed in the 2013-14 year due to additional staffing.    |
| Secure more funding for the program.  | Achieved. We were successful in receiving additional funding from Gaming Association to continue to operate our Choices Program more regularly.                  |

## Effectiveness, Efficiency and Outcomes

- A Reconnect worker and Manager of Community Services were hired to recruit new Choices speakers, and schedule presentations at different locations targeting children and youth.
- Recruitment of a more diverse pool of volunteers to reflect the emerging needs of youth in the educational system and in the community.

Choices and Consequences is a program that is able to deliver presentations to children and youth in the community to educate and inform them of the impact certain decisions can make in people’s lives. The goal is to educate at-risk youth about the impact of criminal activity, drugs, and bullying. The Choices presentations remain current and responsive to the identifying needs in our communities and schools systems that impact our children and youth.

The Manager of Community Services routinely surveys members of the provincial and city police force, educators, parents, community leaders, staff at youth custody services, teachers and students, for input and feedback. Any input or feedback is carefully considered by the agency to ensure that the Choices and Consequences program remains responsive to its mandate.



As the data in the graph indicates, the number of youth that heard the presentation this year is significantly lower than previous years, but has increased in the 2012-13 fiscal year. The increase in the number of youth can be attributed to a few changes made to the program this year. In 2012-13, the Choices program had a regular speaker who was able to commit and dedicate his time to presenting all over the Lower Mainland. Due to the increase in requests for presentations, we responded by hiring another staff person to assist with the program. The additional staff person allowed us to accommodate more presentations throughout the year.

The chart below shows that the program is continuing to work towards the goal of more frequent presentations to smaller groups.

## Program Reports – Choices and Consequences

|                         | 2012-13 | 2011-12 | 2011-10 |
|-------------------------|---------|---------|---------|
| Locations Visited       | 14      | 6       | 35      |
| Number of Presentations | 25      | 12      | 41      |
| Total Clients           | 468     | 154     | 5027    |

## Satisfaction Surveys

### Consumer Satisfaction

This year of the 468 youth served, 304 returned the consumer satisfaction survey. The youth who completed the survey rated their satisfaction in five areas as listed below:

- Overall how satisfied are you with the Choices Program?

|                |     |           |    |              |   |
|----------------|-----|-----------|----|--------------|---|
| Very Satisfied | 204 | Satisfied | 99 | Dissatisfied | 0 |
|----------------|-----|-----------|----|--------------|---|

- Was the information provided by the speaker(s) helpful?

|              |     |         |     |             |   |
|--------------|-----|---------|-----|-------------|---|
| Very Helpful | 201 | Helpful | 102 | Not Helpful | 1 |
|--------------|-----|---------|-----|-------------|---|

- Was the information provided easy to understand?

|     |     |               |    |    |   |
|-----|-----|---------------|----|----|---|
| Yes | 271 | Somewhat Well | 33 | No | 0 |
|-----|-----|---------------|----|----|---|

- How well did the Speaker(s) present the information?

|           |     |               |    |          |   |
|-----------|-----|---------------|----|----------|---|
| Very Well | 271 | Somewhat Well | 31 | Not Well | 0 |
|-----------|-----|---------------|----|----------|---|

- How likely is it that the presentation will influence people's choices?

|             |     |        |     |            |   |
|-------------|-----|--------|-----|------------|---|
| Very Likely | 171 | Likely | 124 | Not Likely | 9 |
|-------------|-----|--------|-----|------------|---|

There were 468 youth who participated in our Choices presentations. At the end of each presentation, the youth are given satisfaction surveys to complete at their discretion to evaluate the presentation that was delivered. This year, we received 304 surveys with an increase of 65% from the previous year. The results also indicate a high level of satisfaction amongst those individuals whom participated in the program.

## Next Year's Goals

- Recruit two or more Choices speakers to broaden our scope for presentations.
- Complete 40 presentations this fiscal year.
- Develop policy and procedures manual.
- Increase the number of youth exposed to the program
- Increase the number of presentations delivered.

## **Program Reports – Choices and Consequences**

- Broaden our scope of delivered presentations outside of the school system to target populations that need education on current issues in their communities.

***Pam Flegel**, Manager of Community Services*



# Employment Preparation Program

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*“a job skills development program to incarcerated persons nearing release into the community”*

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## Description of Service

The Employment Preparation Program (EPP) is a job readiness program which teaches incarcerated individuals employment skills, including how to make professional-looking resumes and cover letters, how to network while looking for employment, how to find resource and support in the community while looking for work, as well as teaching interview skills. It is taught inside Fraser Regional Correctional Centre (FRCC), and is made up of three day-long (9am to 3pm) continuous intake sessions.

## Program Objectives

- Offer a job skills development program to incarcerated persons nearing release into the community.
- Provide updated information that reflects current labour market trends.
- Provide services to a diverse population.
- Allow individuals to share their experiences and learn from each other.
- Ensure that program participants are aware of community resources available to them upon release.
- Assist in developing personalized release plans that will contribute to an individual’s stability and success in the community.

## Admission Criteria

To be eligible for the EPP, individuals must:

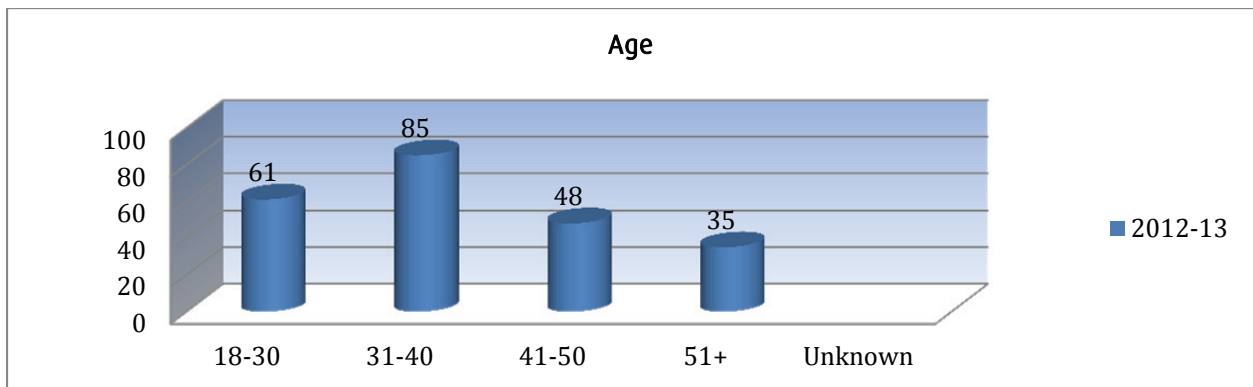
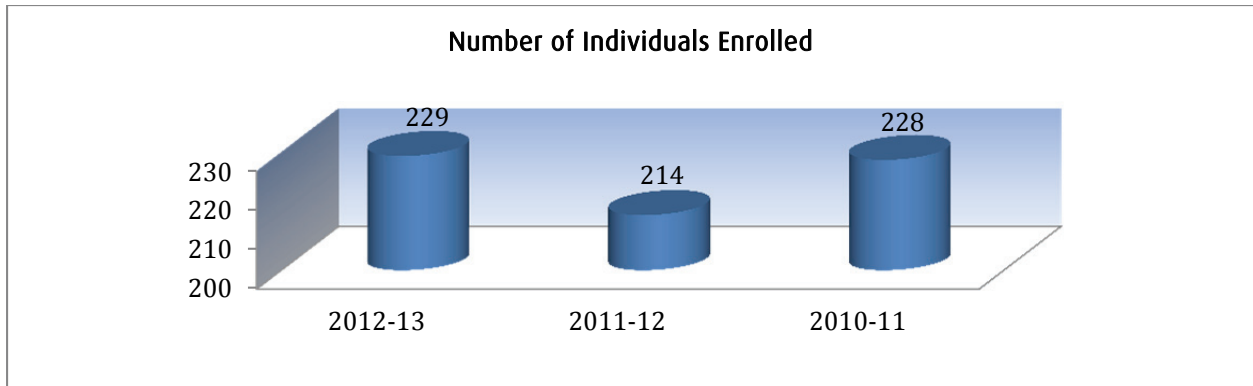
- Reside at the Fraser Regional Correctional Centre
- Be housed in an open custody unit
- Be classified as a minimum security person
- Be within 30 days of release into the community or
- Be housed in a protective custody unit.

## This Year in Review

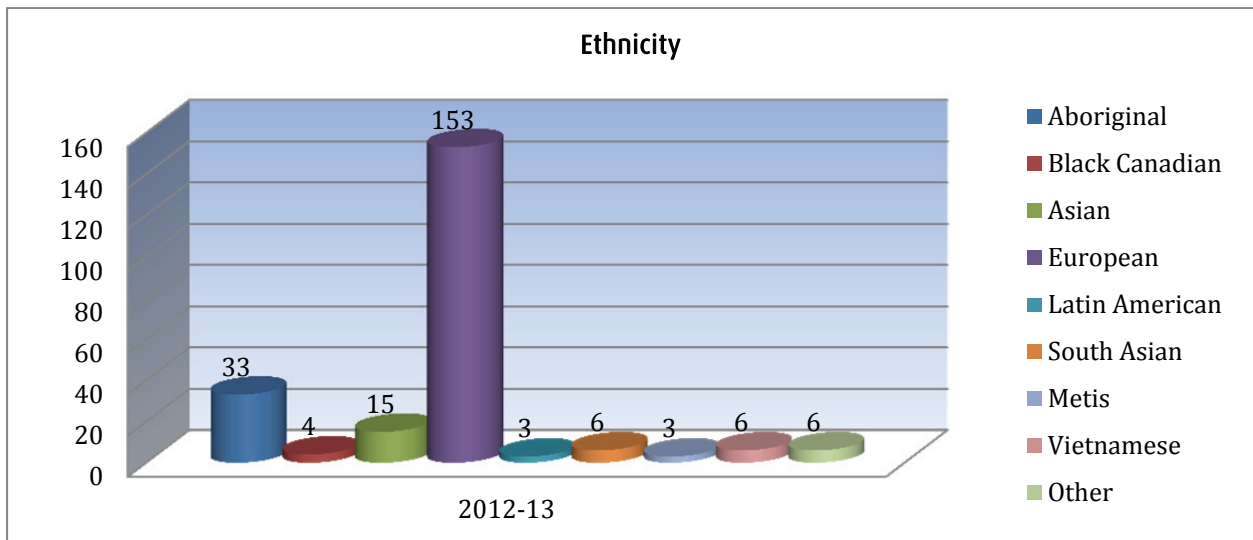
### Population Served

This year, 229 provincially incarcerated male persons were served, compared to 214 the previous year. The individuals served varied in age, ethnicity, education, and previous work histories. The following graph shows the number of individuals enrolled into the program.

## Program Reports - Employment Preparation Program



As this graph shows, the majority of the individuals enrolled into the program were between the ages of 31-40.



The graph above indicates that of the 229 individuals enrolled into the program, 67% were of European descent and 14% were Aboriginal.

## Changes in Service

For on-going quality improvement, the EPP facilitators review and update the curriculum regularly in response to participant feedback. The new curriculum was revised, incorporating discussions about current affairs related to employment, the economy and job search which has received much positive feedback from the participants in the program. There was an additional change to the material that promotes participant engagement by creating more discussion amongst the participants and the facilitator. The changes that have been implemented were well received by the participants as reported on the satisfaction surveys.

## Community Needs Assessment

Fraser Regional Correctional Centre and the John Howard Society of the Lower Mainland responded to a need to teach an employment readiness program to incarcerated individuals before they are to be released into the community. The program includes topics such as interview techniques, how to prepare a resume and cover letter, resources of where to locate potential employment and information about how to pursue further education related to employment. In addition to the previously mentioned topics, facilitators also worked with participants in developing a personalized release plan that included resources they could access for support once released and back in the community.

## Summary Analysis

### Review of Last Year's Goals

| Action  | Outcome   |
|---|---|
| Create more activities in the manual to make it more interactive to encourage participation from the clients. | Achieved. Facilitators discussed tools for engagement with institutional staff for feedback and the presentation format of the materials has been improved to promote participation engagement.                         |
| Create an orientation training manual for new Employment Preparation Facilitators.                            | Ongoing; The needs of the program are changing and affect the content in the manual, therefore manual is continuously changing as well.   |
| Meet CARF standards   | The program is dedicated to continuous quality improvement.   |
| Continue to review and update the course as needed.   | On-going. The course material is continuously updated to reflect the needs of the population served and the feedback received from participants by facilitators.  |
| Improve on the type of statistical information collected.   | There has been improvement in our data collection over the past several years. The workers report data and survey statistics monthly to identify areas of improvement.  |
| Build more community partnerships.  | Achieved. EPP facilitators have met with staff at BC works, Sto:lo Aboriginal Skills and Employment Training and ATEC (Aboriginal Training and Employment Cooperative) and other related organizations across the lower |

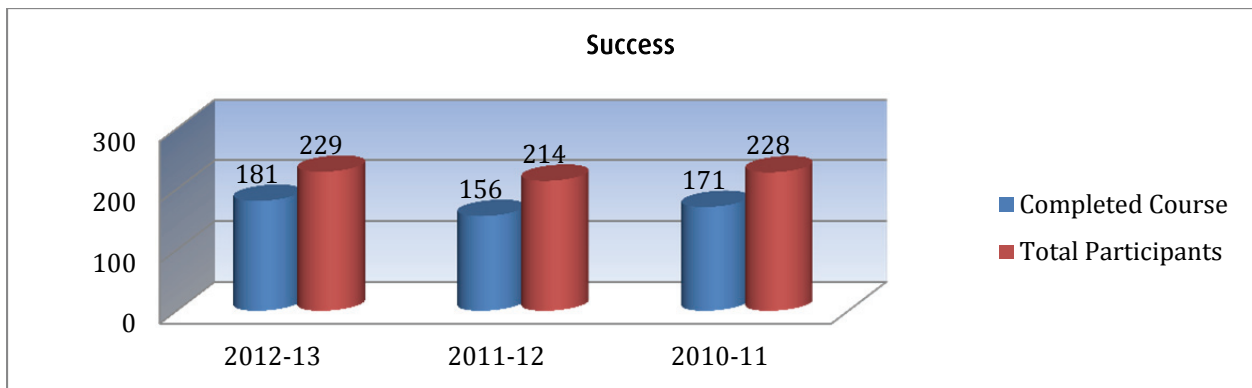
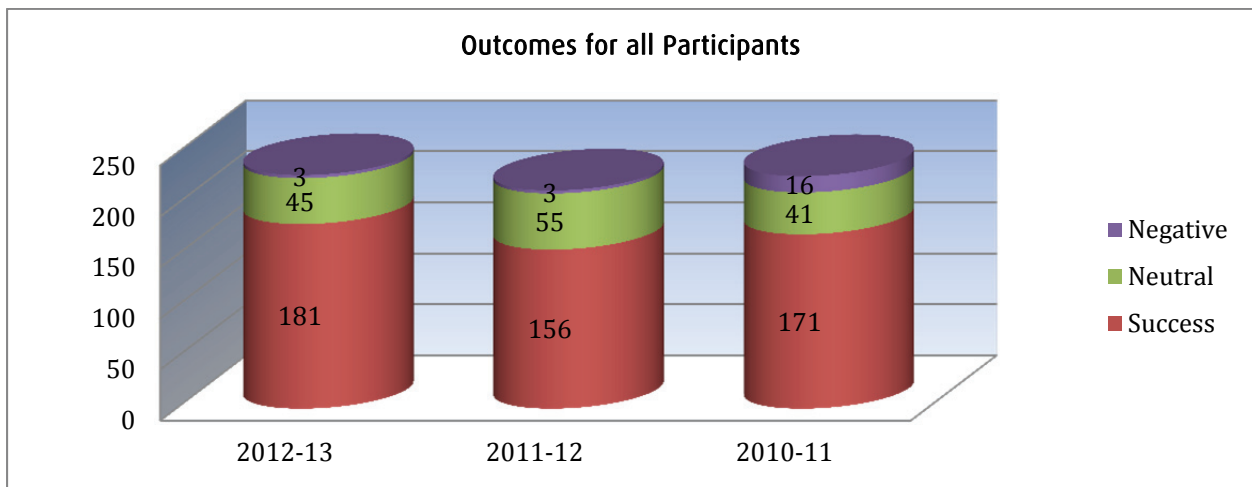
## Program Reports - Employment Preparation Program

| Action | Outcome  |
|--------|--|
|        | mainland. These partnerships allow our participants to transition to community-based programming when released from the institution. |

### Effectiveness, Efficiency and Outcomes

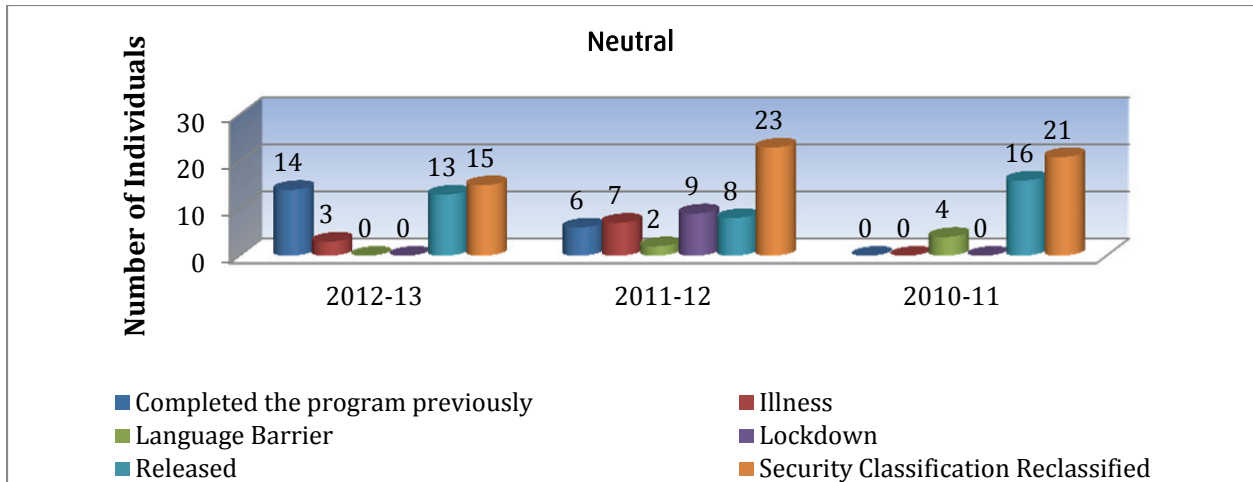
EPP is an 18 hours course which is delivered on three consecutive days, starting at 9:00 am and finishing at 3:00 pm each day. In 2012-13, 229 individuals enrolled in the course.

#### Outcomes



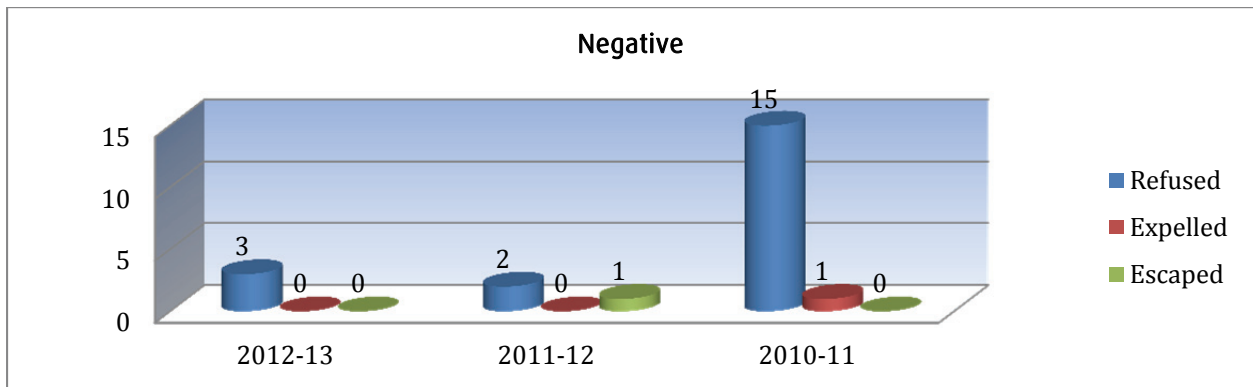
This year, the EPP had a 79% completion rate (181 of 229 participants), compared with a 73% completion rate in 2011-12.

## Program Reports - Employment Preparation Program



The above chart shows that in 2012-13, 45 individuals did not complete the course. The reasons for not completing the course are the following:

- 13 individuals were released back into the community after completing their full sentence
- 15 individuals who were unable to complete the three day program due to their security reclassification. Individuals can be reclassified for a variety of reasons including behavioural issues or safety concerns.
- 14 individuals who had taken this program within the last year and successfully completed it, so they were excused from attending the program again
- 3 were unable to complete the program due to illnesses.



The above graph shows that 3 participants did not complete the course due to refusal to attend. Whilst some of the individuals elected to attend work instead of the program, others refused to take part.

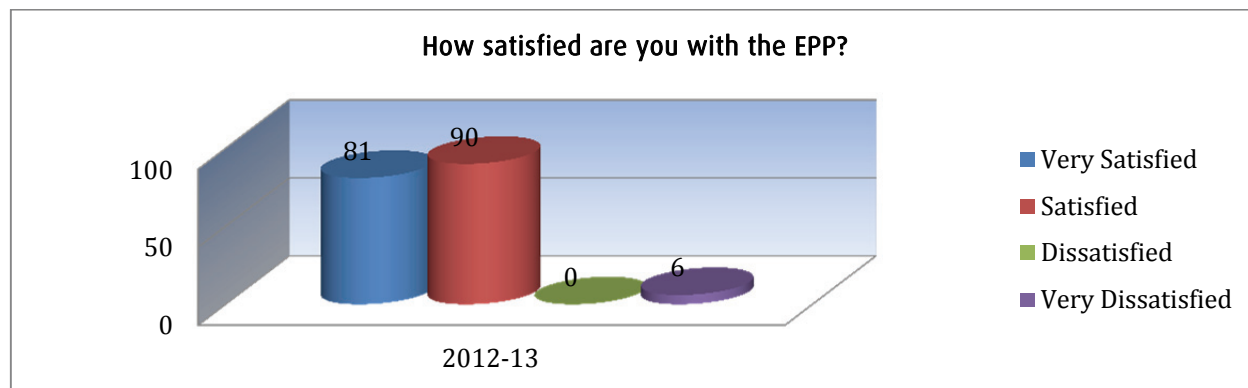
## Satisfaction Surveys

The participants who completed the course were asked to fill out a course evaluation form and provide feedback about the course.

- 94% of the individuals who completed the program said they were “very satisfied” or “satisfied” with the Employment Preparation Program, as shown in the graph below.

## Program Reports – Employment Preparation Program

- 6% of the individuals who completed the program said they were “dissatisfied” or “very dissatisfied” with the Employment Preparation Program, as shown in the graph below.
- Participation Rate: 98% (177 of 181) of the graduates filled out a course evaluation form.



Below is a sample of the feedback they provided:

### **What did you like about the course?**

*“all aspects were helpful”*

*“resume formatting”*

*“all parts, I learned a few things that I did not know before.”*

*“listen to all of the different input that people have.”*

*“I liked the behavioural interviewing.”*

*“how (facilitator) made everything understandable and how she gave examples to our knowledge.”*

### **What did you like the least about the course?**

*“shouldn’t be forced, have people take the course because they want to not because they have to”*

*“the fact that it was early.”*

*“the budgeting section brought awareness but didn’t show much in the way of correcting it”*

*“A lot of information in a short period of time”*

*“The first week I had a hard time understanding”*

## Summary

There was staff turnover this year that resulted in minor disruption in facilitation of the program. The EPP program overcame that challenge and the program continued to successfully complete the three day workshop on a regular basis with very minimal disruption. The EPP program will continue to strive to improve the information presented in the workshops to reflect the changing needs of the population we serve.

## **Next Year's Goals**

- Expand the program to the general population at FRCC
- Expand EPP to other provincially sentenced facilities.
- Continue to develop/ build partnerships with community based employment resources
- Improve on the collection of follow-up with participants who have completed the program.
- Work towards developing a strategy to implement the EPP program in community based programs that also support our target population.

*Jill Gabriel, Program Facilitator*

*Pam Flegel, Manager of Community Services*

# Homelessness Partnering Strategy

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*“The HPS program works with incarcerated persons inside provincial correctional facilities and with individuals released from federal and provincial institutions into the community to assist them in locating and maintaining long-term, safe, affordable housing”*

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## Description of Service

Our Homelessness Partnering Strategy program (HPS) aims to prevent individuals released from correctional facilities from becoming homeless by connecting them to community resources (mental health and outreach services, emergency shelters, and supportive housing) so they can locate and maintain safe, affordable housing. Human Resources and Skills Development and Service Canada fund two full-time employees who begin to assist individuals’ with their pre-release plans inside North Fraser Pretrial Centre, the Fraser Regional Correctional Centre, and the Surrey Pretrial Services Centre (allowing the development of trusting relationships). The HPS program accepts referrals from correctional staff as well as self-referrals.

The HPS workers:

- research potential housing placements;
- advocate for individuals when meeting with potential landlords to ensure the individuals supported by the program are receiving accurate information about their rights as tenants, and are being treated fairly;
- provide information on food banks, furniture, home starter kits, and any other resources that will promote successful reintegration;
- assist individuals with accessing various community services.

The Outreach Team has created working relationships with staff at a number of provincial institutions within British Columbia. Partnerships have been built with parole offices, probation offices and shelters throughout the Lower Mainland. This has resulted in a significant increase in client contact, as referrals come to the HPS program from community resources and community corrections. The outreach team has also introduced the HPS program to Community Residential Facilities, treatment centres and other residential community housing programs.

## Program Objectives

- Prevent homelessness for incarcerated individuals that are to be released and those already released from federal and provincial correctional facilities.
- Create networks with housing providers, addiction services, mental health services
- Provide information and referrals to existing services in the community.
- Provide landlord tenant mediation services.
- Provide individuals with tenant rights information.
- Provide on-going community support for individuals.
- Advocate for the individuals supported by the program as needed.
- Provide support creating release plans for those incarcerated in addition to follow up support once in the community.



## Admission Criteria

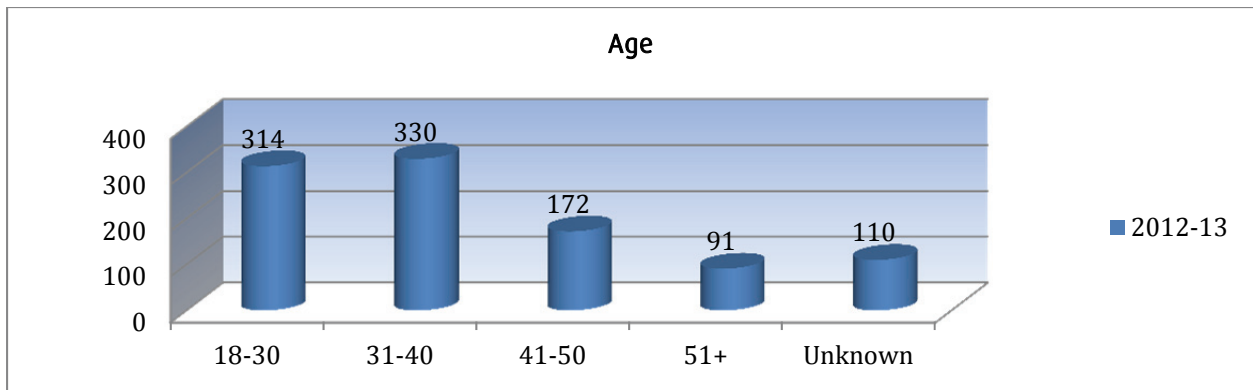
The HPS program is offered on a self-referral basis and also accepts referrals from the Integrated Offender Management Teams, Mental Health Liaisons, and various other correctional staff. Individual requests are generated by institutional referral forms, letters, telephone calls, community corrections and through our Community Services Office.

## This Year in Review

### Population Served

The HPS program processed 7,756 requests in 2012-13. Services are provided to individuals impacted by, or at risk of involvement with, the criminal justice system, individuals who are transitioning into the community from federal and/or provincial correctional facilities, individuals with developmental disabilities, individuals with mental health issues, and those who suffer from substance misuse issues.

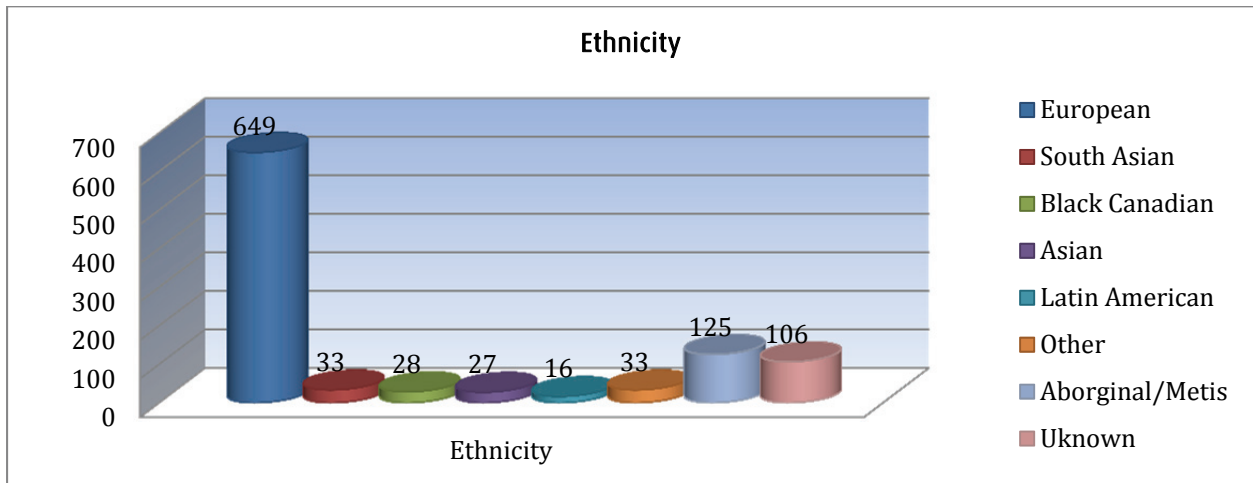
#### Age



The demographics for age shows that 32% percent of the clients served were between the ages 31-40, and 31% percent between the ages 18-30.

## Program Reports - Homelessness Partnering Strategy

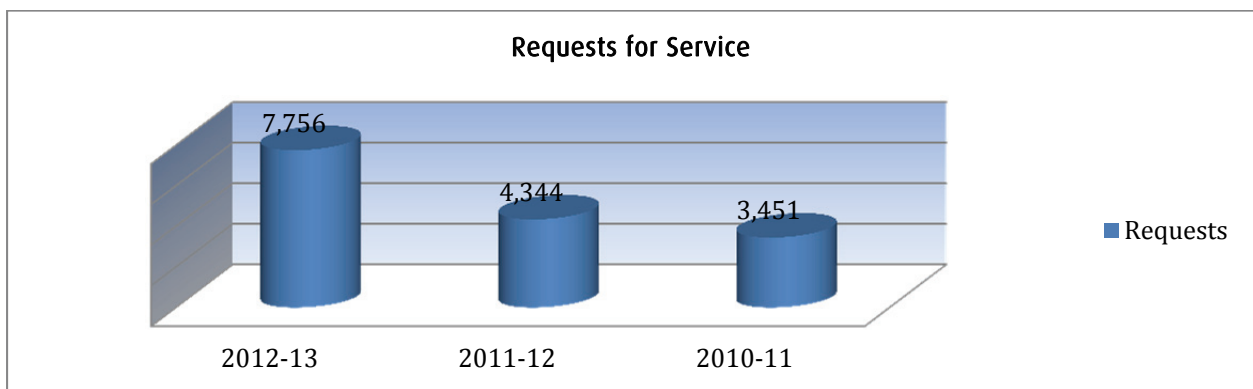
### Ethnicity



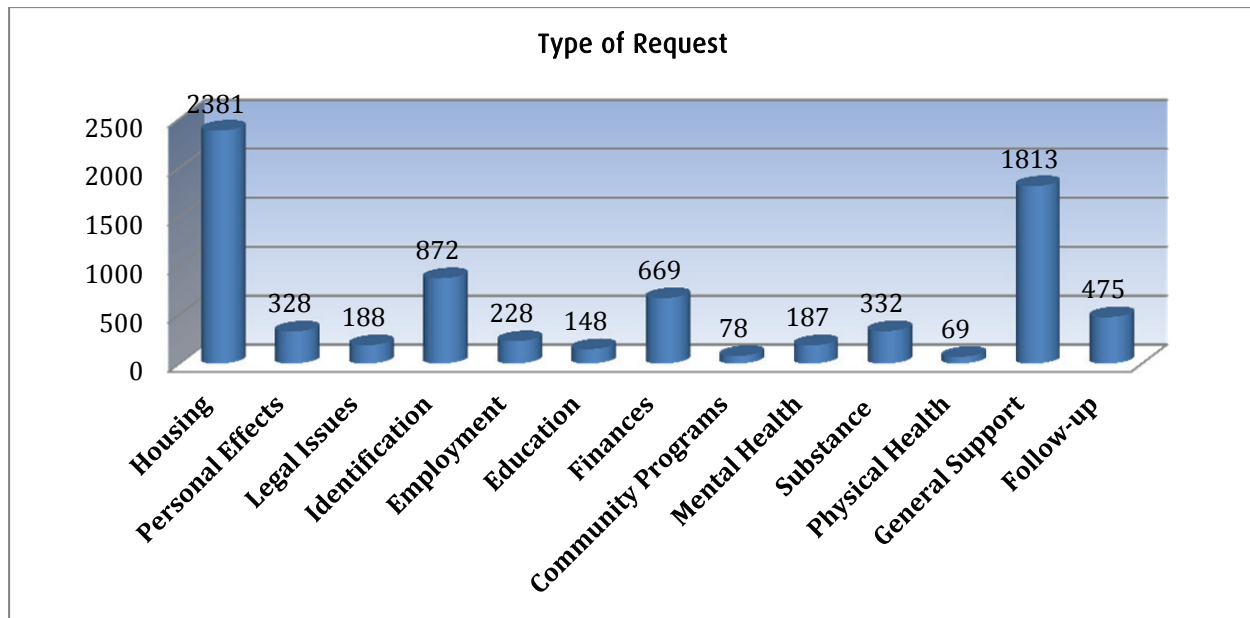
64% percent of the HPS programs clientele is European descent, while the second largest ethnic group is Aboriginal and Métis at 12% percent.

### Community Needs Assessment

The HPS program works with incarcerated persons inside provincial correctional facilities and with individuals released from federal and provincial institutions into the community to assist them with locating and maintaining long-term, safe, affordable housing. This is achieved by assisting individuals to access the appropriate community resources based on each individual's needs. This year the HPS program processed 7756 requests for housing and other various needs compared to 4344 in 2011. The graph below shows the different types of requests in each category.



## Program Reports – Homelessness Partnering Strategy



This year the HPS team encountered some challenges in finding safe and affordable housing. The following are some of those challenges:

- The shelter rates provided by the Ministry of Social Development are extremely low and unrealistic for rental units in the Metro Vancouver area.
- Lack of affordable housing. Metro Vancouver is currently experiencing a low vacancy rate and a high demand for lower priced housing.
- Many landlords do not want tenants who are dependent on assistance from the Ministry of Social Development and are unemployed at the time of applying. Low vacancy rates give the landlords the ability to be more selective in whom they rent to.
- Many individuals do not have the references the landlords request.
- Social and Renter Skills. Some of the challenges the workers experience are individuals who present with poor pro-social skills, inability to present well and the lack of experience in dealing with landlords.
- Increased number of individuals with mental health issues. These issues create increased barriers to market housing and there is a lack of supportive housing for these clients.
- Communication Challenges. The workers spend many hours working with a particular individual and that individual makes changes to the release plan without proper notice.
- Variable Participation. Some individuals are denied assistance because they have history of not attending previous scheduled appointments.
- Follow up and housing loss prevention – there are not enough service delivery hours to focus on loss prevention and follow up.
- Changes in the referral/intake process for individuals who need their files re-opened upon release to receive income assistance. If an individual does not have an open file then it is more difficult to access support funds and/or damage deposits to access housing immediately upon release from the institution.
- Increase in demand for release plans and support from our HPS housing workers. It is difficult to respond to every request due to the limited capacity of two outreach workers. Due to this limited capacity, follow up and housing loss prevention support requires an increase in staffing capacity to ensure that all housing placements remain successful.

## Program Reports – Homelessness Partnering Strategy

The HPS team works collaboratively with the Community Service office to ensure that requests from clients from the institutions are addressed and responded to in a timely manner. The HPS team recognizes challenges to accessing safe, affordable housing but continue to slowly break down some of those barriers by advocating in response to this need in the community. This involves building relationships and partnerships with landlords, agencies and community resources.

### Summary Analysis

#### Review of Last Year’s Goals

| Action   | Outcomes   |
|--|--|
| Secure funding for the HPS program after March 2013.   | The contract was renewed for April 1 <sup>st</sup> , 2012- March 31 <sup>st</sup> , 2014.  |
| The HPS team to become an eligible BC Housing referral.  | On-going. The HPS program continues to work with BC Housing to assist individuals who are in need of housing.  |
| Improve return rate for consumer satisfaction surveys from last year.  | On-going. The return rate of satisfaction surveys this year was 23% as 35 out 150, surveys were returned.  |
| Improve how we collect and report data.  | Achieved. We have shown growth in this area by reporting statistics in monthly program reports, recording statistics using Microsoft access data base, responding to changes in a timely manner and continuous quality improvement.  |
| Increase the number of individuals housed in the 2012-13 fiscal year.  | Achieved. The number of individuals housed in 2012-13 is 138, up from 95 in 2011-12.<br><br>We successfully housed 138 individuals this reporting year. This is an increase of 43 individuals from the previous year.  |
| Build community partnerships with agencies, landlords and other community resources in the Lower Mainland.   | This is an on-going goal of the program, and outreach workers continue to develop new partnerships and maintain the existing ones with community resources. A few examples of partnerships developed this year are Covenant House, Community Corrections (in various locations across the lower mainland) and several partnerships with landlords of supportive rooming houses in various areas of the lower mainland. |
| Increase funding capacity to respond to basic needs to maintain safe, affordable housing for the individuals we support. For example, home starter kits. | While funding was not secured, the John Howard Society of the Lower Mainland became a referral partner for the Homestart Foundation, to assist individuals secure much needed household items.   |

### Effectiveness, Efficiency and Outcomes

#### Effectiveness

The HPS team assists individuals overcome barriers in locating potential housing opportunities to avoid becoming homeless. The main objective of the HPS program is to assist those individuals who are incarcerated, homeless and at-risk of homelessness find safe and affordable housing. To achieve this objective involves the following activities:

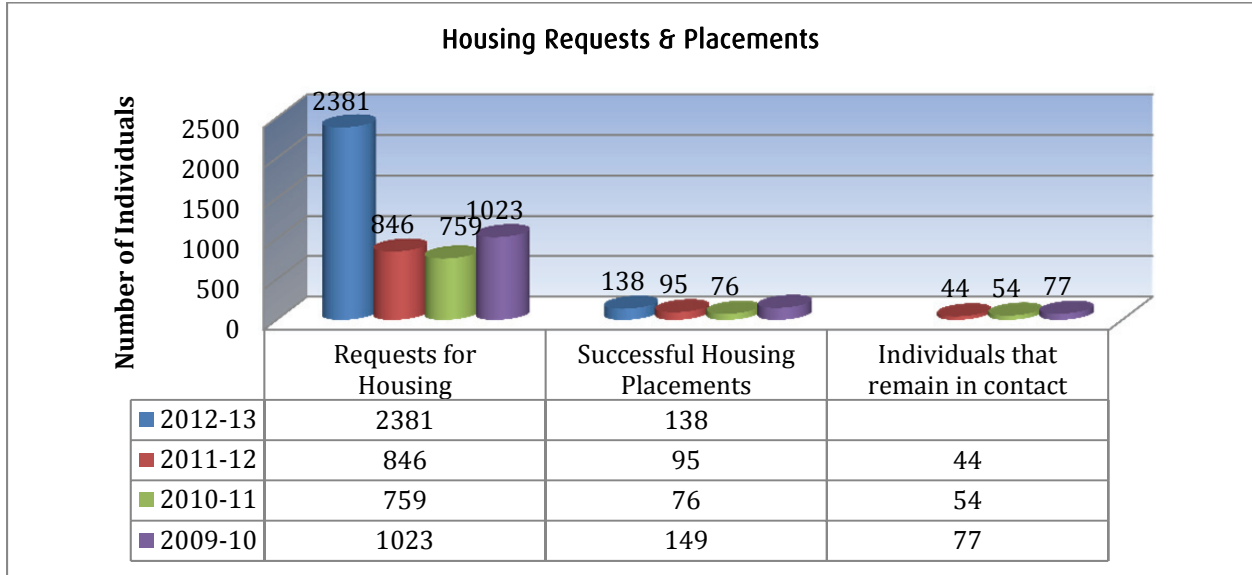
- Conduct needs assessment and prepare support plan for the client
  - The HPS team conducts needs assessments and prepares support plans for each client as part of the pre-release planning.
- Provide a range of support services designed to address the issues of daily living, including budgeting, clothing, obtaining identification, health services, hygiene, employment, anger management and education.
  - The outreach team assists clients with many of the support services required. When needed, the team researches and refers to alternative services/resources.
  - Assisting clients with the process to fill out and submit the intent to rent application and damage deposits to the Ministry of Housing and Social Development.
- Create and maintain a housing registry of appropriate housing.
  - A housing list is produced on a weekly basis using internet resources and resources from other agencies such as probation offices, non-profit organizations and other community service groups.
- Identify new units of housing each month and develop working relationships with prospective landlords to assist clients to secure and maintain housing.
  - When meeting with landlords the team is consistently developing new relationships in order to house future clients and offer assistance if issues arise with current clients. Networking is being developed with other non-profit housing societies such as Portland Housing Society, Lookout Society and Raincity Housing as well as Aboriginal housing services. Relationships have also been developed with a number of recovery houses and treatment facilities.
  - researching and locating potential housing placements
  - scheduling appointments with landlords, and transporting individuals to these appointments
- Interact and liaise with other professionals, family members and organizations to ensure services, admissions and treatments are in the clients interest and supportive of the long term goals
  - The outreach team prides itself on its ability to liaise with other professionals, family members and organizations regarding services, admissions and treatments that are in the client's interest and supportive of the long term goals. The team has developed positive working relationships with the majority of their clients and has seen success and positive growth in our follow up process.

#### Outcomes

The table below shows the number of requests the program received for housing, the number of successful placements and the number of individuals that remain in contact with our service this past year compared to previous years.

## Program Reports – Homelessness Partnering Strategy

The individuals who participate in the HPS program have access to information, support, and advocacy. The relationship and pre-release plan is developed in the institution, allowing the workers to develop trusting relationships with the individuals prior to release.



Outcomes delivered by the HPS team:

- 138 individuals received housing placements.
- The HPS team has the ability to assist individuals upon immediate release from the correctional institutions by arranging to meet and pick up them up. The HPS worker and the client can then attend to immediate needs such as reporting to a probation office, applying for income assistance. The advantages are the following:
  - Fewer breaches because of not reporting to a probation office. One of the conditions upon release is that the individual is to report to their probation office, meet with their probation officer and be given their conditions. If the individual does not report to their probation office within 24 hours upon release from an institution, they may face a charge of breach of conditions. The HPS worker can provide transportation to the office.
  - More efficient access to income assistance. The individual may also need to attend other appointments such as the income assistance office which the HPS worker can provide transportation to. The HPS workers can advocate on their behalf if there are any concerns with income assistance upon release.
  - Placement in Temporary Housing or a treatment facility. Assist the individual in locating potential housing, such as a shelter or a recovery house/treatment facility (if they require) on the day of release. This reduces the risk of the individual being homeless. It also provides the HPS team with the individual’s location so the worker is able to contact them to continue their housing search.
- The HPS program also assists individuals while incarcerated. Individuals can access information while incarcerated during the HPS worker’s weekly visit to each institution served. Individuals have the opportunity to make a request and meet with an HPS worker and discuss what they may need for successful pre-release planning. The contact also provides the HPS worker and the individual an opportunity to discuss other aspects of their lives and what they need improve their quality of life.

## Program Reports – Homelessness Partnering Strategy

- When potential housing is located for the individual, HPS workers provide the individual with information about community resources that may assist the client in maintaining housing, which includes assisting with information on food banks, furniture, essential household items, and any other items for successful reintegration. The HPS program offers assistance in contacting the resource, as well as taking the individual to any appointments.
- HPS program also assists with maintaining the individual's housing by being involved in landlord/tenancy mediation, assisting the client in getting to resources that provide them with services such as employment, education resources, mental health and addiction resources and support group meetings such as Alcoholics Anonymous and Narcotics Anonymous.

### Efficiency

The HPS team and Community Services staff work collaboratively to respond to all requests in an effective and timely manner. All referrals that were received were processed this year. The HPS team continues to build on partnerships with other service providers and resources in the community. This networking strengthens capacity to provide continued supports to individuals to maintain safe, affordable housing.

### Satisfaction Surveys

#### Stakeholder Surveys

The HPS team has received positive feedback from Provincial and Federal Correctional Staff. They recognize the value of our services and continue to support our program in assisting individuals in securing safe, affordable housing.

#### Client Surveys

The HPS team sent out 150 client satisfaction surveys this year. The question on the survey was “how satisfied are you with assistance you received from your HPS worker” . There were only 35 satisfaction surveys that were returned, with a 23% return rate. The results indicated that 91% were “very satisfied” with the assistance provided by the HPS worker and 9% reported being “satisfied”.

The participants who completed the course were asked to fill out a course evaluation form and provide feedback about the course.

- 100% of the individuals who returned the survey reported being “very satisfied” or “satisfied” with the assistance
- 0% of the individuals who returned the survey said they were “dissatisfied” or “very dissatisfied” with the Employment Preparation Program, as shown in the graph below.
- **Participation Rate:** 23% (15 of 150) satisfaction surveys were returned

### Summary

The main objective of the HPS Program is to reduce homelessness of offenders through pro-active, innovative, and preventative services inside prisons with follow-up in the community to find and maintain safe, affordable housing and thereby increase community safety. The HPS team and the Community Service staff works diligently to ensure that this outcome is achieved within the parameters of the role and responsibilities outlined in the program deliverables.

The success of the HPS program involves communication and teamwork. The HPS team works collaboratively with one another and the Community Service Office to ensure effective and clear communication. They are in daily contact with each other and work together with high risk individuals

## **Program Reports – Homelessness Partnering Strategy**

offering strategies, release planning and working with the individuals institution and community supports to each individual case plan. As a result, the HPS team has successfully placed individuals who are at risk of homelessness into various different types of housing such as shelters, basement suites, treatment centers, and apartments.

### **Next Year's Goals**

- Increase the number of housing placements
- Secure funding for the 2014-15 fiscal year
- Increase the number of partnerships with other agencies, landlords and community resource providers.
- Secure funding for another outreach worker to address the gaps in services.

*Jill Gabriel, Outreach Worker*

*Pam Flegel, Manager of Community Services*



# Volunteer and Practicum Student Program

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*"I think the opportunity here for students is brilliant. They can really get their hands in and are doing a valuable job. They are not following someone around and are only doing 'busy' work."*

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## Description of Service

The Volunteer and Practicum Student Program provides students and community members with an opportunity to gain practical knowledge and valuable work experience while assisting and supporting individuals receiving service from our programs at The John Howard Society of the Lower Mainland. Volunteers and practicum students were placed at the Community Services Office, Hobden House, Guy Richmond Place, the Homelessness Partnership Initiative, Employment Preparation Program and Miller Block.

## Program Objectives

- Recruit volunteers and practicum students that reflect the diverse population of individuals that we serve.
- Provide volunteer and practicum students learning opportunities in all agency programs.
- All learning goals for students and volunteers are achieved.
- Provide our volunteer and practicum students with additional learning opportunities from various community resources.

## Admission Criteria

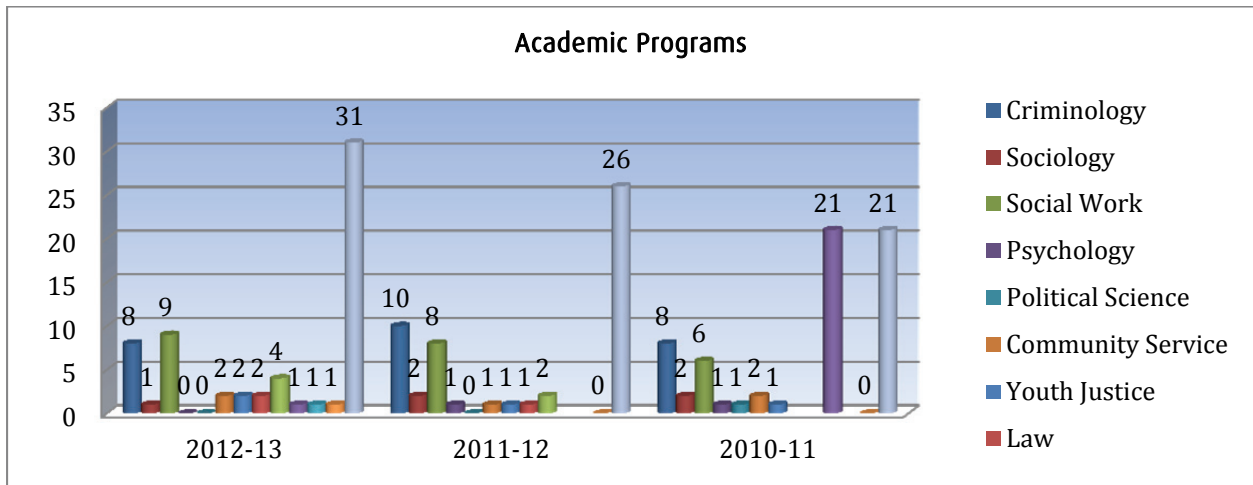
Volunteers and practicum students must complete a formal interview process and vulnerable criminal records check or enhanced security clearance before being accepted as a volunteer or practicum student for our agency. The John Howard Society of the Lower Mainland values the role that volunteers and practicum students play in the efficient and effective operation of our programs. Their enthusiasm and passion help define the agency as a leader in the community and increase our overall success. Many of our Volunteers and Practicum Students are hired as employees once they finish their placement.

## This Year in Review

### Population Served

The Volunteer and Practicum Student Program serves a diverse population of students and community members who have a desire to get involved in making a positive contribution to their community. In 2012-13, we offered practicum and volunteer placements to 31 individuals in the community and from different institutions ranging from Kwantlen Polytechnic University, Langara College, Simon Fraser University, University of British Columbia, University of Victoria, University of Lethbridge and Douglas College. This was an increase of 5 individuals from last reporting year. The statistics indicate that 71% of the volunteers/practicum placements were female, and 29% were male ranging from 19 to 60yrs of age. The results also indicated that 81% were of a Caucasian background. The following graph demonstrates the various areas of study:

## Program Reports – Volunteer and Practicum Student



### Community Needs Assessment

Our Volunteer and Practicum Program is a benefit to the individuals we provide service to as they provide additional supports to our consumers by assisting them in reaching their goals and contributing to a stronger and safer community. We recognize the importance of volunteers and practicum students with diverse backgrounds bringing enthusiasm and various skills sets to the effective operation of our programs.

Following are some of the challenges the program had to deal with over the reporting period:

- Data collection: implemented changes to data collection midyear that impacted the outcome of the statistics reported.
- Restructuring of how we collect data to identify gaps in our systems. During this reporting year, the collection of statistics through the Community Services Office (CSO) had to be changed to reflect the services delivered by the CSO, resulting in volunteers and practicum placements restructuring collection method.
- The turnover of volunteers as well as a limited amount of office space for the number of volunteers and practicum students required to handle the volume of requests and the increasing number of individuals utilizing the services provided by the Community Services Office, continue to be challenges the program strives to overcome.

## Summary Analysis

### Review of Last Year's Goals

| Action  | Outcome   |
|---|---|
| Diversify the volunteer & practicum pool further to include new disciplines.  | In 2012-13, the program included leadership and addictions counseling as new disciplines.   |
| Increase volunteer recognition and appreciation and develop a program for it. | On-going. While volunteers and Practicum students are recognized for their contribution to the agency, there is not yet a program developed |

## Program Reports – Volunteer and Practicum Student

| Action   | Outcome   |
|--|---|
|  | for appreciation.   |
| Research projects completed continuously throughout the year.                  | Achieved. The 'Planning for Success' guide and 'Family Guide for Federal Corrections were completed this year, research papers on restorative justice, the role of prison in the criminal justice system, are some of the projects completed throughout the year. |
| Revise and update training manual for volunteers and practicum students.       | Achieved. A training manual has been developed for practicum students and volunteers and is updated frequently to reflect on-going changes.   |
| Continue to maintain the number of volunteer and practicum students.           | Achieved. There were 30 practicum and volunteer placements this year. Each year we continue to increase our ability to accommodate more volunteers and practicum placements.  |
| Find out how much volunteers and practicum students learn while at the agency. | This is achieved through on-going performance reviews and exit interviews. Practicum placements also complete journals and presentations as part of their educational requirements to record their learning experiences.  |
| Recruit volunteers for other programs.   | Achieved.   |
| Meet CARF standards.   | On-going quality assurance.   |

### Effectiveness, Efficiency and Outcomes

The John Howard Society supports practicum and volunteer placements at our facilities to enable staff to provide mentorship and share practical experiences to prepare students for future employment opportunities with the agency or other organizations. Practicum students and volunteers gain first-hand information and knowledge about the mandate of John Howard Society of the Lower Mainland, the realities and challenges faced by the population we serve, and our programs and initiatives that are a testament to our active involvement to make our communities safer for all.

Our agency ensures that within a week of initial contact, the potential volunteer/practicum student will be sent a position description that fit their general area of interest before a formal interview is conducted. After a successful interview and criminal record check, the volunteer or practicum student can be placed. Performance reviews are conducted on a regular basis with all volunteers and practicum students to ensure their performance meet agency standards.

### Satisfaction Surveys – Exit Interviews

Practicum students and volunteers are given the opportunity to complete an exit interview with the Manager of Community Services upon completion of their time with the agency. Practicum students and volunteers will also briefly meet with the Director of Community Services to express any concerns or final thoughts they may have. It is an opportunity for each individual to provide feedback and evaluate their experience with the agency, as well, for the agency to evaluate the feedback to make any necessary changes/ improvements. Overall, the feedback this past year has been positive from those who completed

## Program Reports – Volunteer and Practicum Student

the exit interviews. Some of the feedback received from the volunteers and practicum students are the following:

*“Organized and fantastic staff- patient and kindness with clients, lots of effort to find services / resources for staff.”*

*“Strengths were that I was able to meet with such a broad client base and get a lot of experience in different areas.”*

*“I think the opportunity here for students is brilliant. They can really get their hands in and are doing a valuable job. They are not following someone around and are only doing ‘busy’ work.”*

### Summary

In 2012-13, the volunteer and practicum participation continues to have a presence in other programs including Miller Block, Guy Richmond Place, Hobden House, Homelessness Partnership Strategy and the Employment Preparation program. While a volunteer or practicum student was placed in a specific program, they were given to opportunity to participate in all programs by doing site visits for a day.

The practicum program was successful this year in recruiting a diverse group of individuals. Many of our practicum placements come from larger Post-Secondary schools throughout the province, the country and Lund University in Sweden. There were 3 international students this year, as there were 3 students from Sweden who came to Canada to participate in the practicum placement program. These students completed their placement at Guy Richmond Place and the Community Services Office.

The overall success of this program is reflected in the number of volunteers we have recruited for continued employment. We were successful in hiring ten of our volunteers and practicum students this reporting year. The volunteer and practicum placement program gives the agency an opportunity to develop, enhance and educate students for future employment with our agency.

### Next Year’s Goals

- Develop project plans for volunteers and practicums for the Community Residential Facilities.
- Develop a strategic plan to create and implement volunteer and practicum placement positions within the agency programs located in the Fraser Valley.
- Maintain the number of volunteer and practicum placements to continue to serve the needs of the programs throughout the agency.

*Pam Flegel, Manager of Community Services*

# Youth Advocacy Program

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*“The role of the advocate is to ensure that rights, interests, voice and well-being of the individuals at the custody centres are respected and protected.”*

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## Description of Service

The Youth Advocacy Program provides solution-based independent oversight, support and education to incarcerated youth at the Burnaby Youth Custody Services Centre (BYCSC) weekly with the aim of ensuring their successful reintegration upon release.

The role of the advocate is to ensure that rights, interests, voice and well-being of the individuals at the custody centres are respected and protected. The youth advocate is responsible to assist the youth in promoting independence and self-determination while supporting the youth to ensure their voices are heard. The role of the advocate is to also assist in bringing local resolution to the concerns by implementing a problem –solving approach.

The youth advocate provides a range of strategies in meeting the objectives for each youth custody resident, etc.

- Advocate meets with each youth individually to educate them of their rights and responsibilities
- Provide direct advocacy services to individual youth and assist that young person in addressing their concerns/issues
- Attendance to Youth Advisory Meetings
- Facilitate Rights 2 Success Workshops

The advocate assists in facilitating Youth Advisory Meetings each week to ensure youth’s concerns are being heard and encourage youth to be a unit representative at their meetings. The purpose of the meeting is to empower the youth to speak freely while representing their peers on operational and program matters. The purpose of seeking their participation is to encourage more youth to have a voice in operational and program issues i.e., air quality, carpet replacement, alternate program options, health care matters, etc. The roles of the advocate at the Youth Advisory meetings are the following: finding a youth representative from each unit, explaining the process of the meeting to youth, take minutes, update the youth who did not attend the meeting and do follow up.

## Program Objectives

- Increased awareness by youth custody residents of advocacy services available while in custody and in the community.
- Increased self-advocacy skills for youth custody residents.
- Increased advocacy skills for youth custody staff.
- Increased advocacy related activities on behalf of youth custody residents.

## Admission Criteria

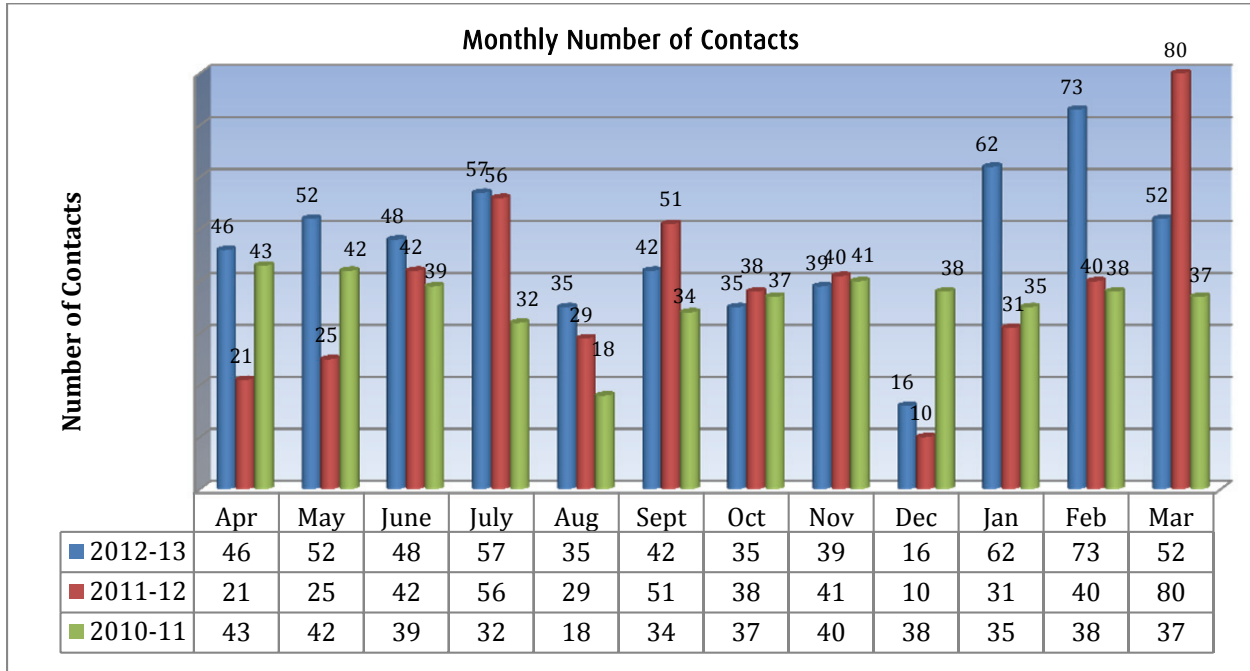
Youth incarcerated in Burnaby Youth Custody Services Centre.

## This Year in Review

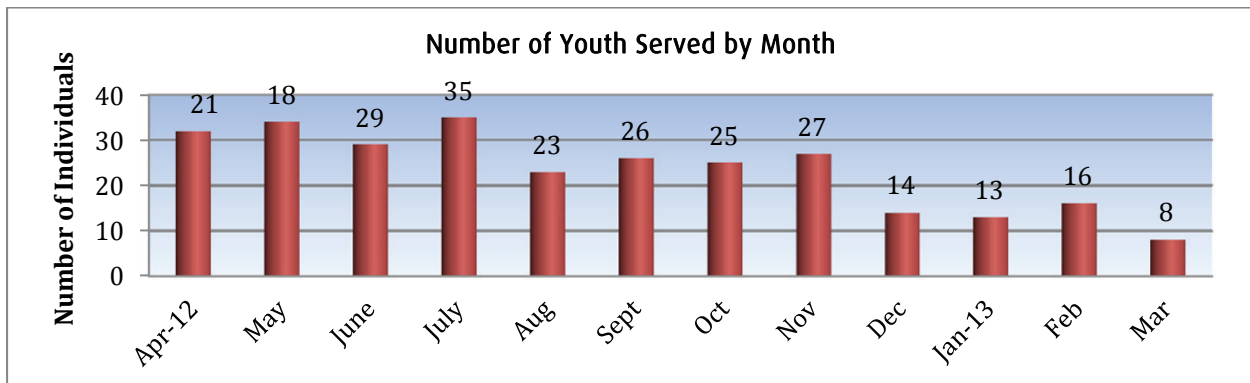
### Population Served

The program services male youths incarcerated inside the Burnaby Youth Custody Services Centre.

### Monthly Contacts



The advocate continues to improve on the quality and consistency of the data collected by recording information in our case management system to track the number of times an advocate meets with each individual youth. The monthly number of contacts reflects how many times an advocate made contact with a youth. The advocate reported a total of 557 youth contacts from April 1<sup>st</sup>, 2012- March 31<sup>st</sup>, 2013. This is an increase of 124 contacts from April 1<sup>st</sup>, 2011 – March 31<sup>st</sup>, 2012.



## Program Reports – Youth Advocacy Program

As the graph above indicates, in April 1<sup>st</sup>, 2012 – March 31<sup>st</sup>, 2013, the Youth Advocate met with 282 individual youth compared to 328 individual youth last reporting year. This decrease can be attributed to the lower numbers of individual youth at the custody centre.

The themes identified this reporting period reflect requests that involve the following:

- Increase programming (accessibility) – recreational, cultural ; suggestions and changes to current programs
- Food and Clothing – nutritional quality, protein bars and quantity of food
- Complaints Process – filing complaints
- Conflict with custody staff – treatment of youth by staff
- Conflict with other youth in their units – peer conflicts, bullying
- Transfers – anxiety around transfers to other custody centres, community etc.

### Changes in Service

There was a change in advocates this reporting year. Previously, our advocate for the boys unit was a female worker. This year, the boys unit had a male advocate delivering advocacy support. The transition has been successful, and there were no concerns reported by the youth and/or custody centre. The youth advocate provides advocacy support two days a week.

### Community Needs Assessment

The ability of youth to respectfully advocate for themselves can give them a sense of self-worth and responsibility—key factors in their ability to successfully reintegrate into the community upon their release. The Youth Advocate assists in the promotion of independence and self-determination while ensuring the voices of these youths are heard.

## Summary Analysis

### Effectiveness, Efficiency and Outcomes

The advocates meet with each youth individually to educate them of their rights and responsibilities, and address concerns on an individual basis. Youth are provided with the following information at their first meeting and any relevant time thereafter:

- Rights and Responsibilities
- External complaint and advocacy bodies (Representative for Children and Youth, Ombudsperson, Youth Custody Complaints Manager)
- Internal complaints process
- Additional information impacting and requested by the youth

The youth advocate can meet with the youth informally each week or a youth can submit a formal request form that is available at the custody centre. The youth advocates also receive both informal and formal requests from custody staff. The youth advocate supports youth in a timely manner, although some requests take longer, depending on their complexity (some may involve policies that may need to be reviewed by the custody staff team before an issue may be resolved).

The youth advocates and staff organize a Youth Advisory meeting once a month for youth to attend, also a Citizen's Advisory Board member attends the meetings as a community presence whenever possible. The Youth Advisory meetings are a forum to support youth to advocate on behalf of their peers, provide



## Program Reports – Youth Advocacy Program

feedback on the quality of services delivered and make suggestions for improvement. The Advocate will also continue to encourage the youth to be representatives at their youth advisory meetings.

The advocates also co-facilitate Rights 2 Success training for the youth at the custody centre.

The Burnaby Custody Centre youth participated in a total of five Rights 2 Success workshops this year. The boys and girls advocate were able to co-facilitate the workshops as informal training to deliver Rights 2 Success workshops. In March 2013, the advocates co-facilitated Rights workshops with 6 participants that included material from Rights 2 Success.

The feedback received for the Rights 2 Success Program from facilitators, is the workshop needs some adjustments in regards to the length of time allotted for the facilitation of the workshop. The facilitators commented that the length of the workshop needs to be increased as facilitators run out of time to complete all activities. The feedback from youth who participated in the workshops at Burnaby Custody Centre has been positive, and youth have expressed they have learned more about their rights as a result of the workshop. There were 5 workshops at Burnaby this year and a total of 19 youth participated. The youth were asked to complete a satisfaction survey at the end of the workshop, and 89% of the youth completed the survey. The results of the survey indicated that the youth were satisfied with an average 4.3 out of 5 for overall satisfaction.

The advocates have formed positive working relationships with the staff at the custody centre and work collaboratively towards ensuring the rights of the youth have been met. The youth advocate works with the custody centre staff to promote a team approach to facilitate workshops, community resource fairs, birthday clubs, and other events held at the custody centre.

Over the past year improvements in efficiency and effectiveness of service were made as follows:

| Action   | Outcome   |
|--|---|
| Monthly Youth Advisory Meetings for the youth  | The Youth Advisory Meetings (YAM) are held every fourth Wednesday at BYCSC. Every month, youth can bring forward concerns at a meeting attended by an ADO/Program Supervisor, other custody staff, the YA, and a member of the Citizen Advisory Board. The YA also provides minutes and outcomes to both youth and custody staff, which are emailed to staff, and posted at all BYCSC units   |
| Meetings and conference calls for B.C. youth advocates for information sharing and support | This meeting was postponed for June 26 <sup>th</sup> and 27 <sup>th</sup> , 2013. The goals for this meeting include: <ul style="list-style-type: none"> <li>• Training all advocates and some additional staff to facilitate Rights 2 Success</li> <li>• Review policy on the role of an advocate in the custody centres to create more consistency in the delivery of advocacy services across three centres</li> <li>• Review the material on the role of an advocate in the custody centres.</li> </ul> |
| Improvement in the delivery and content of the Rights to Success workshop                  | The Rights to Success workshop is delivered throughout the year at BYCSC. Youth new to the  |



## Program Reports – Youth Advocacy Program

| Action  | Outcome   |
|---|---|
|   | BYCSC are prioritized. Currently, there are no advocates trained to facilitate Rights 2 Success. Our previous advocate has been able to co-facilitate these workshops with a custody centre staff in the interim until our advocates are trained. |
| The Youth Advocate attends BYCSC consistently on a weekly basis | The youth advocate provides advocacy support two days a week at the custody centre.   |

### Outcomes

The following information contains some examples of the types of advocacy requests and outcomes at the Custody Centre.

| Types of Requests   | Outcomes   |
|---|--|
| <p><b>Health Concerns:</b></p> <p>Youth reports that he is allergic to fish and he has been given fish during his meals.</p>  | <p>Advocate followed up with Kitchen Supervisor and healthcare, and both did not receive this information. Youth Advocate gave the youth a Healthcare Request form so he can speak with the medical professionals about his concerns for an allergy. RESOLVED.</p>   |
| <p><b>Conflict with custody staff:</b></p> <p>Youth report that they feel demeaned by the way that a certain staff member speaks to them, including saying that they "eat like pigs", are "immature", he accuses them of being sarcastic when they are asking honest questions, and saying he "doesn't have to take anything from kids".</p>  | <p>Advocate contacts the Assistance Director of Operations (ADO) and conveys the youth's concerns. Youth advocate speaks with Mr. Annan, the youth ended up filling out complaint forms after speaking with the youth advocate and Mr. Annan followed up with their concerns. Youth advocate followed up with youth and they are both okay with the result of their complaints and were happy the Mr. Annan followed up with them quickly. RESOLVED.</p>                     |
| <p><b>Conflict with custody staff:</b></p> <p>Youth reports that he witnessed another youth being "locked" for a reason he thought was unwarranted. Youth reports he went to fill out a complaint form but was stopped by a staff member who said he would receive a '0' for the day if he did so. The youth said that he then did not fill out the form. Youth is requesting that the staff member in question will no longer be his 'key worker'.</p> | <p>Youth Advocate asks the youth to fill out a complaint form about the incident. Youth states that the staff will end up reading it and things will then be worse for him. Youth Advocate then speaks with one of the ADOs and reports what the youth has said. ADO says the key worker will be changed for the youth immediately and that he will investigate the situation. Youth Advocate relays information to the youth who is satisfied by the outcome. RESOLVED.</p> |
| <p><b>Complaints towards custody staff:</b></p> <p>Youth reports that he would like to make a complaint about a staff member. Youth reports that the staff person has been swearing at youth and that there have been two teachers whom</p>   | <p>Youth Advocate meets with ADO and explains the situation, he reports that swearing at youth is unacceptable and that he will follow up with the staff and the youth. Youth Advocate tells youth that she will speak to the ADO to ensure the form is handed in. Youth reports he has a</p>  |

## Program Reports – Youth Advocacy Program

| Types of Requests   | Outcomes   |
|---|--|
| <p>witnessed this. He reports that he was locked today for writing a joke about him on the computer and that he has now banned him from computers. Youth says that he has apologized for past behavior and interactions with staff and wants to have a fresh start, to this he reports staff said "there are no fucking fresh starts get out of my face". Youth reports that he has already filled out a complaint form which he gave to his unit supervisor. The supervisor then gave it to staff so he could fill out his portion. Staff later said to him he has "lots to say about him (the youth) too". Youth was wondering what will now happen as staff have the form.</p> | <p>computer ban after Monday's incident with staff. He says they said they will review it in one week but youth feels they will not as they haven't in the past and it will be forgotten. Youth Advocate advises him to wait until Monday and give them a chance to meet their promise to review. If then it is not reviewed we can fill out a complaint form suggesting a schedule to meet and expectations to regain computer use. Youth reports that he has a meeting about his computer ban tomorrow and is happy that the situation will be resolved. RESOLVED.</p>   |
| <p><b>Conflict with custody staff:</b></p> <p>Youth reports that a staff member has started to swear and yell at him again (previous complaint dealt with a couple months ago). He reports that the staff member is trying to minimize the amount of classes that he has in school and that he has lost some classes which may end his chances of graduating before he is released in two and a half weeks.</p>   | <p>Youth Advocate reviews the complaint form that is partially filled out and gives him feedback. Youth Advocate reminds him of the complaint process. Youth was able to speak to the staff directly about his concern. Youth feels that after this conversation the relationship has been repaired and the staff is not trying to restrict his education programming anymore. Youth Advocate encourages him for speaking directly with staff but reminds him that if he is having difficulty with the staff member again that he should seek support through the Resident Complaint form so management are able to support him with his concerns. Youth agrees that he will do this if necessary. RESOLVED.</p> |
| <p><b>Access to complaints process:</b></p> <p>Youth reported that staff had made fun of him, calling youth a baby when youth asked to return to his room when he was not feeling well during a program. Youth was offended and tried to stand up for himself and staff got "in his face, nose to nose" yelling at him. Youth wants investigations done and wants to sue him.</p>   | <p>Youth Advocate encourages youth to complete a complaint form, he says he will do this today on his own. He does say he wants this issue to go further than internal and wants to take him to court. Youth advocate suggests he speak to his lawyer to explore his options. Youth advocate will check with him on Wednesday to see if he has completed a form and checked in with his lawyer. Youth Advocate contacts the ADO to look into the situation. ADO spoke with the youth to resolve his concern. RESOLVED.</p>   |
| <p><b>Concerns with food:</b></p> <p>Youth is concerned that when he was locked after dinner one evening after a code was called he was not given his evening snack despite asking multiple staff for it.</p>   | <p>Youth advocate emails ADO to clarify the protocol and ADO responds that they should receive snacks and asks for additional information including names and dates. Youth advocate asks youth for more information and forwards it to ADO. He responds that he will inform the supervisor on shift for her to review. Youth is satisfied after review. RESOLVED.</p>  |
| <p><b>Conflict with another youth:</b></p> <p>Youth reports that he was wrongfully punished</p>   | <p>Youth Advocate speaks with him about the BYCS rules about fighting and why there are consequences in place. Youth still feels that the</p>  |

## Program Reports – Youth Advocacy Program

| Types of Requests  | Outcomes   |
|--|--|
| <p>for starting a fight when in fact it was another youth who instigated the fight.</p>  | <p>other youth should have had more consequence than him. He is unhappy that he is on level one as a result of the incident. Youth Advocate suggests that he fill out a Resident Complaint form and we fill one out together. Youth says he will think about whether he wants to pursue the complaint after reflecting on his involvement in the incident and chooses to hold on to the paper until he decides what to do. Youth Advocate follows up and youth has chosen not to file a complaint. RESOLVED.</p>   |
| <p><b>Transfers and case management planning:</b><br/>Youth informs the Advocate that he is being transferred to Prince George tomorrow morning and does not want to go. He reports that he likes the programming at Burnaby and thinks it will be a better fit for him. He reports he was recently "kicked out" of Victoria where he has spent most of his time in custody. He asks Advocate who he can talk to that can help him stay.</p> | <p>Youth Advocate asks him more questions about the plan set out for him, it was his Case Manager and Probation Officer in Victoria's decision to send him to PG. Youth Advocate tells him that he is only in Burnaby on his way to PG and there will likely not be anyone to change the decision as they did not make it. Youth Advocate advises him that it is too late in the day to likely have any changes to his current plan but for him to discuss his concerns and wishes with his case manager in PG. He is also advised that he can contact his community Probation Officer to express his concerns. Youth understands and will consider calling his Probation Officer. Youth Advocate speaks with ADO Mr. Annan, he confirms that because it was Victoria's decision to have him transferred they are unable to make any changes to the youth's case plan. RESOLVED.</p> |
| <p><b>Access to programming:</b><br/>Youth are concerned that Venture Unit is no longer permitted to use the track and field and basketball court. Youth reports they are allowed in the courtyard but are often not given their scheduled time because girl's rooms overlook the courtyard and the youth cannot be there unless the girls are out.</p>  | <p>Youth Advocate speaks with ADO who states that a few youth in Venture can no longer go to these areas for security reasons that he cannot share. Youth Advocate explains that these youth are missing out on their daily time outside because of the concerns of them communicating with the girls. Youth Advocate states that the youth should be able to go outside at least once per day and that the small courtyard is not sufficient as they are not down there as a consequence. Youth Advocate also mentions other youth are in Venture who do not have security concerns who are being punished for something they did not do. ADO says he will speak with programs about the schedule. He will look into the other youth who are not involved in the security concerns having access to track and basketball courts. RESOLVED.</p>                                      |
| <p><b>Phone requests:</b><br/>Youth requests to add his school principal to his</p>  | <p>Advocate contacts case management regarding request. Request was approved. RESOLVED.</p>  |

## Program Reports – Youth Advocacy Program

| Types of Requests                             | Outcomes |
|---|----------|
| phone list to discuss plans upon his release. |          |

### Satisfaction Surveys

Satisfaction surveys were not conducted on a formal level this reporting year. The advocate did not receive any informal or formal complaints by the custody centre staff and youth. The advocates have expressed some challenges with giving youth a survey to complete:

- Length of stay with each youth
- Appropriate timing to give out surveys
- Lack of motivation for youth to complete
- Anonymity of the surveys

The goal for this year will be to address these challenges and to find the most appropriate way to measure these outcomes.

### Summary

This past year the focus continued to be on the following areas:

- how to improve the quality of the advocacy services;
- increased internal communication and development of a community of practice amongst the advocates; and,
- strengthening the quality of the data we report on. The most significant shift the last few years was to report out aggregate data that identifies themes and issues and outcomes.

There was more accountability on the advocates to follow up on issues that were on-going or pending. As well to notify and follow up with the Director of Programs and/or his designate to ensure that the youth concerns have been addressed in a timely manner with an appropriate resolution.

The advocates have access to computers and have IDIR accounts. They are able to receive any important changes or updates at the custody centre. The advocate has access CAMS (case administration) at the centre to avoid confidential information leaving the custody centre. This access to CAMS will assist with any information, requests, tracking, and better data collection.

The Youth Advocate fulfilled their role by:

- Ensuring that youth know their rights, have information regarding what is occurring to them and about their future, be inclusive and consider all points of view and ensure the voice of the people we serve is heard and considered valuable
- Supporting and encouraging youth to have their own voice through self-advocacy and to promote healthy relationships and to effectively carry out an advocacy role on behalf of a young person, should this be requested. Advocacy is about facilitating problem-solving and meaningful participation.

### Challenges

One of the challenges youth advocates have identified are systemic issues that involve dynamics based on race, age and gender. Specifically, there have been concerns around bullying within the custody centres that have raised many concerns amongst the youth. The custody centres are aware of these concerns and are doing everything they can to take the necessary steps to reduce the risk within the custody centre.

## Program Reports – Youth Advocacy Program

Another key issue is that there is also the lack of follow up with issues that the youth bring forward to the Youth Advocacy. This is due to the limitations on our youth advocates as far as available hours to move forward with requests and specific case information as well as to the volume of requests outstanding. The advocates will continue to follow up on issues that are pending until there is a solution that upholds the rights and responsibilities of the youth. The advocate will notify the Director of Programs of any outstanding issues that still require resolutions.

## Next Year's Goals

### *Program Development:*

- Orientate each youth about the complaints process in the custody centre and community. Achieved.
- Improve access to resident admission information to ensure all youth in custody for over 7 days are being seen.

### *Reporting:*

- Conduct consumer and stakeholder surveys within the custody centre which complement the existing youth feedback survey processes already implemented by Youth Custody Services.
- Improve return rates for satisfaction surveys at each custody centre to ensure quality of service by 30%.
- Record and analyze information from advocacy cases. Identify trends, themes, and issue results to case management representatives and Director of Programs of the centre.

### *Communication:*

- Develop a generic job description for all advocates outlining their role and responsibilities as independent contractor going into the custody centres to provide advocacy support. .
- JHSBC and MCFD to host one advocates meeting within the fiscal year.
- Two teleconferences held each year to improve communication amongst the advocates at all the custody centres.

### *Staff Training and Development:*

- Explore Rights 2 Success training for advocates at all centre's to further expand rights education delivery.

*Jennifer Hirsch, Director of Community Services*

# Staff and Board Member List

as of 31 March 2013

## JHSLM Board of Directors 2012-13

Pat Alexander  
Jayce Allen  
Paulette Friell  
Amber Katzel

Ryan Nash  
Pamela Smith-Gander  
Tim Stiles  
Iryna Witt

## Regional Office Administration

Jas Gill – Director, Justice Services  
Carol Hartnett - Financial Administrator  
Jennifer Hirsch – Director, Community Services

Jo-Anne Pilkey - Director, Finance &  
Administration  
Carmen Roig-Torres - Administrative Assistant  
Tim Veresh - Executive Director

## Guy Richmond Place and Hobden House (Community Residential Facilities)

Ryan Jamieson - CRF Residence Manager, GRP  
Pat Gilbert - CRF Residence Manager, HH  
Christina Beaupre – Acting CRF Residence  
Manager, HH  
*Regular Staff*  
Lucas Athaide  
Harjit Basra  
Rajveer Braich  
Indira Cruz  
Jennifer Cupello  
Candice Dearden  
Emily Dycke  
Jenni Martin  
Erica Morai

Ruth Anne Shaw  
Jessica Singh  
Adam Strider  
*Casual Staff*  
Arianna Amato  
Terence Au  
Sandy Cochlan  
Andrei Grigorescu  
Ashley Henry  
Alix Logie  
Justine Rana  
Robert Syms  
Taryce Wong  
Stanley Wu

## Vancouver Apartment

Kyle Spencer - Manager  
Debra Abraham  
Nicholas Anderson  
Leah Chandler  
Sahara Chiang

Karli Cole  
Nicole Csaki  
Erica Eghtesad  
Christopher Gustafson  
Michael Hall

## Staff and Board Member List

Julia Harris  
Stanley James  
Julian Kok  
Lia Kushnir  
Acreeen Lihanda  
Wilfredo Lingbaoan  
Emilyne Lingbawan  
Thomas Masi  
Claire McRedmond  
Oneal Mendoza  
Susie Moose

Peter Ngugi  
Faye Partridge  
Robert Pasion  
Sidney Philip  
Patrick Semple  
Robert Syms  
Alice Thuo  
Lisa Wagner  
Hina Yamauchi  
Emily Zuberbier

### Tims Manor Outreach

Melanie Jarvis

### Community Outreach

Alanna Parker - Manager  
Deea Bailey  
Jelena Brown  
Shayne Forster  
Julia Harris

Jesca Nabwire  
Barry Skinner  
Tomas Vrchota  
Rebecca Ward

### Miller Block

Alanna Parker - Manager  
Emin Dhaliwal

Christopher Gustafson  
Marvin Laturus

### Mental Health Outreach

Christina Beaupre

Eugene Rempel

### Community Services

Community Services Office  
Choices and Consequences  
Employment Preparation Program  
Homelessness Partnering Strategy  
Volunteer and Practicum Students  
Youth Advocacy

Pam Flegel - Manager of Community Services  
Jill Gabriel  
Chris Gustafson

Julia Harris  
Romina Sobie  
Andrea Takasaki

# Funders and Supporters

The John Howard Society would like to thank its funders who enable us to pursue our mission and core values:



**Correctional Service of Canada**



**Community Living BC**



**United Way of the Lower Mainland**



**BC Ministry of Community, Sport and Cultural Development**



**Vancity Community Foundation**



**The Law Foundation of British Columbia**

## And our other generous supporters and funders

- Al Roadburg Foundation
- BC Housing
- BC Ministry of Children and Family Development
- BC Ministry of Justice
- BC Ministry of Social Development and Social Innovation
- BC Non-Profit Housing Association
- BC Yukon Halfway House Association
- CAMS
- Canada Mortgage and Housing (HPS?)
- City of Abbotsford
- City of Surrey
- City of Vancouver
- Coast Capital Savings Credit Union
- Commission on Accreditation of Rehabilitation Facilities
- Community Social Services Employers' Association
- Cowan Insurance Group
- Fraser Regional Correctional Centre (Ministry of Justice)
- Guild Yule LLP Barristers and Solicitors
- Hamber Foundation
- John Howard Society of BC
- John Howard Society of Victoria
- Megan Fitzpatrick Insurance
- Provincial Association of Residential and Community Agencies
- Service Canada
- United Community Services Co-op
- Vancouver Police Department
- Wolrige Mahon Chartered Accountants



## Funders and Supporters

As well as

**Member Support:** Thank-you once again to the Members of the John Howard Society of the Lower Mainland.

**Donor Support:** Thank-you to all of our individual donors who have generously made donations through Canada Helps.

**Corporate Support:** There are a number of corporations and businesses that have supported us throughout the year. We'd like to thank them for their generous support of the Society during the 2012-13 fiscal year.

### Our Volunteers

The following people volunteered with the John Howard Society during the 2012-13 year. We sincerely thank all of our volunteers for their invaluable commitment to our agency.

Lucas Athiade  
Mihai Beschea  
Michael Brown  
Sahara Chaing  
Danielle Ching  
Karli Cole  
Kelsey Grimm  
Lia Kushnir

Siobhan Lawrence-Pelzer  
Suzanne Leduc  
Sidney Philip  
Samantha Rapoport  
Romina Sobie  
Deborah Sullivan  
Julia Weiss  
Donna Wiebe

\*List does not include Board Members & POPBC Volunteers

### Our Practicum Students

The following students completed a practicum placement with the John Howard Society in the 2012-13 year. We thank them for giving their time and talents that help define our agency as a leader in the community.

Melissa Barton  
Fanny Carlstrom  
Nicole Csaki  
Lauren Fullwood  
Lina Hansson  
Tera Holmes  
Emma Jokela Sundberg

Kelsey Larson  
Erica Morai  
Faye Partridge  
James Stanley  
Andrea Takasaki  
Alan Tam  
Elina Zhurikhina



# Financial Statements



**THE JOHN HOWARD SOCIETY OF  
THE LOWER MAINLAND OF  
BRITISH COLUMBIA**

Vancouver, B.C.

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FINANCIAL STATEMENTS

March 31, 2013

## **INDEPENDENT AUDITOR'S REPORT**

To the Members of The John Howard Society of the Lower Mainland of British Columbia:

### **Report on the Financial Statements**

We have audited the accompanying financial statements of The John Howard Society of the Lower Mainland of British Columbia, which comprise the balance sheet as at March 31, 2013, and the statement of revenues and expenditures, statement of changes in fund balances and statement of cash flows for the year ended, and a summary of significant accounting policies and other explanatory information.

#### *Management's Responsibility for the Financial Statements*

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

#### *Auditor's Responsibility*

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

#### *Opinion*

In our opinion, the financial statements present fairly, in all material respects, the financial position of The John Howard Society of the Lower Mainland of British Columbia as at March 31, 2013, and its financial performance and its cash flows for the year ended March 31, 2013 in accordance with Canadian accounting standards for not-for-profit organizations.

*Comparative Information*

Without modifying our opinion, we draw attention to Note 2 to the financial statements which describes that The John Howard Society of the Lower Mainland of British Columbia adopted Canadian accounting standards for not-for-profit organizations on April 1, 2012 with a transition date of April 1, 2011. These standards were applied retrospectively by management to the comparative information in these financial statements, including the balance sheets as at March 31, 2012 and April 1, 2011, and the statement of revenues and expenditures, statement of changes in fund balances and statement of cash flows for the year ended March 31, 2012 and related disclosures. We were not engaged to report on the restated comparative information, and as such, it is unaudited.

**Report on Other Legal and Regulatory Requirements**

As required by the *Society Act* (British Columbia), we report that, in our opinion, the accounting principles in the Canadian accounting standards for not-for-profit organizations have been applied on a consistent basis.

*Wolrige Mahon LLP*

CHARTERED ACCOUNTANTS

August 14, 2013  
Vancouver, B.C.

# THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF BRITISH COLUMBIA

## STATEMENT OF REVENUES AND EXPENDITURES

For the year ended March 31, 2013

|   | Operating<br>Fund<br>\$ | Capital<br>Fund<br>\$ | 2013<br>\$       | 2012<br>\$<br>(unaudited) |
|---|-------------------------|-----------------------|------------------|---------------------------|
| <b>Revenues, Schedule 1</b>   | <b>3,902,157</b>        | <b>18,000</b>         | <b>3,920,157</b> | <b>3,286,778</b>          |
| Property rental   | 31,740                  | 442,102               | 473,842          | 466,365                   |
|   | <u>3,933,897</u>        | <u>460,102</u>        | <u>4,393,999</u> | <u>3,753,143</u>          |
| <b>Expenditures</b>   |                         |                       |                  |                           |
| <b>Staffing</b>   |                         |                       |                  |                           |
| Employee benefits   | 488,762                 | -                     | 488,762          | 400,319                   |
| Salaries  | 2,125,365               | -                     | 2,125,365        | 1,815,338                 |
| Training and development  | 74,667                  | -                     | 74,667           | 75,050                    |
| Travel  | 96,954                  | 1,914                 | 98,868           | 70,798                    |
|   | <u>2,785,748</u>        | <u>1,914</u>          | <u>2,787,662</u> | <u>2,361,505</u>          |
| <b>Operating</b>  |                         |                       |                  |                           |
| Accommodations  | 375,989                 | 106,495               | 482,484          | 436,401                   |
| Client support  | 54,224                  | -                     | 54,224           | 52,772                    |
| Food and supplies   | 103,954                 | -                     | 103,954          | 100,164                   |
| Furnishings   | 45,669                  | 6,220                 | 51,889           | 38,781                    |
| Insurance   | 10,991                  | 33,417                | 44,408           | 43,790                    |
| Interest  | -                       | 78,346                | 78,346           | 64,705                    |
| Miscellaneous   | 11,470                  | -                     | 11,470           | 4,031                     |
| Programme needs   | 118,369                 | -                     | 118,369          | 70,890                    |
|   | <u>720,666</u>          | <u>224,478</u>        | <u>945,144</u>   | <u>811,534</u>            |
| <b>Administration</b>   |                         |                       |                  |                           |
| Advertising   | 3,280                   | -                     | 3,280            | 7,760                     |
| Audit and banking   | 14,927                  | -                     | 14,927           | 14,041                    |
| Board   | 7,111                   | -                     | 7,111            | 9,105                     |
| Office and miscellaneous  | 77,034                  | 17,511                | 94,545           | 78,127                    |
| Purchased services  | 8,754                   | 3,528                 | 12,282           | 10,072                    |
| Telephone   | 38,169                  | -                     | 38,169           | 32,310                    |
| Volunteer programme   | 50,121                  | -                     | 50,121           | 37,608                    |
|   | <u>199,396</u>          | <u>21,039</u>         | <u>220,435</u>   | <u>189,023</u>            |
| <b>Total expenditures</b>   | <u>3,705,810</u>        | <u>247,431</u>        | <u>3,953,241</u> | <u>3,362,062</u>          |
| <b>Excess of revenues over expenditures<br/>before non-cash items</b> | <b>228,087</b>          | <b>212,671</b>        | <b>440,758</b>   | <b>391,081</b>            |
| Amortization  | -                       | (158,670)             | (158,670)        | (151,629)                 |
| Forgiveness of debt (Note 8)  | -                       | 37,867                | 37,867           | 37,867                    |
| Change in fair value of investments                                   | 9,023                   | -                     | 9,023            | 6,250                     |
| <b>Excess of revenues over expenditures</b>                           | <b>237,110</b>          | <b>91,868</b>         | <b>328,978</b>   | <b>283,569</b>            |



**THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF  
BRITISH COLUMBIA**

STATEMENT OF CHANGES IN FUND BALANCES

For the year ended March 31, 2013

|   | Operating<br>Fund<br>\$ | Internally<br>Restricted<br>Fund<br>\$ | Capital<br>Fund<br>\$ | 2013<br>\$       | 2012<br>\$<br>(unaudited) |
|---|-------------------------|--|-----------------------|------------------|---------------------------|
| Balances, beginning   | 328,059                 | 565,357                                | 2,177,870             | 3,071,286        | 2,787,717                 |
| Excess of revenues over<br>expenditures                       | 237,110                 | -                                      | 91,868                | 328,978          | 283,569                   |
| <b>Interfund transfers:</b>                                   |                         |  |                       |                  |                           |
| Purchase of property and<br>equipment                         | (2,026,476)             | -                                      | 2,026,476             | -                | -                         |
| Mortgage advances   | 2,027,500               | -                                      | (2,027,500)           | -                | -                         |
| Mortgage repayments   | (269,852)               | -                                      | 269,852               | -                | -                         |
| Excess of revenues over expenditures<br>before non-cash items | 212,671                 | -                                      | (212,671)             | -                | -                         |
| Interest on restricted fund (Note 9)                          | (7,472)                 | 7,472                                  | -                     | -                | -                         |
| Transfer (Note 9)   | (221,000)               | 221,000                                | -                     | -                | -                         |
| <b>Balances, ending</b>                                       | <b>280,540</b>          | <b>793,829</b>                         | <b>2,325,895</b>      | <b>3,400,264</b> | <b>3,071,286</b>          |

**THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF  
BRITISH COLUMBIA**

BALANCE SHEET

March 31, 2013

|  | March 31,<br>2013<br>\$ | March 31,<br>2012<br>\$<br>(unaudited) | April 1,<br>2011<br>\$<br>(unaudited) |
|--|-------------------------|--|---------------------------------------|
| <b>Assets</b>                                    |                         |  |                                       |
| Current  |                         |  |                                       |
| Cash   | 1,305,821               | 1,052,614                              | 947,404                               |
| Grants and other receivables                     | 231,108                 | 205,423                                | 145,489                               |
| Prepaid expenses and deposits                    | 21,292                  | 19,769                                 | 17,431                                |
|  | <u>1,558,221</u>        | <u>1,277,806</u>                       | <u>1,110,324</u>                      |
| Investments                                      | 86,952                  | 77,929                                 | 71,679                                |
| Property and equipment (Note 4)                  | 6,584,177               | 4,716,371                              | 4,837,117                             |
|  | <u>8,229,350</u>        | <u>6,072,106</u>                       | <u>6,019,120</u>                      |
| <b>Liabilities</b>                               |                         |  |                                       |
| Current  |                         |  |                                       |
| Payables and accruals                            | 97,669                  | 63,398                                 | 48,612                                |
| Accrued wages, salaries and holiday pay (Note 5) | 397,885                 | 342,508                                | 317,063                               |
| Accrued employee relations fund                  | 18,889                  | 23,032                                 | 29,470                                |
| Deferred contributions (Note 6)                  | 56,361                  | 33,381                                 | 9,924                                 |
| Current portion of mortgages payable (Note 7)    | 149,017                 | 92,743                                 | 252,702                               |
| Current portion of forgivable loans (Note 8)     | 37,867                  | 37,867                                 | 37,867                                |
|  | <u>757,688</u>          | <u>592,929</u>                         | <u>695,638</u>                        |
| Mortgages payable (Note 7)                       | 2,738,776               | 1,037,402                              | 1,127,410                             |
| Forgivable loans (Note 8)                        | 1,332,622               | 1,370,489                              | 1,408,355                             |
|  | <u>4,829,086</u>        | <u>3,000,820</u>                       | <u>3,231,403</u>                      |
| <b>Fund balances</b>                             |                         |  |                                       |
| Capital fund                                     | 2,325,895               | 2,177,870                              | 2,010,783                             |
| Operating fund                                   |                         |  |                                       |
| Internally restricted (Note 9)                   | 793,829                 | 565,357                                | 522,051                               |
| Unrestricted surplus                             | 280,540                 | 328,059                                | 254,883                               |
|  | <u>3,400,264</u>        | <u>3,071,286</u>                       | <u>2,787,717</u>                      |
|  | <u>8,229,350</u>        | <u>6,072,106</u>                       | <u>6,019,120</u>                      |

Contingencies (Note 10)

Approved by Directors:




**THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF  
BRITISH COLUMBIA**

**STATEMENT OF CASH FLOWS**

For the year ended March 31, 2013

|   | 2013<br>\$       | 2012<br>\$<br>(unaudited) |
|---|------------------|---------------------------|
| <b>Cash flows related to operating activities</b> |                  |                           |
| Net earnings                                      | 328,978          | 283,569                   |
| Adjustments for items not affecting cash:         |                  |                           |
| Amortization                                      | 158,670          | 151,629                   |
| Forgiveness of debt                               | (37,867)         | (37,867)                  |
| Unrealized gain on investments                    | (9,023)          | (6,250)                   |
|   | <u>440,758</u>   | <u>391,081</u>            |
| Changes in non-cash working capital:              |                  |                           |
| Grants and other receivables                      | (25,685)         | (59,934)                  |
| Prepaid expenses and deposits                     | (1,524)          | (2,337)                   |
| Payables and accruals                             | 34,270           | 14,786                    |
| Accrued wages, salaries and holiday pay           | 55,378           | 25,444                    |
| Accrued employee relations fund                   | (4,143)          | (6,438)                   |
| Deferred revenue                                  | 22,980           | 23,457                    |
|   | <u>522,034</u>   | <u>386,059</u>            |
| <b>Cash flows related to investing activities</b> |                  |                           |
| Purchase of property and equipment                | (2,026,476)      | (30,883)                  |
| <b>Cash flows related to financing activities</b> |                  |                           |
| Mortgage advances                                 | 2,027,500        | -                         |
| Mortgage repayments                               | (269,851)        | (249,966)                 |
|   | <u>1,757,649</u> | <u>(249,966)</u>          |
| <b>Net increase in cash</b>                       | <b>253,207</b>   | <b>105,210</b>            |
| Cash, beginning                                   | 1,052,614        | 947,404                   |
| <b>Cash, ending</b>                               | <b>1,305,821</b> | <b>1,052,614</b>          |
| <b>Cash represented by:</b>                       |                  |                           |
| Cash  | 511,992          | 487,257                   |
| Restricted cash                                   | 793,829          | 565,357                   |
|   | <u>1,305,821</u> | <u>1,052,614</u>          |

# THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF BRITISH COLUMBIA

## NOTES

For the year ended March 31, 2013

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The John Howard Society of the Lower Mainland of British Columbia ("the Society") was incorporated in 1989 under the *Society Act of British Columbia* and is a registered charitable organization under the *Income Tax Act*. As a registered charity, the Society is not subject to income taxes. Its purpose is to offer services through all levels of the criminal justice process.

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### Note 1 Significant Accounting Policies

---

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations ("ASNPO") and include the following significant accounting policies:

#### **Fund Accounting**

The Society follows the restricted fund method of accounting for revenues.

The operating fund accounts for the Society's programme delivery and administrative activities.

The internally restricted fund includes the property development fund and the sick pay fund. The property development fund reports amounts relating to preserving, enhancing and expanding the Society's properties. The sick pay fund accounts for funds restricted to cover sick pay entitlements for the Society's employees. Interest earned on the internally restricted funds is transferred to those funds.

The capital fund reports the assets, liabilities and equity relating to the Society's property and equipment.

#### **Financial Instruments**

##### *Measurement of financial instruments*

The Society measures its financial assets and financial liabilities at fair value at the acquisition date, except for financial assets and financial liabilities acquired in related party transactions. Transaction costs related to the acquisition of financial instruments subsequently measured at fair value are recognized in the statement of revenues and expenditures when incurred. The carrying amounts of financial instruments not subsequently measured at fair value are adjusted by the amount of transaction costs directly attributable to the acquisition of the instrument.

The Society subsequently measures all of its financial assets and financial liabilities at amortized cost, except for derivatives and equity securities quoted in an active market, which are subsequently measured at fair value. Changes in fair value are recognized in net earnings.

##### *Impairment*

Financial assets measured at amortized cost are assessed for indications of impairment at the end of each reporting period. When impairment is identified, the amount of the write-down is recognized as an impairment loss in net earnings. Previously recognized impairment losses are reversed when the extent of the impairment decreases, provided that the adjusted carrying amount is no greater than the amount that would have been reported at the date of the reversal had the impairment not been recognized previously. The amount of the reversal is recognized in the statement of revenues and expenditures.

# THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF BRITISH COLUMBIA

## NOTES

For the year ended March 31, 2013

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### Note 1 Significant Accounting Policies (continued)

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#### Property and Equipment

The Society capitalizes purchases of property and equipment with a cost of \$1,000 or greater.

Property and equipment are carried at cost less accumulated amortization. Amortization is calculated annually as follows:

|           |   |      |                   |
|-----------|---|------|-------------------|
| Buildings | - | 4%   | declining balance |
| Equipment | - | 20%  | declining balance |
| Computer  | - | 30%  | declining balance |
| Vehicles  | - | 20%  | declining balance |
| Software  | - | 100% | declining balance |

except in the year of acquisition, at which time the amortization is provided for at one-half the annual rate.

#### Revenue Recognition

Government funding is recognized as revenue monthly over the terms of the funding contracts.

Property rental revenue is recognized monthly in accordance with the rental agreements.

Fundraising, grants and other income are recognized as revenue when received or when earned.

Deferred contributions relates to restricted contributions for which no corresponding restricted fund is presented and is recognized as revenue in the period in which the related expenses are incurred.

#### Employee Future Benefits

Defined contribution plan accounting is applied to multi-employer defined benefit plans and, accordingly, contributions are expensed.

#### Contributed Services and Materials

A number of volunteers contribute a significant amount of their time and services to the Society each year. Because of the difficulty in determining fair value, these contributed services are not recognized in the financial statements. The Society records the fair value of contributed materials at the time of receipt, where such fair value is determinable, and would otherwise have been purchased. The Society did not receive any such contributed materials in the current year.

#### Use of Estimates

The preparation of financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

# THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF BRITISH COLUMBIA

## NOTES

For the year ended March 31, 2013

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### Note 2 Impact of the Change in the Basis of Accounting

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These financial statements are the first financial statements of the Society prepared in accordance with ASNPO. The Society adopted ASNPO in accordance with the *Canadian Institute of Chartered Accountants ("CICA") Handbook* Section 1501, First-Time Adoption by Not-For-Profit Organizations. In accordance with ASNPO, the Society has:

- applied the same accounting policies throughout all periods presented; and
- retrospectively applied effective ASNPO standards as of April 1, 2011, as required.

The adoption of ASNPO had no impact on the previously reported assets, liabilities and equity of the Society and, accordingly, no adjustments have been recorded in the comparative balance sheets, statement of revenues and expenditures, statement of changes in fund balances and statement of cash flows. Certain disclosures included in these financial statements reflect the new disclosure requirements of ASNPO.

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### Note 3 Financial Instruments

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Items that meet the definition of a financial instrument includes cash, grants and other receivables, investments, payables and accruals, accrued wages, salaries and holiday pay, accrued employee relations fund, mortgages payable and forgivable loans.

#### Risks and concentrations

The Society is exposed to various risks through its financial instruments, without being exposed to significant concentrations of risk.

#### Liquidity risk

Liquidity risk is the risk that an entity will encounter difficulty in meeting obligations associated with financial liabilities. The Society is exposed to liquidity risk in respect of its payables and accruals, accrued wages, salaries and holiday pay, mortgages payable and forgivable loans.

#### Credit risk

Credit risk is the risk that one party to a financial instrument will cause a financial loss for the other party by failing to discharge an obligation. The Society is exposed to credit risk in respect of its accounts receivable.

#### Market risk

Market risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market prices. Market risk comprises three types of risk: currency risk, interest rate risk and other price risk. It is managements opinion that the Society is not exposed to significant other price risk.

# THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF BRITISH COLUMBIA

## NOTES

For the year ended March 31, 2013

### Note 3 Financial Instruments (continued)

#### Currency risk

The Society is exposed to currency risk where purchase and sale transactions are undertaken in foreign currencies, and from fluctuations in foreign exchange rates on its U.S. dollar denominated investment. As at March 31, 2013, investment balances of \$50,765 (2012: \$48,293) are denominated in US dollars.

#### Interest rate risk

Interest rate risk is the risk that the fair value or future cash flows of a financial instrument will fluctuate because of changes in market interest rates. Fixed-interest and non-interest bearing financial instruments are subject to changes in fair value. The Society is exposed to interest rate risk with respect of its mortgages payable and forgivable loans.

### Note 4 Property and Equipment

|                             | 2013             |                |                  | 2012             |                |                  |
|-----------------------------|------------------|----------------|------------------|------------------|----------------|------------------|
|                             | Cost             | Accumulated    | Net              | Cost             | Accumulated    | Net              |
|                             | \$               | \$             | \$               | \$               | \$             | \$               |
|                             |                  |                |                  | (unaudited)      | (unaudited)    | (unaudited)      |
| <b>Guy Richmond Place</b>   |                  |                |                  |                  |                |                  |
| Land                        | 206,231          | -              | 206,231          | 206,231          | -              | 206,231          |
| Building                    | 507,480          | 507,480        | -                | 507,480          | 506,538        | 942              |
|                             | <u>713,711</u>   | <u>507,480</u> | <u>206,231</u>   | <u>713,711</u>   | <u>506,538</u> | <u>207,173</u>   |
| <b>Vancouver Apartments</b> |                  |                |                  |                  |                |                  |
| Land                        | 247,288          | -              | 247,288          | 247,288          | -              | 247,288          |
| Building                    | 130,035          | 32,914         | 97,121           | 130,035          | 28,867         | 101,168          |
|                             | <u>377,323</u>   | <u>32,914</u>  | <u>344,409</u>   | <u>377,323</u>   | <u>28,867</u>  | <u>348,456</u>   |
| <b>Hobden House</b>         |                  |                |                  |                  |                |                  |
| Land                        | 265,090          | -              | 265,090          | 265,090          | -              | 265,090          |
| Building                    | 199,318          | 63,892         | 135,426          | 199,318          | 58,249         | 141,069          |
|                             | <u>464,408</u>   | <u>63,892</u>  | <u>400,516</u>   | <u>464,408</u>   | <u>58,249</u>  | <u>406,159</u>   |
| <b>Miller Block</b>         |                  |                |                  |                  |                |                  |
| Land                        | 457,173          | -              | 457,173          | 457,173          | -              | 457,173          |
| Building                    | 2,179,158        | 635,897        | 1,543,261        | 2,179,158        | 571,595        | 1,607,563        |
|                             | <u>2,636,331</u> | <u>635,897</u> | <u>2,000,434</u> | <u>2,636,331</u> | <u>571,595</u> | <u>2,064,736</u> |

**THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF  
BRITISH COLUMBIA**

NOTES

For the year ended March 31, 2013

**Note 4 Property and Equipment (continued)**

|                           | Cost<br>\$       | 2013<br>Accumulated<br>Amortization<br>\$ | Net<br>\$        | Cost<br>\$<br>(unaudited) | 2012<br>Accumulated<br>Amortization<br>\$<br>(unaudited) | Net<br>\$<br>(unaudited) |
|---------------------------|------------------|---|------------------|---------------------------|--|--------------------------|
| <b>Tims Manor</b>         |                  |   |                  |                           |  |                          |
| Land                      | 211,869          | -   | 211,869          | 211,869                   | -  | 211,869                  |
| Building                  | 1,069,648        | 212,281                                   | 857,367          | 1,069,648                 | 176,557  | 893,091                  |
|                           | <u>1,281,517</u> | <u>212,281</u>                            | <u>1,069,236</u> | <u>1,281,517</u>          | <u>176,557</u>   | <u>1,104,960</u>         |
| <b>752 Kingsway</b>       |                  |   |                  |                           |  |                          |
| Land                      | 126,142          | -   | 126,142          | 126,142                   | -  | 126,142                  |
| Building                  | 177,924          | 34,310                                    | 143,614          | 170,036                   | 28,490   | 141,546                  |
|                           | <u>304,066</u>   | <u>34,310</u>                             | <u>269,756</u>   | <u>296,178</u>            | <u>28,490</u>  | <u>267,688</u>           |
| <b>756 Kingsway</b>       |                  |   |                  |                           |  |                          |
| Land                      | 70,180           | -   | 70,180           | 70,180                    | -  | 70,180                   |
| Building                  | 165,544          | 26,976                                    | 138,568          | 165,544                   | 21,202   | 144,342                  |
|                           | <u>235,724</u>   | <u>26,976</u>                             | <u>208,748</u>   | <u>235,724</u>            | <u>21,202</u>  | <u>214,522</u>           |
| <b>3350 Fraser Street</b> |                  |   |                  |                           |  |                          |
| Land                      | 1,380,524        | -   | 1,380,524        | -                         | -  | -                        |
| Building                  | 623,604          | 12,472                                    | 611,132          | -                         | -  | -                        |
|                           | <u>2,004,128</u> | <u>12,472</u>                             | <u>1,991,656</u> | <u>-</u>                  | <u>-</u>   | <u>-</u>                 |
| Equipment                 | 237,260          | 185,732                                   | 51,528           | 230,377                   | 173,710  | 56,667                   |
| Computer                  | 78,862           | 61,316                                    | 17,546           | 71,284                    | 55,420   | 15,864                   |
| Vehicles                  | 37,221           | 13,104                                    | 24,117           | 37,221                    | 7,075  | 30,146                   |
| Software                  | 16,125           | 16,125                                    | -                | 16,125                    | 16,125   | -                        |
|                           | <u>8,386,676</u> | <u>1,802,499</u>                          | <u>6,584,177</u> | <u>6,360,199</u>          | <u>1,643,828</u>   | <u>4,716,371</u>         |



**THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF  
BRITISH COLUMBIA**

NOTES

For the year ended March 31, 2013

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**Note 5 Accrued wages, salaries and holiday pay**

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Accrued wages, salaries and holiday pay consist of the following:

|                        | 2013<br>\$     | 2012<br>\$<br>(unaudited) |
|------------------------|----------------|---------------------------|
| Employee accruals      | 352,824        | 309,024                   |
| Government remittances | 45,061         | 33,484                    |
|                        | <u>397,885</u> | <u>342,508</u>            |

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**Note 6 Deferred Contributions**

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|   | 2013<br>\$    | 2012<br>\$<br>(unaudited) |
|---|---------------|---------------------------|
| Balance, beginning                      | 33,381        | 9,924                     |
| Amount recognized as revenue            | (18,593)      | (5,913)                   |
| Amount received for designated purposes | 41,573        | 29,370                    |
|   | <u>56,361</u> | <u>33,381</u>             |

Included in the amount received for designated purposes are payments received from Community Living British Columbia totalling \$15,934. This amount may be repayable to Community Living British Columbia if certain conditions are not met as at March 31, 2013. As at year end, the Society is unable to determine the likelihood or amount of the potential repayable amount. No reclassification to payables and accruals has occurred as of March 31, 2013.

# THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF BRITISH COLUMBIA

## NOTES

For the year ended March 31, 2013

### Note 7 Mortgages Payable

|  | Current<br>\$ | Long-term<br>\$ | 2013<br>\$ | 2012<br>\$<br>(unaudited) |
|--|---------------|-----------------|------------|---------------------------|
| Coast Capital Savings<br>Payable in monthly instalments of \$562 including principal and interest of 3.15% per annum, due November 1, 2017, secured by a first charge on Guy Richmond Place                    | 3,695         | 95,388          | 99,083     | -                         |
| Coast Capital Savings<br>Payable in monthly instalments of \$3,373 including principal and interest of 3.15% per annum, due November 1, 2017, secured by a first charge on 752 Kingsway and Guy Richmond Place | 27,086        | 403,854         | 430,940    | 451,539                   |
| Coast Capital Savings<br>Payable in monthly instalments of \$3,157 including principal and interest of 3.15% per annum, due November 1, 2017, secured by a first charge on Vancouver Apartments                | 20,734        | 536,623         | 557,357    | -                         |
| Coast Capital Savings<br>Payable in monthly instalments of \$3,296 including principal and interest of 4.50% per annum, due March 1, 2016, secured by a first charge on Miller Block                           | 22,710        | 365,608         | 388,318    | 412,582                   |
| Coast Capital Savings<br>Payable in monthly instalments of \$2,481 including principal and interest of 5.00% per annum, due April 1, 2015, secured by a first charge on 756 Kingsway                           | 27,480        | 31,346          | 58,826     | 85,001                    |
| Coast Capital Savings<br>Payable in monthly instalments of \$8,073 including principal and interest of 3.75% per annum, due November 1, 2017, secured by a first charge on 3350 Fraser Street                  | 47,312        | 1,305,957       | 1,353,269  | -                         |

**THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF  
BRITISH COLUMBIA**

NOTES

For the year ended March 31, 2013

**Note 7 Mortgages Payable (continued)**

|  | Current<br>\$  | Long-term<br>\$  | 2013<br>\$       | 2012<br>\$<br>(unaudited) |
|--|----------------|------------------|------------------|---------------------------|
| Coast Capital Savings<br>Balance fully repaid on November<br>26, 2012 (re: Hobden House) | -              | -                | -                | 181,023                   |
| <b>Total mortgages</b>   | <b>149,017</b> | <b>2,738,776</b> | <b>2,887,793</b> | <b>1,130,145</b>          |

Principal repayments of mortgages payable required over the next five years, assuming similar terms of refinancing, are:

|            | \$               |
|------------|------------------|
| 2014       | 149,017          |
| 2015       | 154,886          |
| 2016       | 132,960          |
| 2017       | 135,478          |
| 2018       | 140,481          |
| Thereafter | 2,174,971        |
|            | <u>2,887,793</u> |

**Note 8 Forgiveable Loans**

|  | \$               |
|--|------------------|
| British Columbia Housing Management Commission | 1,018,000        |
| Canada Mortgage and Housing Corporation        | 181,067          |
| Canada Mortgage and Housing Corporation        | 171,422          |
|  | <u>1,370,489</u> |

During 2008, the Society entered into an agreement with the British Columbia Housing Management Commission ("BCHMC"). Under the terms of the agreement, BCHMC agreed to contribute up to \$1,018,000 for costs incurred in the purchase and renovation of Tims Manor. BCHMC paid \$18,000 in costs relating to the purchase of the apartments directly, with the balance of \$1,000,000 being received on December 6, 2007. The loan is forgivable over a period of 25 years, commencing in the 11th year, provided that the Society meets certain conditions specified in the agreement.

During 2005, the Society entered into an agreement with the Canada Mortgage and Housing Corporation ("CMHC"). Under the terms of the agreement, CMHC agreed to contribute up to \$336,000 for costs incurred in renovating the Miller Block apartments. The loan is forgivable over a period of 15 years, provided that the Society meets certain conditions specified in the agreement. In fiscal 2006, the Society received a total contribution of \$285,600, with the balance of \$50,400 received on April 7, 2006. During the current year, \$22,400 (2012: \$22,400) was forgiven.

# THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF BRITISH COLUMBIA

## NOTES

For the year ended March 31, 2013

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### Note 8 Forgiveable Loans (continued)

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During 2009, the Society entered into an agreement with the CMHC. Under the terms of the agreement, CMHC agreed to contribute \$232,000, of which \$44,467 was received in 2009 and the balance of \$184,533 was received during 2010, for costs incurred in renovating the Tims Manor building. The amount is forgivable over a period of 15 years provided the Society meets certain conditions specified in the agreement. During the current year, \$15,467 (2012: \$15,467) was forgiven.

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### Note 9 Internally Restricted Funds

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Commencing in 2001, the Society internally restricted funds from the Operating Fund for a Property Development Fund for the purpose of preserving, enhancing and expanding the Society's properties. Commencing in 2003, the Society internally restricted funds from the Operating Fund for a Sick Pay Fund to ensure sufficient funds are available to cover the sick pay entitlements of the Society's employees.

The Property Development Fund balance is as follows:

|                              | \$      |
|------------------------------|---------|
| Opening balance              | 379,086 |
| Transfer from Operating Fund | 205,000 |
| Interest earned              | 4,947   |
|                              | <hr/>   |
|                              | 589,033 |

The Sick Pay Fund balance is as follows:

|                              |         |
|------------------------------|---------|
| Opening balance              | 186,271 |
| Transfer from Operating Fund | 16,000  |
| Interest earned              | 2,525   |
|                              | <hr/>   |
|                              | 204,796 |

|                                   |                     |
|-----------------------------------|---------------------|
| Total internally restricted funds | <hr/> <hr/> 793,829 |
|-----------------------------------|---------------------|

# THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF BRITISH COLUMBIA

## NOTES

For the year ended March 31, 2013

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### **Note 10 Employee Future Benefits**

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The Society and its employees contribute to the Municipal Pension Plan (the "Plan"), a multi-employer defined benefit pension plan governed by the *Public Sector Pension Plans Act* (British Columbia).

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of the Plan funding. The most recent valuation as at December 31, 2009 indicates an unfunded liability of \$1,024 million for basic pension benefits. The next valuation will be as at December 31, 2012, with results available in September 2013. The actuarial valuation does not attribute portions of the unfunded liability to individual employers. During the year, the Society paid and expensed \$119,244 (2012: \$96,685) for the employer's share of contributions to the Plan.

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### **Note 11 Subsequent Events**

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Subsequent to year end, the Society made an offer to purchase the land and building at 2411 Railway Street West in Abbotsford, British Columbia for \$1,100,000. The offer was accepted by the seller on June 3, 2013 and all subjects were removed on July 18, 2013.

**THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF  
BRITISH COLUMBIA**

**Schedule 1**

**REVENUES**

For the year ended March 31, 2013

|                              | <b>Operating<br/>Fund<br/>\$</b> | <b>Capital<br/>Fund<br/>\$</b> | <b>2013<br/>\$</b> | <b>2012<br/>\$<br/>(unaudited)</b> |
|------------------------------|----------------------------------|--------------------------------|--------------------|------------------------------------|
| Provincial Government        | 1,846,793                        | -                              | 1,846,793          | 1,308,176                          |
| Federal Government           | 1,582,265                        | 18,000                         | 1,600,265          | 1,612,405                          |
| Grants and other income      | 387,235                          | -                              | 387,235            | 287,600                            |
| United Way of Lower Mainland | 76,641                           | -                              | 76,641             | 76,607                             |
| Charitable Gaming            | 9,223                            | -                              | 9,223              | 1,990                              |
|                              | <b>3,902,157</b>                 | <b>18,000</b>                  | <b>3,920,157</b>   | <b>3,286,778</b>                   |