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The John Howard Society works for effective and humane criminal justice through reform, advocacy, direct service and public education in order to promote a safe and peaceful community.

- ❖ People have the right to live in a safe and peaceful society as well as the responsibility to accept humane consequences when this right is infringed.
- ❖ 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 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.

Chilwin Cheng – President

In the past year, the John Howard Society of the Lower Mainland (B.C.) advanced its Mission to promote a safe and peaceful community through an effective and humane criminal justice system. I present to you my report in three parts.

First, from a Strategic Plan spanning three years, the Society achieved the objectives that it set in its first year, delivering observable outcomes for our members, clients, and funders. Second, based on our assessment of the Society's capacities and the opportunities which exist in the community, the Board believes that the Society should continue pursuing the four broad goals described in that Strategic Plan. Finally, as part this Strategic Plan, the Board and staff began reviewing the Society's Mission, considering whether it reflects the present and future needs of our clients and the broader community.

First, in my last annual report, I advised members that the Society's management and Board decided that the Society would achieve the following goals by 2008:

- ❖ prepare its facilities and staff to assist clients with multiple needs and pose higher risks to the community after their release from incarceration;
- ❖ broaden its brand outside traditional criminal justice circles;
- ❖ expand our presence in provincial institutions; and,
- ❖ improve our financial base and health.

I proudly report that the Society has achieved significant gains in the first year of this three year plan and is set to meet its second year targets. The Society has prepared its facilities and staff to fulfill our clients' increasingly significant needs, needs arising from the realities of mental health, poverty, and homelessness. Throughout the year, management undertook greater efforts to develop and train staff to meet these needs, engage staff in planning for the future of the organization, and help staff develop their skill and experience sets. Further, as the Society grew, management implemented a management structure that placed greater responsibility on program managers to manage their programs.

This has been a necessary and positive development as our programs grow in both scope and size.

Simultaneously, we began upgrading our properties, including significant renovations, furniture upgrades, and beautification. During this past year, the Society opened the residential portion of the Miller Block, our most ambitious property acquisition in the Society's history. The expansion greatly enhances our ability to expand our residential programs. We have also begun renovations in many of our residences. The Society will continue planned renovations throughout 2006 and continue to look for potential real estate acquisitions to meet what we expect will be an increasingly aging client population.

The Society has advanced the "John Howard" brand beyond traditional criminal justice circles. Media organizations increasingly turn to our staff to participate in media interviews and provide information, thereby providing a different perspective to criminal justice issues. We began forging more formal relationships with groups like the Vancouver Board of Trade with the purpose of helping business be part solution to a humane approach to criminal justice. Members of our management team and Board forged formal relationships with Volunteer Vancouver to increase our profile in the voluntary sector and broaden the depth of our knowledge in using volunteers and engaging the broader community.

As part of our Miller Block move-in, we worked with residential groups to help them see how the residential community can benefit from having the Society in their backyards and to help us better deliver programs with increased community involvement and support. In the coming years, we look forward to working with our partners with the provincial Society to continue advocating our mission through policy and law reform at all levels of government.

By engaging a broad spectrum of individuals and groups from all sectors, including business, a broader voluntary sector, government, mass consumer media, "grassroots" neighbourhoods, we better understand how our

environment has changed and how a more effective and humane criminal justice system can help improve community.

Third, we successfully expanded our programs into provincial institutions. At this time last year, we did not have any programs in provincial institutions. Now, we have a successful employment program at several institutions, regular visits, and hoping to expand those programs further.

Finally, we continue to improve our financial base and health. By completing the Miller Block and improving our real estate assets, we improve our asset base. By improving our asset base, we lower our cost of borrowing and enhance our financial credibility with funders. As part of its initiative to find fee-for-service programs to generate revenue, we expanded our administrative staff to provide back-office functions for other John Howard societies in B.C. We diversified our funding base, expanding beyond our traditional government funders and reaching out to other foundations and granting organizations. With these different sources of funding, we can develop new and innovative programs in an entrepreneurial manner that is proactively identifying community and client needs, designing programs that will meet those needs, and then delivering those programs, with or without secure long-term funding from other sources.

I am also happy to report that the Society, through the broader provincial bargaining process, reached an agreement with its unionized employees to a stable, multi-year compensation model in which all employees bonuses for their work in reaching an agreement. With this stable employment environment, we can better plan our budgets, programs, and employee recruitment, training, development, and succession planning. As one infers from my report, the Society successfully achieved observable results in the past year, results that advance the four long-term goals that the Society set for itself last year. Based on our past year of experience, the Board continues to believe that these four goals remain the most relevant goals for the Society to pursue. We will continue to spend most of our financial and staff resources on upgrading our physical assets, expanding our staff, developing the next generation of leaders, and training our staff to help them

address the need of a changing population. We will continue to deepen our ties with the corporate and voluntary sector by working with organizations such as the Vancouver Board of Trade and Volunteer Vancouver. Despite staffing changes at many provincial institutions, we will focus on increasing our presence in provincial institutions with a view to bringing them closer to the levels seen in the mid-1990s. Finally, we will continue to expand our fee-for-service back office support for other John Howard Societies and develop other enterprising not-for-profit models of delivering our service. By achieving all of these goals, we can better meet what we believe are emerging opportunities in the criminal justice sector. Mainly, we see a changing prison demographic. The baby-boom is hitting the prison population. We also see a greater awareness in many sectors that the community must address our clients' economic and social challenges while also helping them make different choices in life. Despite current political rhetoric to the contrary, we see various trends suggesting that the justice system will continue to rely on measures that do not involve institutional incarceration as a response to criminal behaviour.

By building our physical and human resources to meet the changing prison population specifically, we better equip ourselves to handle this changing demographic. By improving our financial health, we are better able to take on programs that may serve our clients well, but may not be financed directly by any specific retail or institutional donor or funder, a real possibility given that many community-based corrections measures have still not necessarily gained political support. Our growth in the provincial institutions helps us reach a significant population that would benefit from our innovative programs and expands our client base.

Finally, by reaching out to sectors beyond the traditional criminal justice sector, we build the necessary public support for our mission and philosophy at a time when we will increasingly rely on support in residential communities to deliver our programs.

Our two main long-term challenges are (1) an increasingly mobile labour pool; and (2) an uncertain political environment given the current minority government and the current perceived mandate of the sitting administration.

First, contemporary reports in the business and popular media of a mobile labour pool accurately describe a challenge that the Society faces. The Society finds it difficult to retain new employees. We hire well, train well, and develop well. We produce highly skilled employees who are valued within the sector. As the wave of retirements in the criminal justice system begin over the next several years, we will be challenged to attract and retain the kind of paid staff we need to deliver the standard of care and quality of service we expect of ourselves.

Second, it should be no surprise to observers of the criminal justice system that the current federal government administration has indicated a subtle shift in philosophy towards criminal justice. It has publicly expressed a desire to change aspects of sentencing, pre-trial detention, and other corrections measures, leaving an impression of a move away from community justice measures and a return to a greater reliance on incarceration. Leaving aside the debate about whether these developments, should they come to pass, further a more humane criminal justice system, there is a strong possibility that such changes to corrections policy will affect our programs and clientele.

The Board believes that we can operate effectively even through a difficult political environment. However, our main strategic risk lies in our current inability to predict where the federal government is heading currently as they focus on other aspects of their mandate. For example, we do not know how such a shift in policy would affect our clients and our funding.

I close by advising our members that the Board, management, and staff have begun a significant review of the Society's Mission. For the past year, in multiple events and meetings, we have re-thought the role of the John Howard Society, where the opportunities lie in improving criminal and community justice, best practices in the industry, and client needs. In such a context, we undertook a process of re-thinking our mission statement, something that has not been done for several decades. Interestingly enough, many aspects of the current mission continue to resonate with our staff, demonstrating the soundness of that mission. However, there did emerge a clear consensus from

staff and the Board that the future of the organization lies in a greater emphasis in building a "safe and peaceful" community aspect of our mission. I expect that by this time next year, society members will be presented with a new mission statement. I expect that it will be somewhat similar to that which has served the society well for many years with an emphasis on the overall health of the community for its sake rather than for the sake of a human criminal justice system in and of itself.

The Board thanks the tremendous work of the Society's staff and volunteers. We thank the ongoing support of our funders and partners in the communities.

We also appreciate the support of our clients who believe in the organization, share their stories with us, and use our programs to change their lives and the lives around them.

In short, with the help and support of all our stakeholders, the Society achieved great success in the past year. I expect that the Society is well-positioned for the next year to create a more safe and peaceful community through by realizing our belief in a more effective and humane justice system.

Tim Veresh – Executive Director

The John Howard Society of the Lower Mainland celebrated its 77th year of service for the community. I wish to thank everyone involved with the organization for the many contributions they made to improve the lives of the people we assist and for making our community a healthier place. For years the John Howard Society has represented the interests of the community by assisting people at risk of harm or involved in the criminal justice system. This year was no exception. I wish to extend my appreciation to our Membership, Board of Directors, Clients, Volunteers and Staff who truly make a difference in improving our communities.

Though the Agency continues to assist many people our clientele continues to grow and our communities continue to fear acts of crime at increasing levels.

Some of our highlights this year included achieving 85% of the first year of our strategic plan and opening the Miller Block Transitional Homeless Project. Several improvements were made to our facilities including a new kitchen at Hobden House, carpeting at Guy Richmond Place. We expanded our Community Living outreach services, provided in excess of \$30,000 to organizations assisting people exit sexual exploitation, began providing employment readiness training at Fraser Regional Correctional Centre, received funding from BC Gaming to support Choices and Consequences Seminars, continued to provide administration and media services for the John Howard Society of BC, made plans to partner with the John Howard Society of Victoria for administration and payroll services, and developed a training plan for our staff.

This year we received funding from the Correctional Service of Canada, the Ministry for Children and Family Development, the Ministry of Health, the Vancouver Foundation, the United Way of the Lower Mainland, the Law Foundation, the McCreary Foundation, the John Howard Society of BC, the John Howard Society of Canada, the Police Board, generous commitment from our membership and personal charitable contributions. I would also like to acknowledge the support of the Vancouver Metis Association, North Growth Trust Fund, the United Services Community Services

Cooperative, Van City Credit Union, Canadian Western Bank, Vancouver Public Library, Vancouver School Board and Memorandum of Understanding with the Vancouver City Police Department.

There are too many supportive organizations and special people to mention in this report. I hope that throughout the year, we are able to express our personal gratitude to you. That having been said, I must pass along my appreciation of the Prostitution Offender Advisory Committee, our Community Consultation Committees in the Federal Programs, the Members of the Agency, our Board of Directors, Volunteers, Staff, Management Team and Colleagues for your support and guidance over this past year.

On behalf of the John Howard Society of the Lower Mainland of BC I would like to thank you for being a Member, Friend, Volunteer and Staff and for assisting the Agency contribute to a safer and peaceful community. I look forward to sharing and having each and every one of you contribute to the John Howard Society of the Lower Mainland of BC in 2006-2007.

Melissa Howard - Residence Manager

1. Description of Service

Guy Richmond Place is an 18 bed Community Residential Facility (CRF) under contract to the Correctional Services of Canada (CSC). Guy Richmond place, as part of the John Howard Society of the Lower Mainland provides a stable home environment with added structure for men on Conditional Release from a federal Institution. Guy Richmond Place (GRP) takes pride in providing residents with a safe and hospitable environment. All residents are provided with food, a clean furnished room, linens and laundry amenities. In addition all residents have access to two communal televisions, one DVD player, and a resident's phone line with voice mail, a weight room and a computer.

Through direct service GRP staff continues to provide clients with support, advocacy and information on community resources. As clients reintegrate back into the community they face a multitude of obstacles such as obtainment of personal identification, medical insurance, employment, banking services, transportation and housing. With the assistance of staff, practicum students and volunteers, Guy Richmond place is able to meet the dynamic needs of its cliental.

2. Admission Criteria

Guy Richmond Place House Manager in partnership with Hobden House's Manager continues to complete weekly screenings of files for potential clients being released from federal institutions. A local community representative then reviews accepted files and verifies acceptance

criteria. Admission at Guy Richmond Place is outlined in the contract specifics with the Correctional Services of Canada as follows.

Guy Richmond Place will consider all referrals that meet the following criteria:

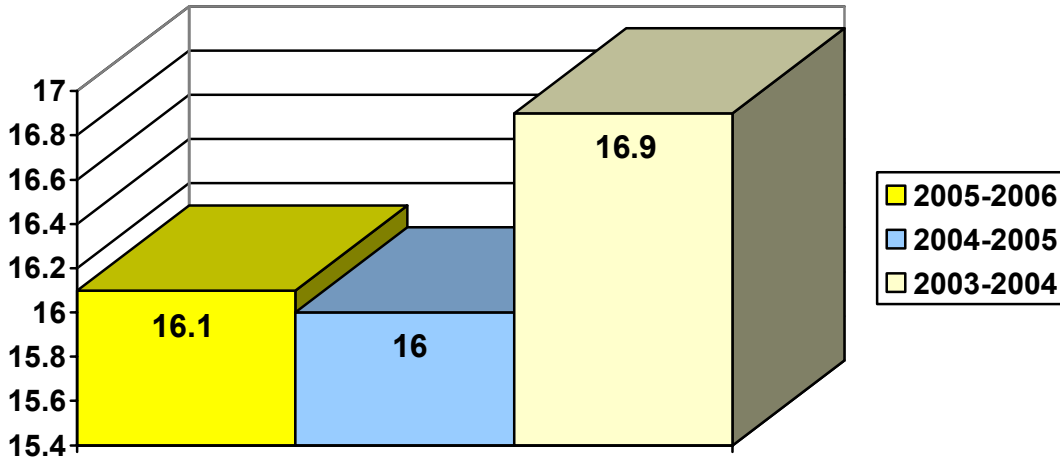
- ❖ *The potential resident must be on some sort of Conditional Release from a federal correctional institution*
- ❖ *Residents must be accepted to GRP by either the House Manager or Director of Programs after a review of their correctional file*
- ❖ *Must be able to live in a group setting*
- ❖ *Must have made some progress in dealing with the criminogenic factors that prompted the offence for which the potential resident is serving sentence*
- ❖ *Must have accepted responsibility for the actions, which led to incarceration.*

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

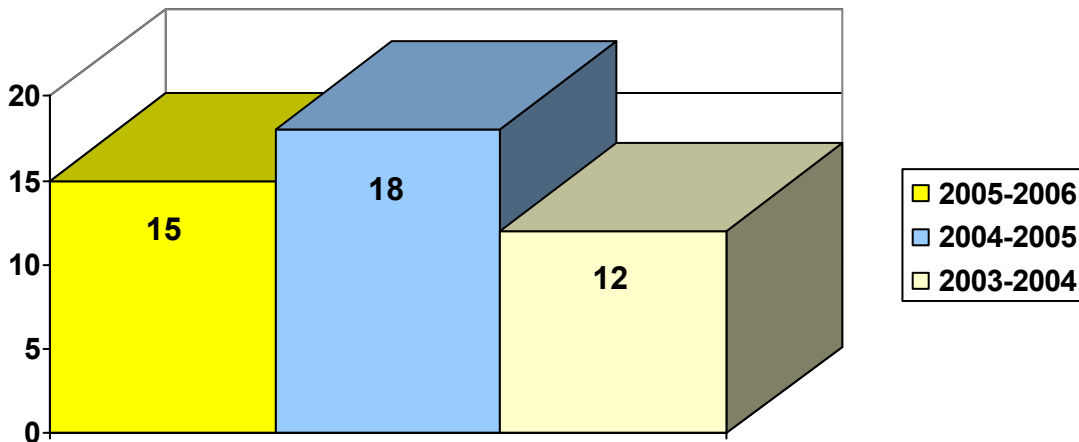
- ❖ *Physically challenged at the present time by the layout and design of the house (the house is not wheelchair accessible)*
- ❖ *Participating in significant and untreated substance abuse*
- ❖ *Refusing treatment for mental health issues*
- ❖ *Refusing treatment for sexual abuse and violence issues.*

3. Population Served

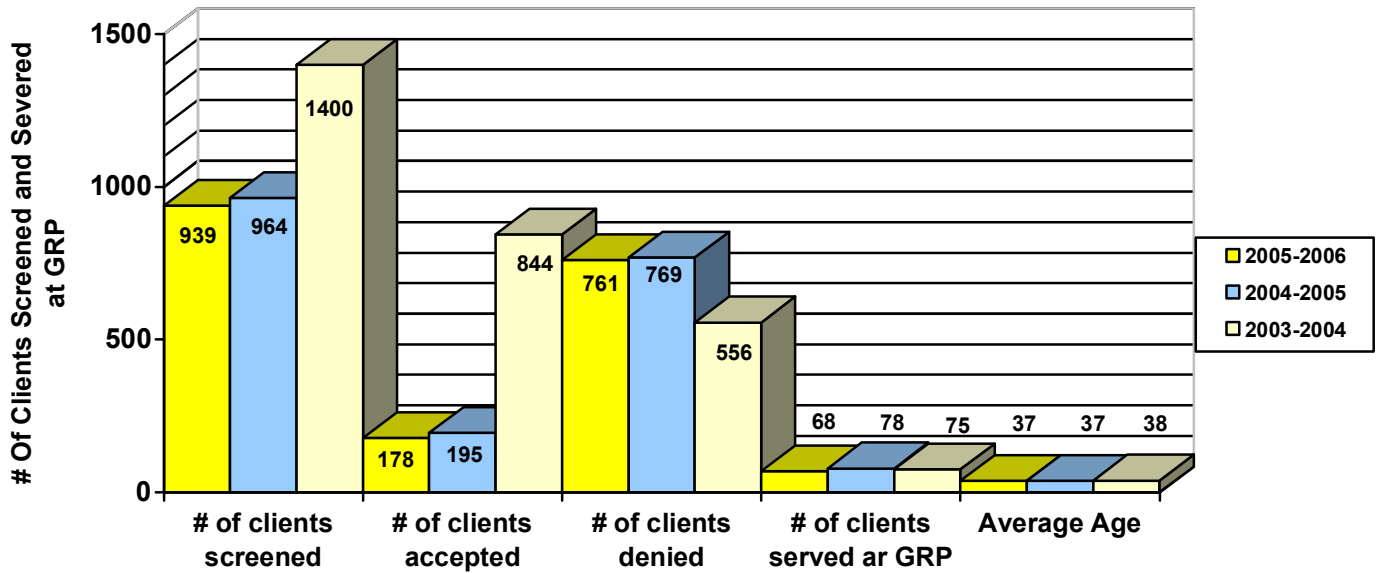
Over the past year Guy Richmond place had an 89.4% occupancy rate, up just slightly from the year before at 89.3%. In 2005-2006 this equates to 16.1 beds were used on average each month and in 2004-2005 this figure was 16 bed days used on average each month. In comparison the 2003-2004 year had a 16.9 bed day average. GRP provided services to 68 residents and 6 reporting clients for a total of 74 persons served.



During the 2005-2006 year we had 15 residents go unlawfully at large (UAL), 3 less than the 2004-2005, but three more than 2003-04. The reasons for UAL rates varying appears to depend on factors such as Substance abuse, mental health, personal attitude and level of commitment to living pro-socially and release type. While there is only speculation to draw on for why individuals go UAL, GRP will provide statistics in the 2006-2007 Annual Report that reflects UAL rates, release types and reasons for UAL if known.

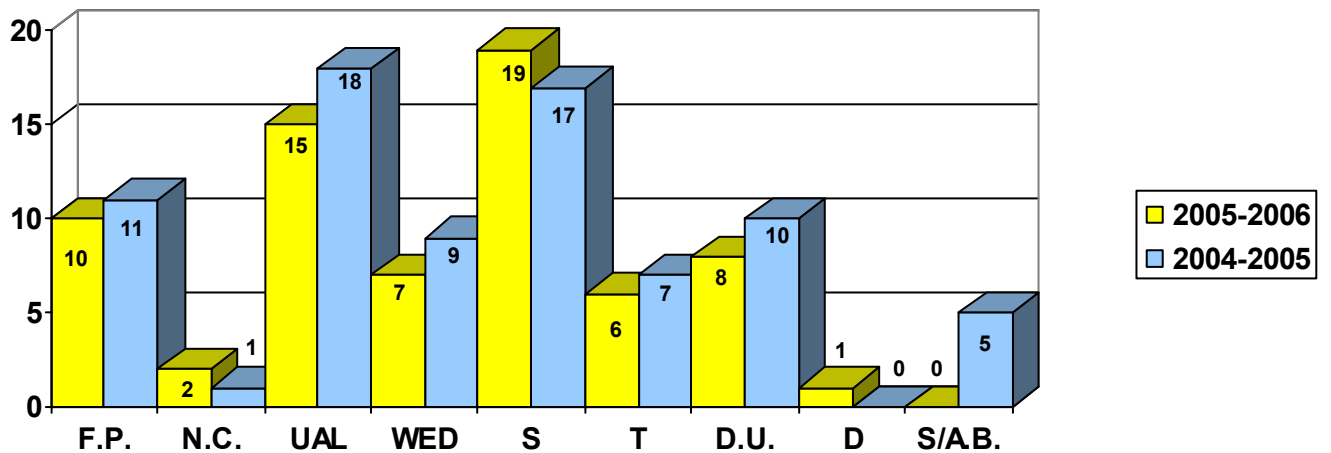


Number of Clients Screened for Residency/Accepted/ Declined/Served/Average Age



- ❖ Terms of Residence at GRP ranged from 1 day to 1 year and eight months with the average stay of 3 months during the 2005-2006 year, which remains the same average as 2004-2005 and just down slightly from the 2004-2003 year average of 4 months.

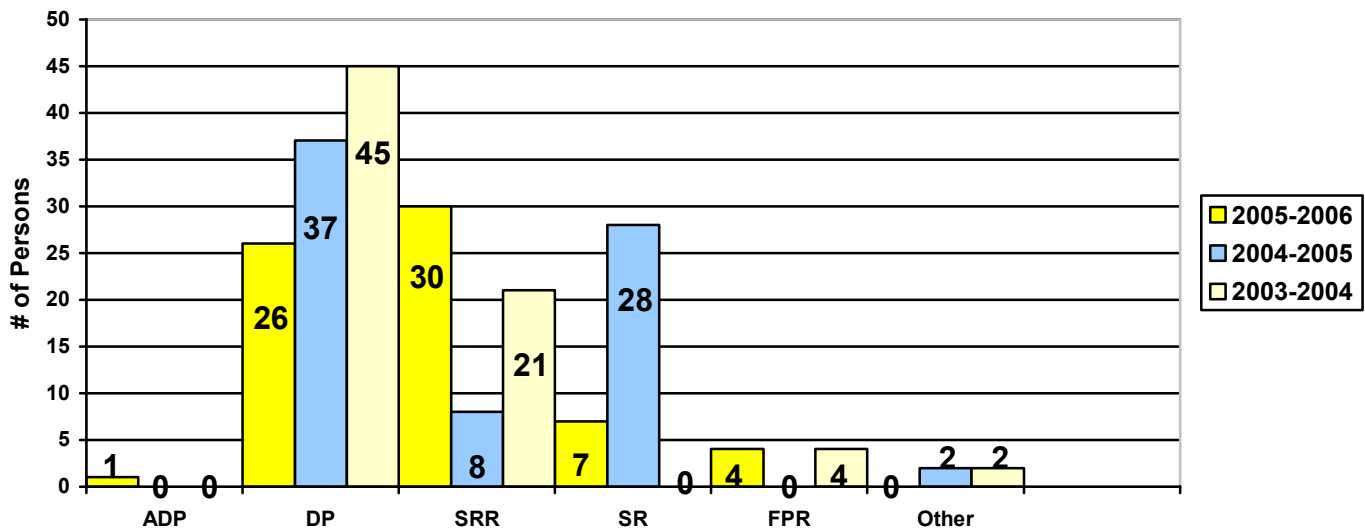
Conditions for departure of residents leaving between April 1, 2005 and March 31, 2006



- ❖ F.P.=Full Parole, N.C.=New Charges, UAL=Unlawfully at Large, WED=Warrant Expiry, S=Suspended, T=Transferred, D.U.=Departure Unknown, D=Death, S/AB=Suspended & Accepted Back
- ❖ Residents arrested on new charges are separate from suspensions

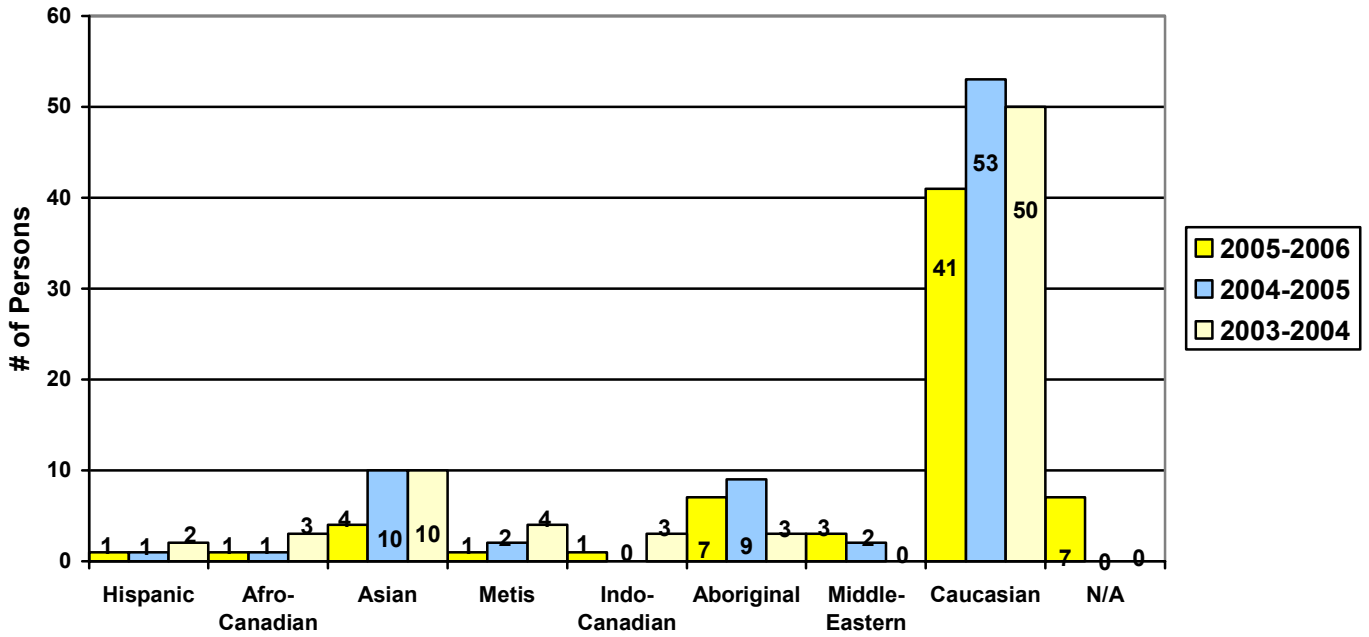
The chart shows that 17 residents or 25% of the total residents served reached full parole or warrant expiry and succeeded in graduating from the house into other living arrangements, 6 residents or 9% were able to follow their conditions and transferred to another CRFs, and 19 or 28% were suspended an increase over the previous year. In addition, 15 or 22% went UAL due to drug and alcohol issues a decrease from the previous year, 2 residents' accrued new charges, and one resident died of natural causes.

Types of Release at Intake

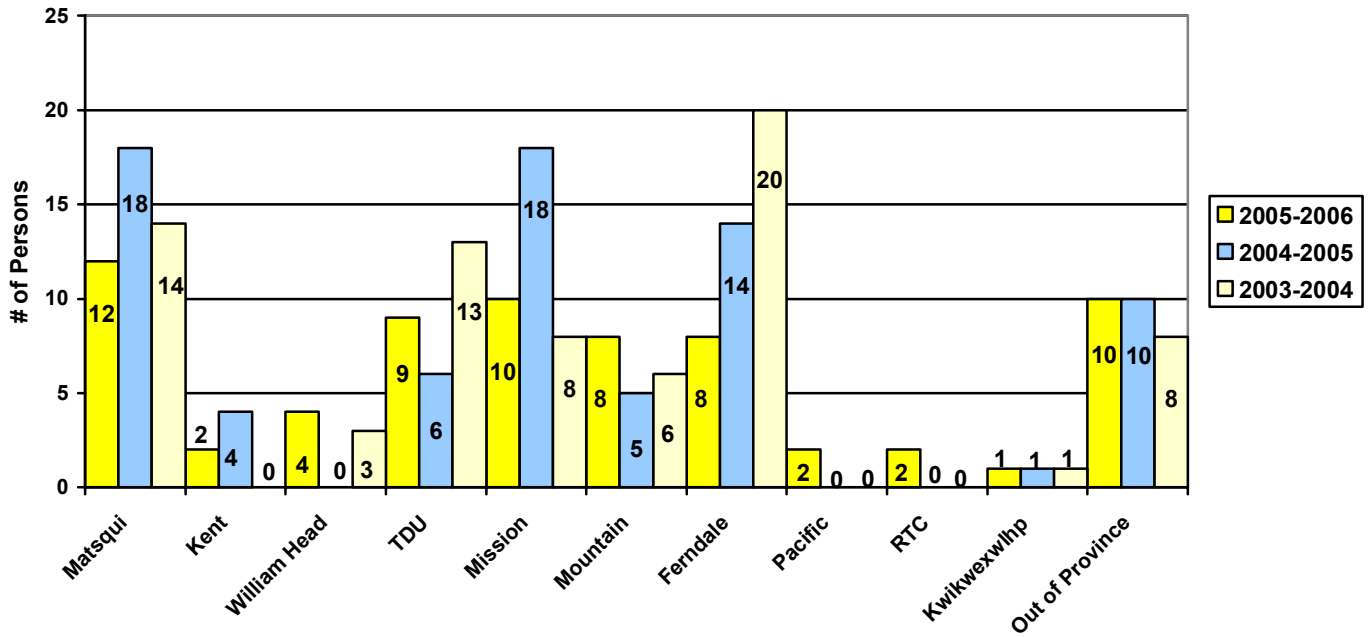


- ❖ Accelerated Day Parole (ADP), Day Parole (DP), Statutory Release with Residency (SRR), Statutory Release (SR) (Voluntarily resides), Full Parole with Residency (FPR), Other- Escorted Temporary Absences (ETA) and Work Release (WR).

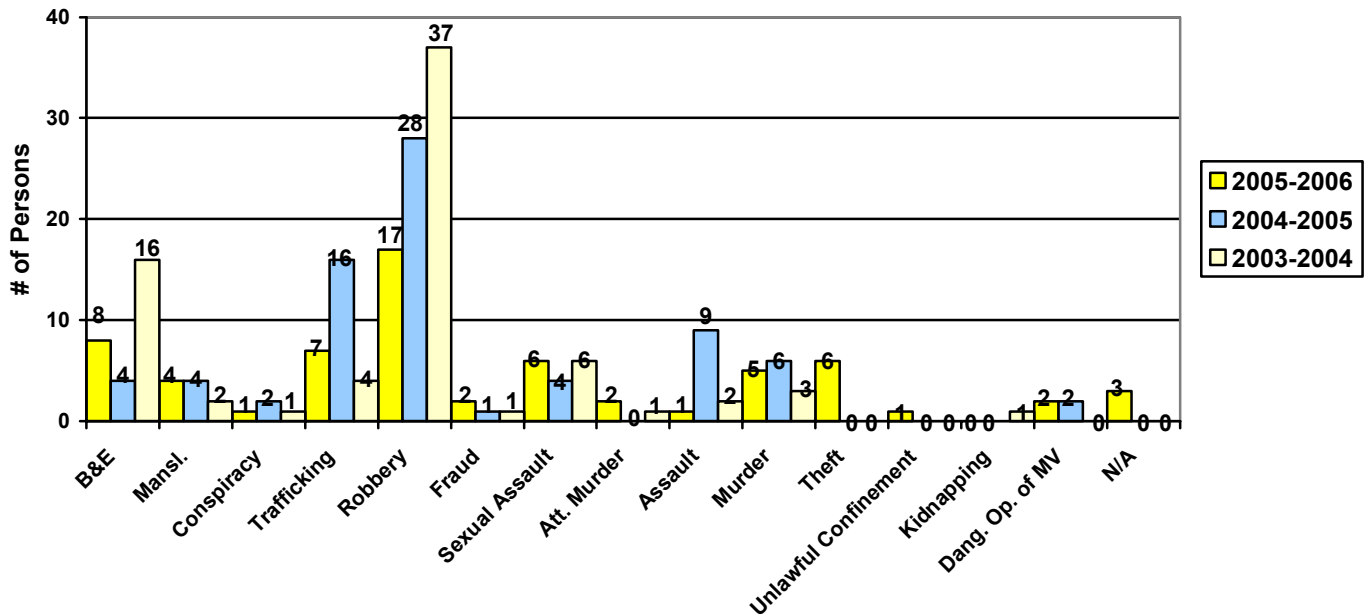
Ethnicity



Releasing Institutions



Residents Most Serious Charge at Intake



- ❖ Residents are often charged with many different kinds of offences. The above chart depicts each resident's most serious charge at Intake.

4. Changes in service

In order to try and meet the changing needs of our stakeholders and consumers during the year of 2005, GRP in part with Hobden House piloted a new staffing model.

As an alternative to having a manager at each house and single staffing per shift, the new staffing model facilitated double staffing at each location three days a week and one-shared manager between both houses. It was anticipated that a double staffing model would allow for staff to have an improved morale, decreased workloads and provide an outreach component to the direct service that GRP provides to their clients. Due to the extensive role of managing two houses it became pertinent for the manager to delegate tasks to fellow staff so that all necessary contract obligations could be reached. However, as a result of downloading some management duties onto full-time staff it became increasingly more difficult to balance administrative tasks with clients needs.

Another concern that arose with the delegation of tasks was that unionized staff was requested to complete jobs outside of their job description. As a result possible solutions were examined, such as a reclassification of day staff at each house from Residence Worker to Senior Residence Worker. This change in title would have allowed for the Senior Residence Worker to perform duties as assigned without working outside of their position benchmarks. Due to limited financial resources for federal programs it appeared that this option was not viable.

As a result this alternative staffing model was abandoned in December 2005 and a new manager was hired for Guy Richmond Place. Staffing requirements at both GRP and HH returned to single staffing daily and a manager at each house.

The JHSLM management team has continued to follow through with its second year of strategic planning, setting out goals with allotted time frames and measuring outcomes to determine levels of success. GRP continues to try and achieve 80% of all standards for the Commission on Accreditation of Rehabilitation Facilities (CARF). These standards outline best practices that GRP has now adopted and implemented in our policies and procedures as well as direct service with clients.

During the year of 2005 Guy Richmond Place has continued to work with the Correctional Services of Canada to improve communication between CRF staff, corrections, Parole Officers, and clients. CRF staff continues to prepare client files from the Offender Management System (OMS), allowing staff to access up to date Correctional Plan Reports, Core Program Evaluations, Psychological Assessments and Assessment for Decisions. While access to OMS has improved the exchange of information between Correctional Services of Canada and Community Residential Facilities, this information continues to be limited by the lack of promptness and system availability.

A goal that was set out in the 2004-2005 year was to have GRP staff complete client case plans and input them into the offender management system. While this goal was met in early 2006, staff continues to be challenged by this process due to OMS system requirements and reliance on Vancouver Parole to close the documents in a timely fashion so that the caseworker can implement the next months plan. GRP continues to work with OMS supports to identify and correct obstacles that affect the efficiency of inputting these plans.

In collaboration with the BC Yukon Halfway House Association (BCYHHA), GRP management and fellow CRF's have benefited from the development of the Moodle site that allows for efficient exchanging of information, available community services, low income housing lists and contact

information. In addition, a new comprehensive training plan is being created for this website so that all BCYHHA members can provide staff with universal training and best practices. Participation in the BCYHHA biannual meetings continues to provide management and the Correctional Services of Canada a place to facilitate dialogue in regards to pertinent issues and program planning.

Over the last year GRP has gone through significant changes. Staff and clients alike have experienced the transformation of a double staffing model to a single staffing model with a new manager. The transition has strengthened GRP both administratively and in the direct service that we provide. As client population needs change staff have become proficient at recognizing and adapting GRP's resident services, resulting in clients receiving optimum support and advocacy.

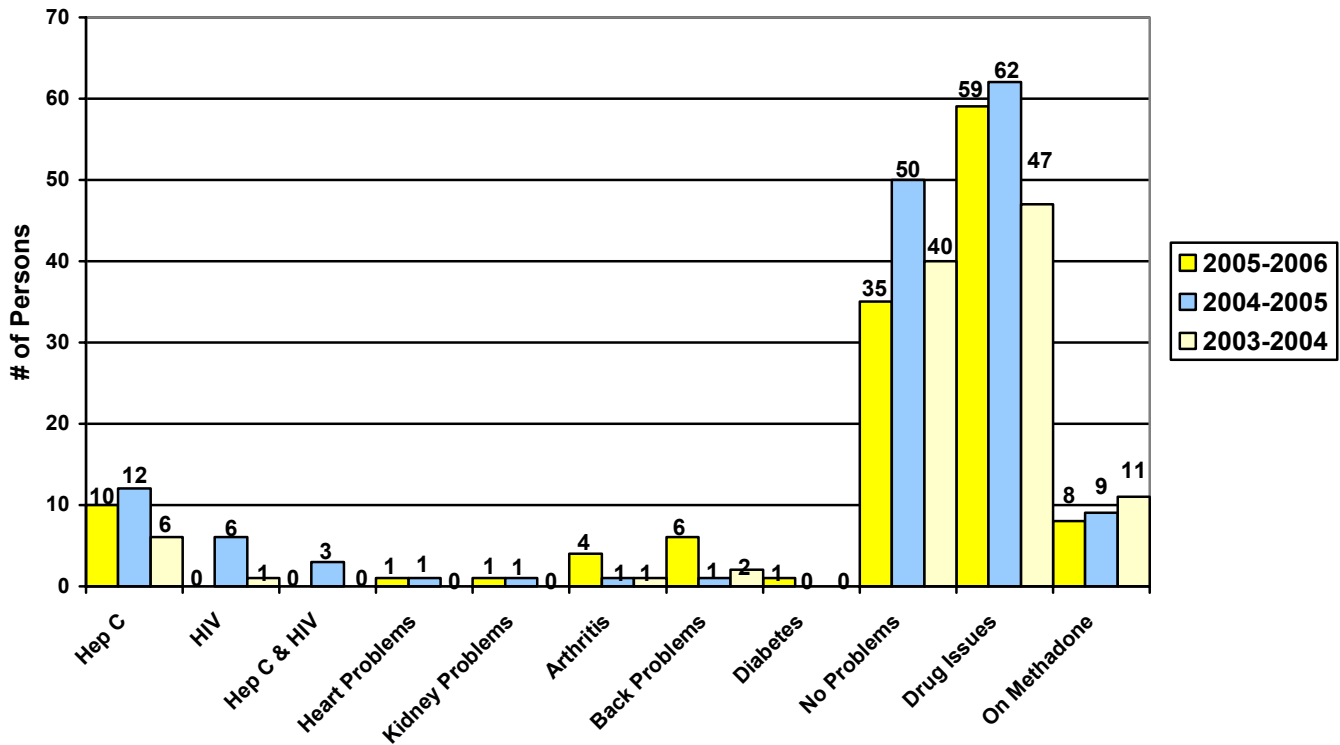
5. Community Needs Assessment

Residents of Guy Richmond Place typically face many barriers while re-integrating back into the community from the correctional system. Additional difficulties such as physical, medical, and mental health issues continue to challenge clients trying to access limited Community Services.

The following two graphs provide a breakdown of client's medical needs and types of substance abuse. It should be noted that often clients have dual diagnoses suffering from both a mental illness and substance abuse. Providing assistance for those with dual diagnoses can often be complex and discouraging due to limited resources.

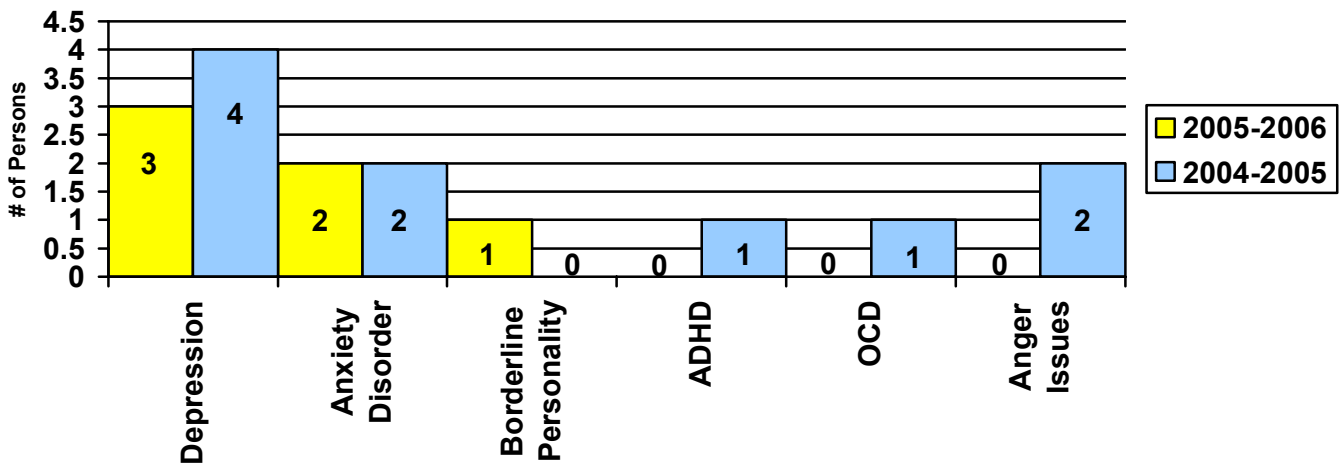
GRP continues to work with community resources to provide residents with options for treatment for their medical issues. As staff continues to research medical, mental health and substance abuse treatment our ability to address resident needs greatly improves.

Medical/Physical issues faced by residents of GRP



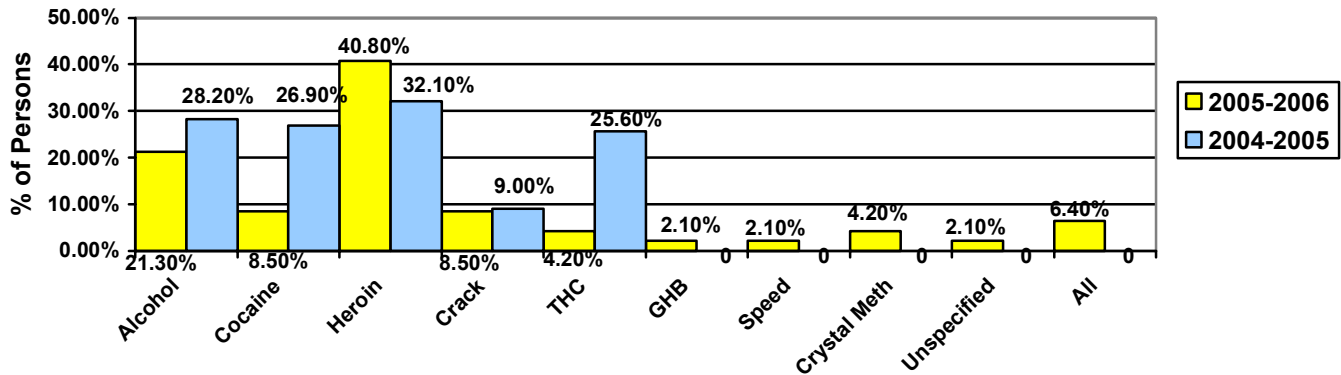
❖ As the chart shows in 2005-06 86.8% of our residents had drug issues up from 79.5% in 2004-05 and 62.7% in 2003-04 based on the total number of residents served in each year.

Diagnosed Mental Health Issues faced by residents of GRP



❖ As the chart shows in 2005-06 8.8% of our resident had mental health issues down from 12.8% in 2004-05 based on the total number of residents served in each year.

Breakdown of Substances abused by Residents



As in the past, securing social services such as welfare and affordable housing continues to present challenges for clients leaving the halfway house. The process of accessing our governmental social assistance and disability programs remain a long and arduous process, leaving clients feeling discouraged and dejected. Drug and Alcohol Treatment Centers and Recovery Houses continue to be overwhelmed with the number of clients trying to access services, often resulting in long waits or denial of treatment based on admission criteria. Due to a strong resistance from differing communities, attempts made to expand resources have been quashed.

6. Analysis of Data

Examining data from the 2005-2006 year reflects a continuation of care similar to the 2004-2005 year. During the past year federal programs screened approximately 25 fewer client files than the year prior or 2.6% fewer and accepted 178 of those eligible for residency or 18.9% in comparison to the year prior when 195 of reviewed files were approved for residency or 20%. Fluctuations in the client needs and types of release may be related to the small decrease in accepted residents. Continually, as Community Residential Facilities and the Correctional Services of Canada work together to find efficiencies in the screening process, the number of requested screenings continues to decline.

A significant change in release types at intake reflects a change in the Correctional Services and the National Parole boards criteria for residency. During the 2005-2006 year GRP had 30 of their residents reside due to a residency condition imposed on their Statutory Release or 44% and only 7 residents volunteer for residency or 10.3%. Comparing statistics from the 2004-2005 year reflects a noteworthy difference as only 8 of residents resided at GRP with a residency clause or 10% and 28 volunteered for residency or 36%. This differentiation in numbers can be attributed to the changing needs of the inmate population, willingness to complete correctional programming and number of times the offender was suspended.

Due to the increased number of statutory releases with residency, the Correctional Services of Canada reviewed clients with residency and determined if they were any candidates that could have their residency

clause removed and instead attend the CRF in a reporting center format. The use of halfway houses acting as reporting centers provided clients with support and added structure. Guy Richmond Place provided this service to 6 clients during the 2005-2006 year and continues to accept appropriate clients for this service.

Further analysis of the breakdown of residents from federal institutions reflects a decrease in acceptances from all institutions except the TD Unit and Mountain which increased slightly. Minor changes in acceptances from the federal institutions can be related to individual client's progress and commitment to living pro-socially.

Another small change in the client population that is reflected in ethnicity is that GRP has had a 5% decrease in Caucasian residents as well as a 1% decrease in Aboriginal clients. Comparatively, GRP has seen a 1% increase in Middle Eastern clients and an 8% increase in residents who did not want to be classified by their ethnicity or did not fall into a particular ethnic group.

Reviewing client's most serious charge at intake reveals a change in pattern from the previous year. During 2005-2006 clients with the most serious charge of break and enter represented 11% whereas the year prior they consisted of 5%. Additionally, the charge of robbery appeared to decrease by 10% in 2005-2006 from the prior year. Fluctuations on the most serious charge at intake appear to have limited affect on program deliverance. However, decreases in the charge of robbery may offer hope that violent crime is on the decrease.

Residents with drug issues continue to climb from 62.7% in 2003-04 to 79.5% in 2004-05 to 86.8% in 2005-06 of the total residents served. Examining types of drugs used by clients again reflects an increase use of heroin, GHB, speed and crystal meth as well as unspecified and use of all drugs. Differences in drug use from one year to the next can be directly related to popularity, availability and associated costs of drugs both at the street level as well as in the institutions. Guy Richmond Place continues to have a strict no drug policy, any relapses into drug use by our clients necessitates that parole be advised and their situation discussed as to what action to take. Parole has the final decision on the action taken.

7. Review of Last Years Goals

The goals set for Guy Richmond Place for 2004-2005 are as follows:

Action	Outcome
Implementation of a thorough Community consultation process in accepting new residents	A community representative from the local community screens all residents accepted for residency at GRP by the house manager. Any questions or concerns about Accepted residents from the community representative are answered and addressed prior to the resident's arrival at GRP. The community Representative may provide feedback and opinion on resident's curfews and call ins if concerned with access to community at initial release.
Reduce the number of acceptances from "Emergency screenings"	GRP in part with the BCYHHA has addressed the issue of increasing number of emergency screenings with CSC. Since early 2006 emergency screenings have almost been completely eliminated due to a collective effort on CSC's part. As a result GRP has significantly minimized acceptances from emergency screenings.
Improve Institutional liaison process to facilitate inmate interviews and pre-releasing plans	Managers of both GRP and HH attend institutions on alternate weeks. Potential residents are screened for admission to the program and may be provided with support and assistance with pre-release planning. GRP management also attempts to provide follow up support after residents are suspended and re-incarcerated.

Improve Communications between GRP and the Vancouver Parole Office	GRP continues to facilitate communication with Vancouver Parole by providing Parole Officers relevant information, concerns and staffs assessments on client's progress. Involvement of GRP staff in case conferencing with the Parole officer and the client continues to improve continuum of care for clients and rapport with Vancouver Parole.
Reconcile Staff job descriptions with benchmarks set fourth in the collective agreement	As a result of GRP returning to a single staffing model with a manager. Staff are no longer working outside of their job descriptions. Management ensures that all delegated tasks fall within the benchmarks as set out in the collective agreement.
Improve teamwork and internal communication	GRP management has begun facilitating dialogue with staff in regards to teamwork and morale. Staff has expressed that due to working in isolation it is difficult to relate to the concept of team. Management will seek further training on how to foster team morale. GRP continues to access methods of communication and evaluate there effectiveness on an ongoing basis.
Complete Consumer Satisfaction Surveys	GRP's staff and resident completed consumer satisfaction surveys. Results will be discussed later in this report.
Complete Stakeholder Surveys	Stakeholder surveys were sent out, however at the time of preparing this report the surveys had not been received, but are expected in the near future.
Increase compliance by 80% with CARF standards	GRP continues to complete monthly statistics, quarterly file reviews and Occupational Health & Safety audits. Policy and Procedures scheduled to be reviewed in 2006-2007 to ensure compliance with CARF standards.
Improve Staff competence in working with OMS	With continued practice GRP staff has become efficient in downloading clients files and the operation of OMS. As OMS training issues arise management provides individualized support.
Continue to work with the BCYHHA on developing a self evaluation tool to monitor compliance with CSC standards	GRP in part with other members of the BCYHHA are working on creating a tool that outlines best practices being used within agencies currently. These best practices will address CSC standards and assist with monitoring compliance.
Upgrade GRP bath and toilet facilities	GRP had two main bathroom facilities renovated during the 2005-2006 year. The upgrades included; new flooring, water efficient toilets, pedestal sinks and bathtub/shower replacements.
Enter case plans into OMS	In early 2006 GRP staff and management were trained on inputting case plans. Due to system requirements for OMS case plan/update templates were reformatted. Staff continue to be challenged by OMS system requirements and Vancouver Parole responding in a timely fashion so that staff can input the following months plan.
Improve on statistic collection to better measure outcomes	Management of GRP has initiated a monthly federal statistics sheet. This database is updated monthly to reflect departed residents information as well as new arrivals. In addition staff continue to compile information at intake that is used to complete a client statistic information sheet at time of departure.
Continue to assess the staffing model	During the late part of 2005 it was agreed that the double staffing model with one manager was not functioning as well as anticipated. This model of staffing was discontinued in December 2005. Melissa Howard was hired as the manager of GRP and single staffing was again implemented.
Improve the cleanliness of the house	The manager continues to work on this outcome but the program has not achieved the standards set due to residents not completing their chores properly even though standards have been set for each chore. In addition, some staff are not ensuring the residents are completing their chores to the set standards. The manager continues to discuss this issue at staff and residents meetings searching for ways to achieve this goal.

8. Effectiveness and Outcomes

It is difficult to accurately assess the effectiveness of a community residential facility from strictly a correlation of numbers. The current debate around Parole, Statutory Release, recidivism and conditional release continues to obscure society's view of CRF's and their level of success. Comparing successful terms of completed residency at GRP in 2005-2006 and 2004-2005 reflect that in both years 25% of residents departed GRP on full parole or warrant expiry (in addition, 38.7% of the total residents population were suspended or transferred). Some critics may believe this percentage to be a low number of residents to successfully complete their term of residency however, GRP staff and JHSLMBC continue to see each clients successful return to the community as a great accomplishment. In 2005-2006 GRP had 22% of residents go unlawfully at large (UAL) down 1% from the prior year. Attributing this figure to the success or failure of the program fails to take into account the client's personal level of accountability, the changing dynamics of the Correctional Services of Canada and the government as a whole. Continued research into why clients go UAL may assist in dissolving myths that halfway houses are non-effective in their practice, premised on UAL rates.

Another challenge with measuring efficiencies and outcomes for CRF's in terms of success is how we calculate human interactions. A significant part of working with clients and providing direct service is assisting, supporting and advocating for the client. However these relations do not transpose to statistics that can be measured to support program success. As an alternative GRP continues to measure program success through individual clients momentum to stay substance free, find employment, continue schooling, reconnect with family, complete correctional programming, gain personal insight and successfully complete their sentence.

During the 2005-2006 year Guy Richmond Place completed Consumer Satisfaction survey and stakeholder surveys. Both residents and staff of GRP completed survey's reflecting their satisfaction

with the level of service and provided feedback for areas of improvement.

Out of a possible 18 resident surveys GRP had 6 completed surveys returned. Residents were requested to grade a series of questions on a scale of 1 to 7. 1 represents a low degree of agreement and 7 representing a high degree. Residents indicated an average of 6.5 for satisfaction with the level safety at GRP. Residents expressed an average of 4.5 on how satisfied they were with the staffs' ability to address their concerns, 5.3 on the meal quality and 4.3 on their satisfaction with their individualized case plan. Further comments suggested that GRP could improve by providing internet access, bus passes, single rooms, prepared meals and providing alternatives to incarceration for violating abstain conditions. In comparison resident's felt that GRP was doing well in the following areas: communicating and interacting with residents, being friendly and flexible and providing an array of groceries.

Although there are a limited amount of survey results to adequately assess the true population's satisfaction with GRP it appears through the available averages that in general residents are satisfied with services available and staff at GRP. As part of next year's goals it is hoped that we can increase participant involvement and achieve a higher average on levels of satisfaction.

In addition to residents providing their level of satisfaction with GRP, staff was requested to complete employee satisfaction survey. In total 6 permanent staff persons completed the survey and provided feedback on potential areas of improvement. Employees were requested to grade a series of questions on a scale of 1 to 5. One represents little to no satisfaction and five representing a high degree of satisfaction. Staff indicated an average of 3.3 with their level of job satisfaction with the JHSLM and a 3.5 average on how well they are treated by the agency. Staffs main concerns appeared to be in the areas of job training with the staff satisfaction average of 3.2, wages 2.0, physical environment 3.5, quality of equipment 2.5, problems being quickly and properly solved 2.8. A sample of staff responses indicates that they are satisfied with the team environment and colleagues. Staff also expressed a high level of

satisfaction in their interactions with GRP management. A selection of score averages rated managements concern with their well being at 4.2, takes time to listen to me 4.0, backs me up 4.5, values my work and tells me so 4.2 and is a mentor 3.7.

Reviewing staffs concern and satisfaction with GRP provides direction as to how the program can continue to develop and thrive in order to offer a superior continuum of care for our residents and a comfortable working environment for staff. During the 2006-2007 year GRP's immediate supervisor will attend team building training to try and facilitate a collective shift in teamwork ideology. Additionally as part of 2006-2007 goals JHSLM would like to increase staff participation and levels of satisfaction with Guy Richmond Place's program.

Stakeholder surveys were sent out to appropriate peoples such as Vancouver Parole however no completed surveys were returned to ascertain their level of satisfaction with GRP services.

Under direction from John Howard Society's Occupational Health and Safety committee, GRP staff took part in a survey on Workplace Violence. Permanent and casual staff survey results will be discussed separately for the purpose of this report. A total of 5 permanent staff completed the workplace violence survey. Staff's average time in their job was 6 years, ranging from 7 months to 16 years. All 5 staff felt they had received employer sponsored training on how to deal with potentially violent situations in the workplace. 4 staff persons knew there was a program available to provide employees support who are victims of violence while 1 staff person indicated not knowing. Permanent staff considered the two biggest risk factors for violence at GRP to be inadequate or ineffective training and lack of experienced co-workers. Additionally, staff felt that the facility needed to upgrade lighting on the perimeter of the house and the fourth floor to improve safety. All 5 staff was aware that the employer supplied personal alarms systems and phones to assist in communicating the need for outside assistance.

Staff survey results further reflect that there is a significantly low risk for violence; only 1 staff person indicated being threatened on the job by a client and 3 staff felt that they had been intimidated, 2

indicated by the clients and 1 indicated by a fellow colleague. All 5 indicated never being physically assaulted or harassed while on the job. Finally, permanent staff had an average of 7.3 on a scale of 1-10 (1=low, 10=high) that indicated they felt prepared to handle a violent situation and an average score of 8.6 that the employer was committed to preventing workplace violence.

In comparison a total of 6 casual staff completed the workplace violence survey. Casual staffs average time in their position was 1.1 years with a range of 7 months to 2 years. 5 out of the 6 casual employees recognized receiving employer sponsored training on how to deal with potentially violent situations. Only 1 of the 6 casual staff was aware that there was a program available to support employees who are victims of violence. Casual staff felt that the two biggest risk factors for violence at GRP were staffing shortages and inadequate or ineffective training. Half of the casual staff was in agreement that GRP did not have appropriate lighting and specifically on the third and fourth floors of the house. All 6 casual staff agreed that they were aware that the agency provided personal alarm systems and phones to communicate need for external assistance.

Casual staff survey results again reflect the minimal risk for violence, all 6 casual staff indicated that they had never been threatened or physically assaulted. 1 casual staff person felt that they had been harassed by a client and had reported the incident to management to address with the client. 3 casual staff persons felt that they had been intimidated in their current job, 2 staff persons indicated being intimidated by a client while 1 indicated being threatened by management to accept a relief shift that they had indicated they could take on their availability. A significant result that should be considered when planning future training for casual staffs is their low level of preparedness to handle a violent situation; in comparison to permanent staffs average of 7.3, casual staff s average was only 4.3. Additionally they averaged a 7.2 score indicating the employer's perceived level of commitment to preventing workplace violence.

Management will use all violence in the workplace survey results as they prepare training plans for the 2006-2007 year. Some things being considered are

having a written test after new staff complete their initial orientation to ensure they have absorbed and understand the material presented. In addition, all staff will be required to complete all the training modules on the BCYHHA Moodle site. Results will assist management in correcting potentially dangerous situations, such as installing increased lighting on the fourth floor and perimeter lighting.

9. Efficiency

Over the past year Guy Richmond Place has continued to assess the delivery of its program and how to best address the needs of our clients while trying to balance staffing needs, contract obligations and fiscal restraint. The program was able to achieve a 100% compliance with CSC standards in our 2005-06 audit. Ongoing discussions around efficiency has tended to focus on equipment quality, however over the last year GRP has replaced two hot water tanks, spent \$20,000 on upgrading to full bathrooms and purchased a newer photocopying machine. With efficiently working equipment GRP staff are better able to focus their time on assisting clients and case planning.

Another factor that has assisted Guy Richmond Place and moreover all associated halfway houses in becoming efficient and effective while negotiating with the Correctional Services of Canada is membership to the BC Yukon Halfway House Association. The union of halfway houses presenting concerns and issues as a collective ensures that the CSC understands the reality and context under which we work and thus assists us in providing the best care possible for both our clients.

GRP continues to liaison with the Correctional Services of Canada to provide staff with current relevant training. During the past year CRF staff have been provided with three days of risk assessment training, 1 day of CSC core program training, 2 days of mental health training one day of first aid and 1 day of NVCI training. As the needs of the client population change for both the Correctional Services of Canada and Community Residential Facilities it is imperative that all staff receive ongoing training to address the diversifying needs of men on conditional release.

With the assistance of both internal improvements to GRP and the external support of CSC and the BCYHHA, clients and staff alike are benefiting from the changes made in order to try and create a more comfortable effective and efficient system in which we operate GRP. We will continue to monitor and assess ways that GRP can improve over the next fiscal year.

10. Next Years Goals

- ❖ Upgrade GRP physical environment, new carpets, painting and furniture
- ❖ Install cable in all bedrooms
- ❖ Install lighting on the perimeter of the house
- ❖ Continue to improve on the collection of client statistics and provide correlation data between UAL rates, age, employment status, offence, length of sentence, types of release and if possible reasons for the UAL. For those that succeed statistical information will be kept on their age, offence, length of sentence, employment status, housing status and any substance issues
- ❖ Work with CSC to create an effective working case plan and update template
- ❖ Continue to work with staff and OMS supports on entering case plans into OMS.
- ❖ Review/rewrite and create new Program Policies
- ❖ Meet 80% of CARF standards
- ❖ Meet CSC Contract Requirements
- ❖ Increase both consumer and stakeholders participation and satisfaction levels with GRP
- ❖ Follow 2006-2007 strategic plan
- ❖ Create a 2006-2007 training plan
- ❖ Implement a wellness program at GRP
- ❖ Improve teamwork and internal communication
- ❖ Incorporate the BCYHHA Moodle site training into staff training plan
- ❖ Add an analysis of residence meetings to the annual report
- ❖ Continue to improve the cleanliness of the house.

Pat Gilbert - Residence Manager

1. Description of Service

Hobden House is a 17 bed community based residential facility (CRF) operated by the John Howard Society of the Lower Mainland under contract to Corrections Services Canada (CSC). The program was established in 1984 at the current site.

Hobden House offers a stable environment for men who are released to the community on conditional release. The program provides food, shelter, basic amenities such as laundry facilities and linens. In addition, residents have access to two communal televisions, a resident's phone line with voice messaging, a weight room and access to staff who provide support, assistance and information regarding their reintegration to the community.

Hobden House supports the safety of our community with 24 hour awake staffing to monitor resident's whereabouts in the community. All residents who are in the community are required to call in every four hours or when they change locations. Before a resident departs the facility he must sign out with the time he is leaving and his destination. Upon return to the facility the resident must sign in. This policy of resident accountability allows for consistent interaction between staff and residents. Staff monitors for signs of drug use and monitors each resident's progress in the community.

Hobden House Vision Statement states:

In maintaining the safety of the community as our foundation, Hobden House endeavors to foster a balanced approach to self and life, to inspire goals of freedom and self-worth. To guide as leaders and embrace leadership skills, to invest in the very nature of good in all human beings, to promote equality and the importance of happiness

recognizing the different paths one travels. And to impart in our home a place of comfort, a place of safety, a place of inclusion.

2. Admission Criteria

Hobden House does not exclude any inmates for admission based on their offence. Inmates accepted to Hobden House have their files reviewed by a local community representative to verify the appropriateness of the decision.

Hobden House will consider all referrals that meet the following criteria:

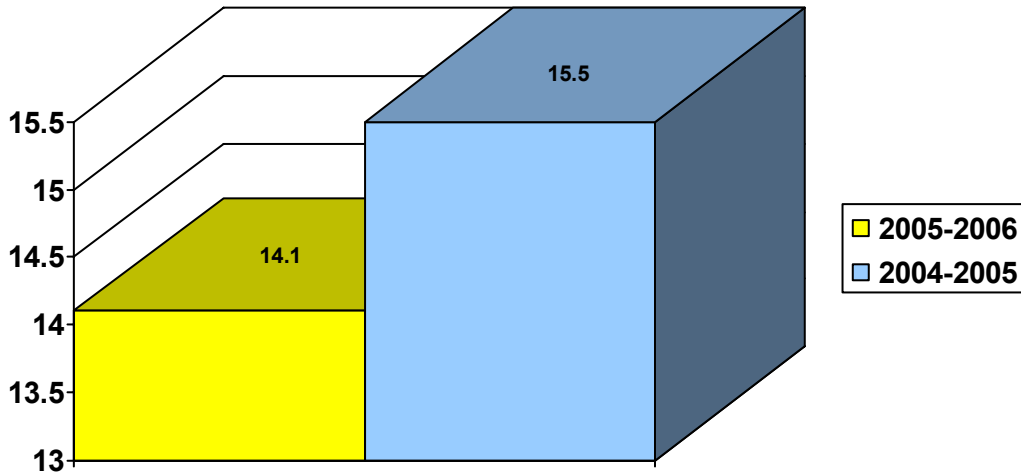
- ❖ *The potential resident must be on some sort of conditional release from a federal correctional institution*
- ❖ *Residents must be accepted to Hobden House by either the House Manager or Director of Programs after a review of their correctional file*
- ❖ *Must be able to live in a group setting*
- ❖ *Must have made some progress in dealing with the criminogenic factors that prompted the offence for which the potential resident is serving sentence*
- ❖ *Must have accepted responsibility for the actions, which led to incarceration.*

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

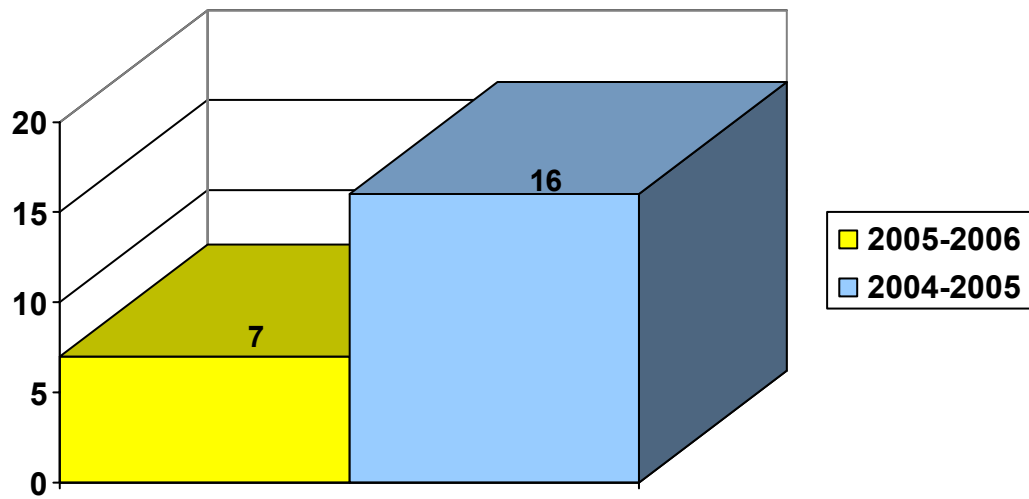
- ❖ *Physically challenged at the present time by the layout and design of the house (the house is not wheelchair accessible)*
- ❖ *Participating in significant and untreated substance abuse*
- ❖ *Refusing treatment for mental health issues*
- ❖ *Refusing treatment for sexual abuse and violence issues.*

3. Population Served

The occupancy rate for Hobden House for the fiscal year 2005-06 was 87% down 4.5% from 2004-05 of 91.5%. This equates to 14.1 average bed days per month compared to 15.5 beds days per month in 2004-05.



Over the fiscal year seven residents went unlawfully at large (UAL), nine less than in 2004-05 or a 46% decrease.



Categories	2005-06	2004-05	2003-04	2002-03
Total clients screened to GRP and HH	939	964	1400	1600
Total clients accepted by GRP and HH	178	195	844	700
Total clients not accepted by GRP and HH	761	769	556	900
Total amount of clients served at Hobden	60	61	66	66
Average age (years) at Hobden	35	36.3	36	36
Average length of stay (months)	3.6	9	8	6

❖ **Term of residence at Hobden House:**

- **Shortest stay: 8 hours**
- **Longest stay: 18 months**
- **This past year the average length of stay has decreased by 5.4 months.**

Although the CRF's have screened fewer inmates during 2005-06 there are problems with bed availability. There has been a shortage of beds for most of the fiscal year for many inmates on Temporary Detention and inmates waiting for release from federal Institutions to the community. Some have been waiting for up to a month for a bed at any CRF. Inmates released with a residency condition have priority over day parolees because Statutory Release is mandated release and the inmate must be release on that date.

[Types of Release at Intake](#)

Categories	2005-06	2004-05	2003-04	% of residents served 2005-06	% of residents served 2004-05	% of residents served 2003-04
Day Parole	30	31	34	50%	50.8%	51.5%
Accelerated Day Parole	2	3	3	3.3%	4.9%	4.5%
Stat Release with Residency	21	22	19	35%	36.3%	28.8%
Statutory Release	2	1	3	3.3%	1.6%	4.5%
Full Parole	0	2	2	0%	3.2%	3.0%
Full Parole with Residency	5	2	3	8.3%	3.2%	4.5%
Unescorted Temporary Absence	0	0	1	0%	0%	1.5%
Work Release	0	0	1			

As the chart demonstrates, in the last three years the types of release have changed little except for Full Parole with Residency which has increased approximately 5% over last year and approximately 4% over 2003-04.

Ethnicity

Categories	2005-06	2004-05	2003-04	% of residents served 2005-06	% of residents served 2004-05	% of residents served 2003-04
Hispanic	1	0	3	1.7%	0%	4.5%
Afro-Canadian	3	0	2	5%	0%	3.0%
Asian	1	2	4	1.7%	3.3%	6.0%
Metis	2	2	3	3.3%	3.3%	4.5%
Indo-Canadian	2	7	4	3.3%	11.4%	6.0%
Aboriginal	6	7	5	10%	11.4%	7.5%
Caucasian	41	39	45	68.3%	64%	68.1%
Caribbean	1	2	-	1.7%	3.3%	-
Middle Eastern	-	2	-	-	3.3%	-
French- Italian	1	-	-	1.7%	-	-
Total	60	61	66			

The above chart shows that ethnicity has remained constant over the last three years except for people of Asian and Indo-Canadian decent which have been decreasing.

Releasing Institutions

Categories	2005-06	2004-05	2003-04	% of residents served 2005-06	% of residents served 2004-05	% of residents served 2003-04
William Head	1	1	6	1.7%	1.6%	9.0%
Kent	3	3	2	5%	5.0%	3.0%
Mission	5	4	8	8.3%	6.5%	12.1%
Kwi	4	2	3	6.7%	3.3%	4.5%
Mountain	4	9	7	6.7%	14.6%	10.6%
Ferndale	16	16	17	26.7%	26.2%	25.7%
Out of Province	7	7	6	11.7%	11.4%	9.0%
Matsqui	11	13	8	18.3%	21.3%	12.1%
Temporary Detention	9	6	9	15%	9.8%	13.6%
Total	60	61	66			

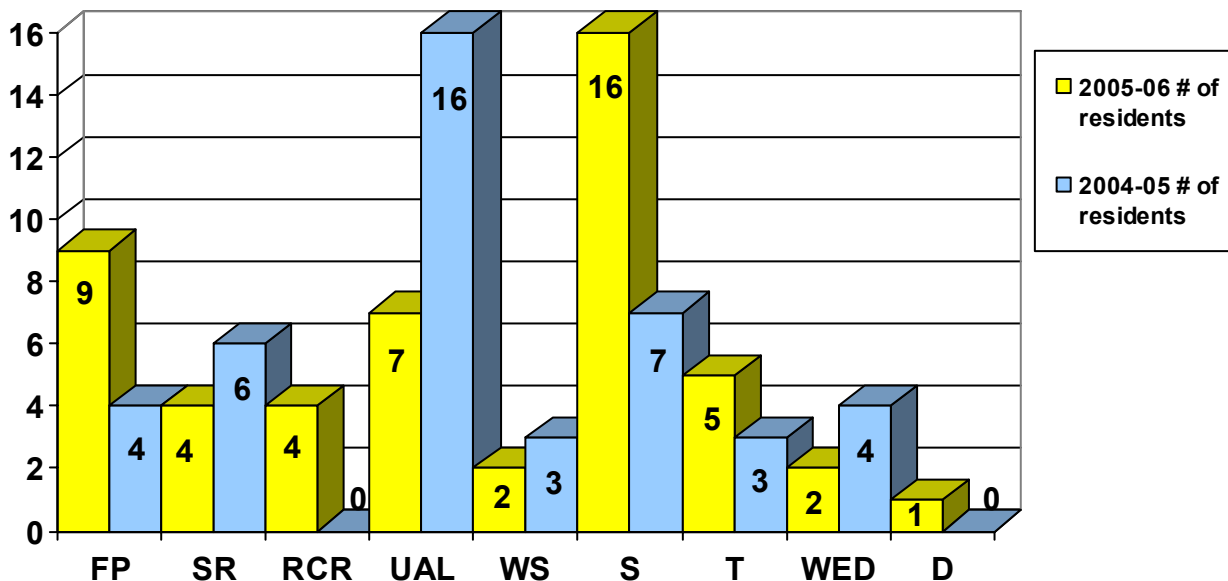
- ❖ Parolee's who breach their conditions of release are sent to the Temporary Detention Unit (TD) at Matsqui Institution. TD is a separate unit for persons who breach their conditions of parole. Example, the parolee's parent institution is Mission but he arrives from the TD to Hobden House.
- ❖ This year 9 residents of Hobden House breached their conditions of parole. Of the 9 residents who went to TD, 8 breached their abstain condition, and one person was returned to Hobden House due to family issues in the community.

Types of Charges at Intake

Categories	2005-06	2004-05	2003-04	% of residents served 2005-06	% of residents served 2004-05	% of residents served 2003-04
Murder	3	5	8	5%	8.2%	12.1%
Sexual Assault	5	5	6	8.3%	8.2%	9.0%
Manslaughter	4	3	3	6.7%	4.9%	4.5%
Trafficking	5	13	5	8.3%	21.3%	7.5%
Robbery	6	14	19	10%	23.0%	28.7%
Assault	3	3	4	5%	4.9%	6.0%
Break and Enter	6	7	12	10%	11.5%	18.2%
Kidnapping	1	0	1	1.7%	0%	1.5%
Fraud	3	3	2	5%	4.9%	3.0%
Assault/threats	10	1	3	16.7%	1.6%	4.5%
Counterfeiting		0	2	-	0%	-
Extortion	1	1	-	1.7%	1.6%	-
Negligence causing bodily harm	0	1	-	-	1.6%	-
Possession stolen property	1	-	3.3%	1.7%	-	-
Dangerous operation vehicle	1	-	-	1.7%	-	-
Theft	2	-	-	3.3%	-	-
Total	60	66				

- ❖ The vast majority of clients have multiple charges. Only the most serious offence per resident is noted.
- ❖ This past year acceptance rates reflected that placement of clients convicted of Robbery and Trafficking decreased while those charged with Assault/threats increased significantly.

Status at time of departure



- ❖ Full Parole(FP), Statutory Release(SR), Residency Condition Removed(RCR), Unlawfully at Large (UAL), Withdrawal of Services(WS), Suspension(S), Transfer(T), Warrant Expiry (WED), Death(D)
- ❖ This current fiscal year a new category (death) was added to Status at the time of departure. This year a resident of Hobden House died from a overdose of heroin. An investigation by Correctional Services Canada of the circumstances of the death has been completed. The results of the CSC investigation have not yet been released. The result of our in house investigation into the death has confirmed that all John Howard Society of the Lower Mainland Policies and Procedures were followed and what occurred was a tragic accident.
- ❖ As the chart shows our measurement of success in 2005-06 was 32% of the total clients served up from 23% in 2004-05. However, suspensions increased from 11% in 2004-05 to 27% of the total clients served in 2005-06 due to alcohol and drug issues. The unlawfully at large rate decreased by 43%.

4. Changes in service

As stated in the report from Guy Richmond Place, GRP and Hobden House piloted a new staffing model however, this model did not achieve the outcomes desired and the agency reverted back to the previous model. Also, over the past year staff began inputting case plans into the offender management system. In addition, Hobden House along with other Community Residential Facilities (CRF) that are members of the BC Yukon Halfway House Association have been working on developing an online training site for all staff in the province (see GRP report page 11 for details).

5. Community Needs Assessment

Physical Needs	2005-06	2004-05	2003-04	% of residents served 2005-06	% of residents served 2004-05	% of residents served 2003-04
Hep C	11	5	19	18.3%	8.19%	28.5%
Hiv	-	1	-	-	1.6%	-
HepC/Hiv	-	2	4	-	3.2%	6.1%
Hep A	-	1	-	-	1.6%	-
Hep B	-	1	-	-	1.6%	-
Back, knee, shoulder or problems	3	3	1	5%	4.9%	1.5%
Diabetes	1	2	3	1.7%	3.2%	4.5%
Alcohol and Drugs	42	40	34	70%	65.5%	51.5%
Methadone Treatment	7	5	-	11.7%	8.19%	-
Missing Limb	2	1	-	3.3%	1.6%	-
High Blood Pressure	1	2	-	1.7%	3.2%	-
Sleep problems	6	2	-	10%	3.2%	-
Asthma	1	2	-	1.7%	3.2%	-
Emphysema	-	2	-	-	3.2%	-
Hearing	-	1	-	-	1.6%	-
Leg problems	-	2	-	-	3.2%	-
Cholesterol	5	1	-	8.3%	1.6%	-
Migraines	3	1	-	5%	1.6%	-
Cancer	1		2	1.7%	-	3%
Total	84	73	63			

The data shows there was a 10% increase in residents' with Hep C over 2004-05 and a 10% decrease over 2003-04. In addition, there continues to be a steady increase in residents' with alcohol and drug issues. We also saw notable increases relating to sleep problems and cholesterol issues.

Mental Health Issues	2005-06	2004-05	% of residents served 2005-06	% of residents served 2004-05
Schizophrenia	1	1	1.7%	1.6%
Bi-polar		1	-	1.6%
Depression	1	5	1.7%	8.2%
Learning Disability	0	1	-	1.6%
Anxiety		2	-	3.2%
Suicide attempts	1		1.7%	-
Anti-social personality disorder	1		1.7%	-

Reported mental health issues at intake remained constant with the exception of depression which has decrease by approximately 6.5%.

- ❖ The mental health statistics represent the types and quantity of mental health concerns but do not represent residents with multiple mental and physical health issues.

The statistics reveal that not only do our federal Houses work with residents regarding their re-entry to the community, staff work with individuals who have physical health and or mental health issues that can complicate and make their reentry difficult. Clients have been identified with physical, mental health issues that are exacerbated by drug addiction or alcoholism.

- ❖ Although 56 clients do not have documented mental health issues this statistic may not be correct. Many inmates are not aware or acknowledge that they have a mental health issue. Other inmates do not want to disclose their mental and physical health problems. Therefore these statistics only identify at the minimum diagnosed mental and physical health problems.

6. Program goals

- ❖ To assist and support men on federal Parole in their efforts to reintegrate to the community.
- ❖ To bridge the gap from the institution to the community.
- ❖ To keep the community safe by monitoring resident's whereabouts and their risk factors.
- ❖ To be advocates, counselors, role models, coaches and mediators for our residents to support their positive efforts to change.
- ❖ To continue with upgrades to the physical plant.
- ❖ To continue to gather statistics and add relevant issues to be monitored to identify and adjust to changes in the client base.
- ❖ To receive feedback from stakeholders and residents to assist with making positive changes to the program.
- ❖ To upgrade office equipment as needed.
- ❖ To provide a computer for resident use.

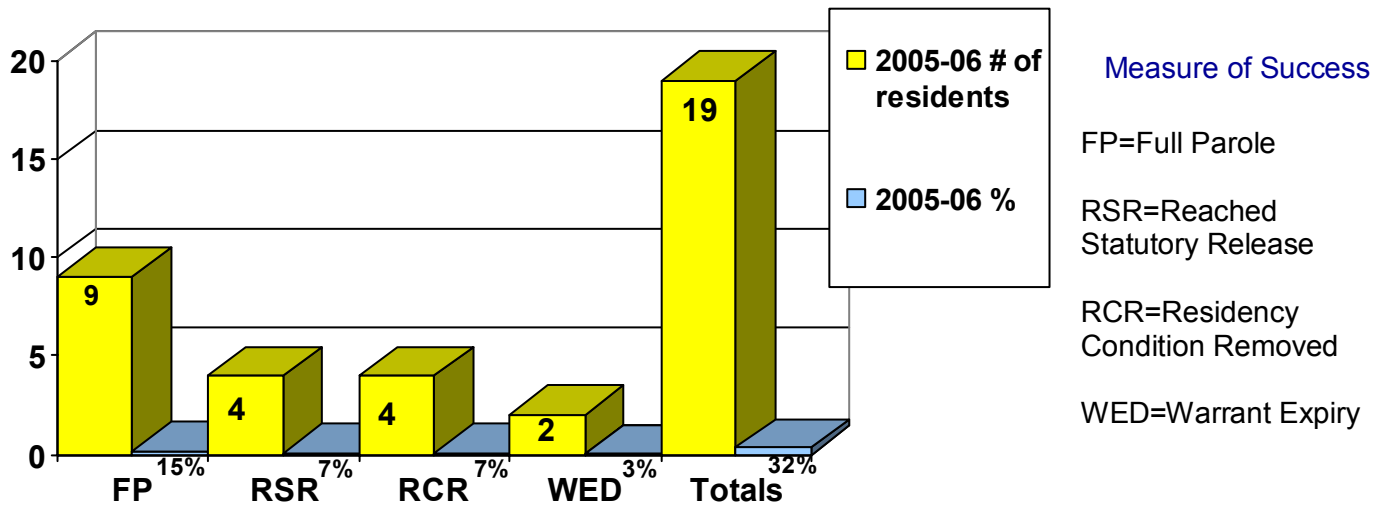
7. Review of Last Years Goals

Action	Outcome
To upgrade the kitchens	One kitchen has been remodeled and we expect to complete the other in 2006-07
To enter case plans into OMS	Staff is now doing this. Some bugs still need to be worked out of the system
Identify training that can be incorporated into the BC/Yukon web site	This is almost completed and will be fully up and running in the fall of 2006
To complete interior painting	Most of the house has been repainted. It will be finished this year.
To improve on the statistics gathered	The house revised this form to improve in this area
To increase the number of volunteers and practicum students in the house	This has been accomplished
Reduce emergency screening	The BC/Yukon Association and CSC have managed to reduce emergency screenings to an acceptable level
Complete satisfaction surveys	Resident and employee surveys have been completed and are included in this report. We are awaiting the results of the stakeholder surveys
Meet 80% of CARF standards	This is still in progress
Work with the BC/Yukon Association to develop a tool to monitor compliance with CSC standards	In progress
Continue to assess the new staffing model	It was decided the model did not meet the outcomes expected and the two CRF's reverted to the previous model of having two managers
Improve the cleanliness of the house	While this has improved, staff and residents continue to work on this issue. We have yet to fully reach the desired goal

8. Effectiveness Outcomes and Satisfaction

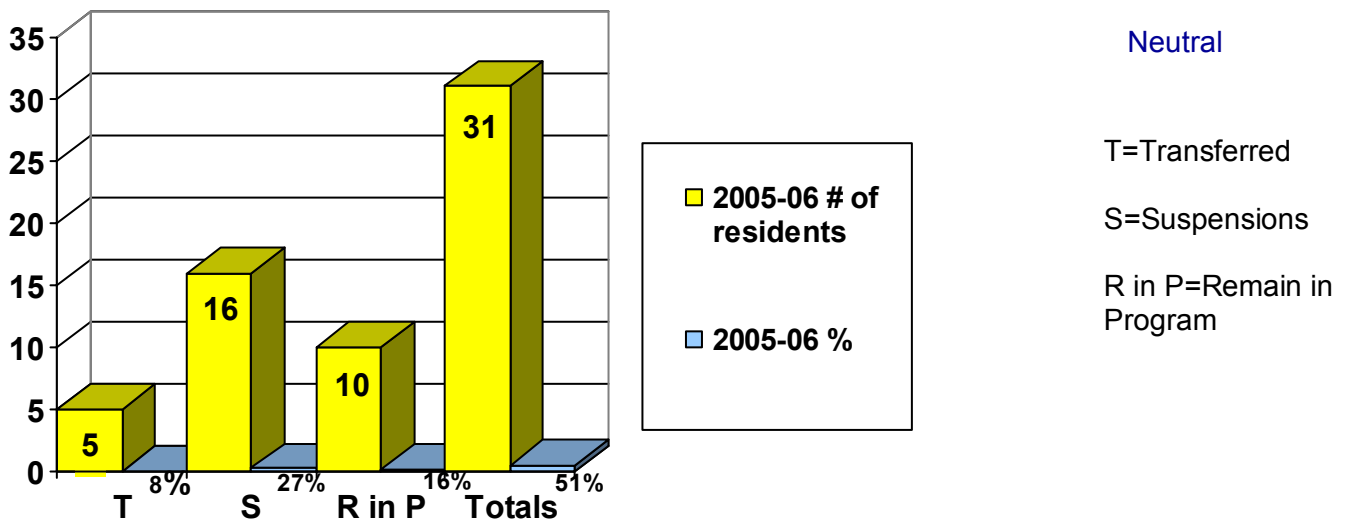
Our statistics indicate the following:

Success	Percentage	Number of Residents
Full Parole	15%	9
Reached Statutory Release	7%	4
Residency Condition Removed	7%	4
Reached Warrant Expiry	3%	2
Total	32%	19



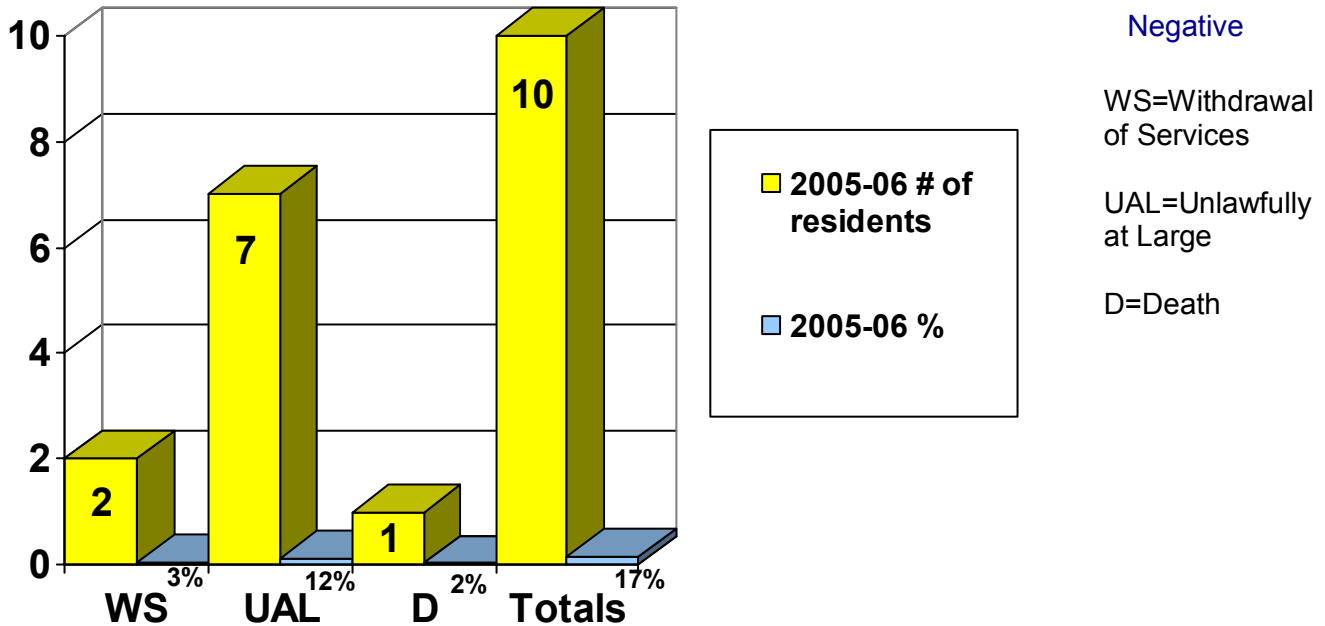
The chart shows 32% or 19 residents succeeded in graduating from the house to other living arrangements in 2005-06. This is a 9% increase from 2004-05.

Neutral	Percentage	Number of Residents
Transferred	8%	5
Suspensions	27%	16
Remain in Program	16%	10
Total	51%	31



The chart shows that 24% or 15 residents continued to follow their release conditions and either remained in the house or transferred to another CRF to be closer to family or work or because this was their choice of residence when release, but could not reside their due to no available beds. In addition, it shows that 27% or 16 residents were suspended and returned to custody due to breaching their conditions.

Negative	Percentage	Number of Residents
Withdrawal Services	3%	2
Unlawfully at Large	12%	7
Death	2%	1
Total	17%	10



As this chart shows 3% or 2 residents could not manage living in the house and we had to withdraw services, 12% or 7 residents went UAL (down 43% from the previous year), 2% or 1 resident died of an overdose.

Over the past year Hobden House sent out surveys for consumers, staff and stakeholders to complete in order to obtain feedback on how these groups view our service. Below are the results:

12 consumers completed the survey out of 17. The residents were asked to rate questions on a scale of 1 to 7 with 1 being the lowest and 7 the highest. Residents rated the level of trust with staff at 5.1, their feeling of safety at 6.5, staff's ability to address their concerns at 5.8, their satisfaction with meals at 5.1 and their satisfaction with their intervention plan at 5.7. In addition, residents were asked where we could improve, what we do well and what we can do different. They replied we could improve by hiring counselors, buying more name brand foods, enforcing noise levels after 10pm and having more single bedrooms. In answer to what we do well they state we have friendly respectful staff, there is good communication

between staff and residents, staff is approachable and they give us space when needed. In reply to what we can do different they stated improve the cleanliness of the residence and give more support when dealing with their parole officer when they feel the parole officer is not hearing them.

Five out of five full and part-time staff completed the staff survey. The staff was asked to rate questions on a scale of 1 to 5 with 1 being the lowest and 5 the highest. Staff rated their job satisfaction at 4, their treatment by JHSLM at 4, their satisfaction with their supervisor at 4.3, training at 4.1, wages at 2.3 and overall team effectiveness at 3.7. They also stated what they like best about the agency such as management including line staff in decision making, interacting with different types of people and the clients they get to work with. In regards to what they disliked they stated working alone, the pay, lack of contact

with other staff and how individuals are chosen for some training. When asked what suggestions they have for improving team effectiveness they stated longer overlap between shifts, increase relief's feeling of being part of the team and do more team building exercises to mention a few. When asked what are the two top things the JHSLM could do to foster a better work place they stated double staffing, better training for new staff, better wages and more renovations to the house.

In addition the Occupational Health & Safety Committee asked staff to complete a survey on violence in the work place. Five out of five staff completed the survey. Although half the staff indicated they have been verbally threatened, harassed and/or intimidated by clients, no one had ever been assaulted. When asked on a scale of 1 to 10 with 1 the lowest and 10 the highest how concerned they are for their safety they stated a 3.6, in handling a violent situation they stated 5.2 and in the employer's commitment to preventing violence they stated 7.4. In regards to what additional training they felt they need to protect them from violence they stated more training on drugs their effects and how to deal with, more mental health training and self-defense courses. They stated the three biggest risk factors for violence is staff shortages, inadequate training and lack of experienced co-workers.

Only half of the casual staff stated felt their training prepared them to deal with a violent situation but they stated on a scale of 1 to 10 with 1 the lowest that they were a 3.2 in worrying about their safety. They stated they are at a 4.3 in being prepared to handle a violent situation and they gave the employer a 7.2 for being committed to preventing workplace violence. Stakeholder surveys were sent out however, to date not enough responses have been received to report accurately. Verbally CSC has stated general satisfaction with the service.

Over all, Hobden House continues to be a support to residents who are release to the community on statutory release, full parole and after warrant expiry. Hobden House is a place where ex-residents come for a chat, with problems that they need assistance with, support for their positive efforts and a place of safety where they are not

judged for their past but supported in their efforts to be contributing citizens of the community.

9. Efficiency

- ❖ From April 1st 2004 to March 31st 2005 the number of inmates screened by the representative of Hobden House and Guy Richmond Place was 939 inmates.
- ❖ Of these inmates 178 were accepted for residency.
- ❖ Of these inmates 761 were not accepted for residency.
- ❖ Hobden House staff worked with 60 residents this past fiscal year.
- ❖ Of the 60 clients staff worked with during this fiscal year 46 new residents arrived to Hobden House on community release.
- ❖ The program was able to maintain an occupancy rate of 87% down slightly from 91.5% the previous year.
- ❖ Intervention plans and updates were completed within the required time frames.
- ❖ Staff training is being addressed through the BC/Yukon Association Moodle web site in addition to other courses and revising the staff orientation package remaining within the budget.
- ❖ Institutional visits met CSC standards.

10. Analysis

This is the third year of gathering statistical information for Hobden House and we are beginning to see trends in some of the statistical information gather to date. Statistical information will continue to be gathered to assist with identifying the changes to our client base, mental and physical health issues, changes to CSC policies and new legislations. The data collected shows:

- ❖ The ratio of Caucasian, Indo Canadian and Aboriginal residents is proving fairly consistent over the past 3 years

- ❖ The two years of mental health statistics show that there is a wide range of mental health issues that need to be addressed by therapists, doctors, CRF's and outside agencies to assist residents with their mental health needs before they return to the community.
- ❖ Hobden House and Guy Richmond Place screened few inmates for residency than in previous years. However the drop in screening was not as pronounced as in previous years with a difference of 25 fewer inmates screened than the previous year.
- ❖ The change to the amount of clients served during the fiscal year changed by one less client served.
- ❖ The average age dropped by 1.3 years.
- ❖ The average length of stay dramatically decreased from an average of nine months to 3.6 months. The reason for the drop to the average stay is that some longer term residents received full parole or reached warrant expiry. Currently we have only 1 resident who has been with us for more than 18 months.
- ❖ The types of charges at intake appears to be in flux with the greatest degree of change in the amount of clients with robbery convictions as their most serious offence from 19 clients in the 2003-04 fiscal year with the major charge of robbery down to 6 for the current year. Assaults/ threats from 2003-04 at 3 residents to 10 residents with assaults or threats as the major charge.
- ❖ Our stats show residents unlawfully at large went from 16 the previous year to only 7 this year. The statistic for suspensions went from 7 the previous year to 16 residents for the current year. Double staffing was in effect from April 1st 2005 to December 2005. The dramatic drop in UAL's may be interpreted as the result of double staffing. Residents had more opportunity to access support from staff because of the double staffing model. The dramatic increase in suspensions may be interpreted as staff being able to have more interaction with residents in order to identify changes in behavior or physical differences before they became serious supervision issues. Also double staffing provided more leisure services for our clients as they had more

access to staff when not in crisis. A more proactive approach to CRF supervision of federal Parolee's.

- ❖ Unfortunately the one manager model was abandoned and Hobden House and Guy Richmond Place reverted back to a manager for each CRF. This necessitated the return to single staffing of the facilities due to funding constraints. It will be interesting to see the statistics for UAL's and suspensions in the next year to be able to verify the positive effects of the double staffing model.

11. Next Year's Goals

- ❖ To remodel the east kitchen, downstairs bathroom and living room.
- ❖ All full time and part-time staff to be trained on the new OMS system.
- ❖ Identify training issues that can be incorporated into the British Columbia, Yukon Half Way House Association CRF Staff training web site.
- ❖ To complete the painting of the interior spaces of the CRF.
- ❖ To access volunteers from the community to spend time with clients and work with identified needs such as familiarizing a new resident with the community.
- ❖ To access practicum students from the various schools and universities to learn about our programs and to work on special projects with staff and the residents of the facility.
- ❖ To update new staff training procedures.
- ❖ To identify community training opportunities for staff to improve their skills to better assist our clients.
- ❖ To build a better relationship with institutional parole officers to assist with identifying and interviewing inmates prior to the screening process in order to assist with a smoother transition for the inmate back to the community.
- ❖ Complete staff evaluations on time.
- ❖ Improve the cleanliness of the house.
- ❖ Improve team performance.

Jen Hirsch - Residence Manager

1. Description of Service

The Vancouver Apartments program (VA) helps adults in the care of the Ministry of Children and Family Development to acquire the social and educational/vocational upgrading they need to move forward to a less structured independent living arrangement. The social skills focused on include the following:

- ❖ Activities Daily Living Skills (i.e. personal grooming/hygiene, health management, room management, time management, meal planning/cooking, shopping, daily/weekly chores, and budgeting)
- ❖ Community Awareness and Social Maturity (i.e. transportation, leisure, work/school volunteer, interpersonal skills, relationship building, communication, consideration, handling problems, public safety).

The program concentrates on the following educational or vocational upgrading areas:

- ❖ Referral to community based educational/job-training programs
- ❖ Job search
- ❖ Resumes
- ❖ Job interviews.

2. Admission Criteria

The VA contracts with Community Living British Columbia (CLBC) (formerly MCFD) sets out the following admission criteria:

Vancouver Apartments will consider all CLBC referral where the adult meets the following criteria

- ❖ *The adult is 19 years of age or older*
- ❖ *The adult's intellectual functioning is 50 – 70*
- ❖ *The adult's can be of either gender*
- ❖ *The adult's may have mental health issues*
- ❖ *The adult's may have behavioural difficulties*
- ❖ *The adult's may have been charged, convicted or are being investigated regarding a criminal offense*

- ❖ *The adult's are at risk in the community*
- ❖ *Must be a client of community Living Services Vancouver Office.*

Vancouver Apartments is not an appropriate placement for adults that are

- ❖ *Participating in significant and untreated substance abuse*
- ❖ *Physically challenged by layout or design for the house(the house is not wheelchair accessible)*
- ❖ *Severely abusive of peers and/or others and/or with a history of chronic violence.*

3. Population served

VA serves co-ed adults referred by Community Living British Columbia (CLBC). This past year five CLBC adults participated in the program. All have a developmental disability. In addition, they include individuals diagnosed with a bi-polar disorder, anxiety disorder and behavioral issues, transitioning from youth and youth forensic services. Presently, four of the residents are male. Early in the year the 5th resident an Indo-Canadian female moved to Edmonton with her family. Presently, one resident is Indo-Canadian, and three are Chinese.

4. Changes in Service

Last year we introduced a new program called Individual Care Network (ICN). This new model is a form of adult foster care where individuals are placed in a family care home or alternate models in order to foster more semi-independent living. The agencies role is to provide monitoring and guidance to our dedicated care providers, providing on-call supports as well as regular visits and reporting/planning tools that ensure that people are receiving the level of care attention that is required. This past year we contracted with two care providers. One of the contracts was terminated because the client was in an accident and now requires a higher level of care than the program can provide. We are currently in the process of contracting with another potential care provider. We also developed new forms and an ICN handbook that is given to each care provider.

The challenge with this program is the agency does not have an infrastructure to hire staff to work more closely with these individuals. This has been a concern amongst other agencies with similar models that there is a lack of funds that is attached with ICN contracts with CLBC.

The past year we have been placing more emphasis on transitioning our clients to more independent living. The goal is to find an appropriate model that fits the needs of the client. The Individual Care Network Program and the opening of the Miller Block Apartments have provided more alternatives for our clients.

5. Community Needs Assessment

The Ministry of Children and Family Development has transferred their responsibilities to a provincial authority known as Community Living British Columbia (CLBC). An independent authority will give families more choice and more control so they can be involved in choosing the services that suit them best. The new service delivery system will be more flexible, responsive and innovative. CLBC vision is “to provide inclusive, flexible, person-centered service to individuals across the province”. As CLBC transforms its approach to service delivery, there will be more opportunity for individuals and families in the planning of the services they receive. The objective of this new model is to separate planning and operations. The role of the social worker has been separated into two different roles, the Facilitator and the Quality Service Analyst. The Quality Service Analyst will determine eligibility and policy guidelines. They will also evaluate and approve funding requests based on individual plans and within policy and fiscal parameters. The role of the Facilitator will involve assisting individuals and families develop and implement an individual plan. Their role is also to ensure that individuals and families are provided with information, referral support and ensuring people are linked to personal support networks. The transformation of CLBC in Vancouver is slowly making changes to the new service delivery model. This transformation allows service providers to have more involvement in the decisions that are made for our current clients. We are now able to assist individuals in developing a plan that is more appropriate for their needs as opposed to finding a

program that may be suitable. This will allow more creativity and choices for our clients and families.

Another change with this transformation that may affect our client population is the transfer to a model of individualized funding. It is an option that may form all or part of a personal support plan. With individualized funding, the government provides funding directly to the individual/families to purchase the services selected and approved by the Quality Service Analyst. For our clients this means more choice and control over the services and supports that they receive. It gives the individual more power to decide what services are best for them. We do not know when individualized funding will be available to our clients. If our clients decided to develop a personal plan and apply for individualized funding there is no guarantees that they will be eligible to receive this funding. At this time we are not sure how much funding will be available, if any, for community living clients.

6. SERVICE GOALS

Program Goals

VA provides a safe home environment where Community Living adults can acquire the independent living skills they need to function more independently in a community living arrangement. VA residents begin the program at various levels of readiness and are provided a transition period where by they begin to learn social and life skills to prepare them to learn to be as independent as they are capable.

The program functions as a kind of ladder, with the residents working towards the goal of independence, one step at a time. VA works with the resident, their families and social worker to assist them in reaching their goals. The placement is seen as a time of experimenting and practicing new behaviours. VA focuses on what the resident does successfully and believes that the resident can achieve unique solutions to life challenges. VA offers individualized programming for each client providing choices when developing their plan of care. Individualized planning provides a more accurate assessment of an individual's skill level and readiness to transition into more semi-independently living.

Review of Last Year's goals

The program implemented a strategic plan to improve areas of effectiveness, efficiency and consumer satisfaction. These areas contain goals that will enhance the quality of the program through annual evaluations and future outcomes.

One of the goals this past year was to develop a strategic plan for staff training that involved all members of the team. One of the areas that the team expressed a need for training was on sexuality with persons with disabilities. The agency invited a specialist in this area that was well recognized and recommended by CLBC. The training involved a four hour workshop on topics that involve sexuality and disability. Also, two members of the staff team attended a three day conference that was hosted by British Columbia Association for Community Living. The three days included workshops on several topics that involved persons with disabilities that provided information for advocates, families and service providers. Other training opportunities that was provided was first aid, non-violent crisis intervention, a two-day workshop on mental illness, workshop on Hep C and sessions with a behavioral psychologist on strategic planning for a new referral.

Over the past year VA has undergone a few upgrades to the physical structure of the apartments. This year we painted the main floor living and kitchen area. We added baseboards in our front entranceway and gave new coat of paint. The goal for the upcoming year is to continue to improve physical structure of the apartments and renovate areas that need improvement.

In June 2004 we were awarded a three- year CARF accreditation certificate. The VA staff team continues to work diligently to ensure that the program is in accordance with international quality standards. Staff and management perform quarterly file audits, ensure security of client information, maintain personnel files, staff evaluations, outcome surveys, and building maintenance. The past year we have updated and reviewed our current forms and handbooks to reflect the changes in our program. A team member also developed a safety awareness and transit program for our new referral that requires more support and 24hr supervision. This requires a

step by step approach that includes pictorials. To date, this client has gone on several walks without staff supervision and they have been successful with a few minor setbacks.

VA has also emphasized group activities within the program to encourage social interaction amongst peers instead of 1:1 outings with key workers. Currently, VA residents go bowling every Thursdays with residents from the Miller Block Apartments. The goal for the following year is to continue with different group activities to encourage social interaction amongst peers.

7. Data

Effectiveness – Outcomes

VA continues to use the Adaptive Functioning Index (AFI) to measure life skills. Last year the staff team and manager amended the index to measure life skills that were more appropriate to our client population. The index has been broken down to two categories, first section includes activities of daily living skills, for example personal hygiene, budgeting and shopping. The second section includes community awareness and social maturity, for example leisure, work, vocational training, relationship building and communication. The following are the results of AFI scores in the last year: This chart does not include the resident that moved to Edmonton.

Amended Adaptive Functioning Index Scores				
Client	July 05	Oct. 05	Jan. 06	Apr. 06
1	173	172	170	168
2	183	145	155	146
3	151	169	185	189
4	NA	NA	110	166

The data from the index serves as a tool to develop care plans and to measure outcomes. It provides an opportunity for residents and staff to support and improve areas that need more attention. The results are reflected on quarterly reviews and updated care plans. The current results show improvement on overall skills for two of the clients. Our goal this year was that 75% of the residents would increase their score by at least 3 points. We have not met this goal, only two or 50% of our residents reached this goal. The other two

residents had a few minor setbacks this year resulting from not participating in programs (i.e. paid work, volunteer work designed to help the resident learn various work and social skills and/or school) or had behavioral concerns. One of the resident's scores decreased due to being given more responsibility. Also, he had difficulty managing the changes that were preparing him for independent living. The other resident has Mental Health issues. However, all residents continue to live in the community with varying levels of support.

Over the last year VA has maintained a 100% occupancy rate. Additional indications of successful achievement of outcomes are that staff has been able to provide a safe environment for the residents, community and staff members (as demonstrated by incident reports). The incidents that were reported this past year involved a client breaking curfew, behavior, and AWOL. Each incident was handled in an appropriate manner. Overall, many of the incidents were minor and the safety of clients was not jeopardized.

Client Served	MCFD Incident Reports	In-House Incident Reports	Reasons
1	3	4	Non-compliance, verbal aggression, Away without leave, Broke curfew
2	0	1	Broke curfew
3	0	0	No incidents

In addition, anecdotal evidence suggested that the residents have formed positive relationships with the staff by the way they interact and respond to direction.

4	1	0	Left premise without permission
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Efficiency

One of our goals at Vancouver Apartments was that referrals will be handled in a timely manner. During the last year VA received one new referral. The Ministry referred a young man who was diagnosed with developmental disability and downs syndrome. This referral process was handled within the time frame outlined; the client was accepted and is now a resident at VA.

Another goal outlined in our strategic plan was that VA will administer a safe medication system. This past year there were no medication errors that were reported. VA continues to use a M.A.R. sheet model of medication delivery.

Lastly, we ensured regular meetings with the residents in an attempt to encourage the residents to focus on their goals and participate in the program. They are also given an opportunity at these meetings to address any issues or concerns they may have with the program. Initially clients were more involved in their resident meetings i.e. facilitation and writing/typing house meeting minutes. Unfortunately, that changed because clients were refusing to continue with this involvement. The difficulties with client involvement in house meetings are that not all clients are able to read and write. Therefore, only few clients were able to participate fully in client driven meetings. One of our goals for next year is to try and find a way to over come this barrier so that all residents can and want to be involved in these meetings.

Consumer Satisfaction

The Vancouver Apartments Program participated in the agency consumer satisfaction survey this year. All residents completed the survey and answered questions that rated their satisfaction with various aspects of their experience at VA on a scale of 1 to 7 (1 indicating the lowest level of satisfaction and 7 the highest). The results of the survey indicated that residents were generally satisfied with the service. One of the questions that were asked was what can we do differently to help you reach your goals. One resident stated “a step by step approach would be more beneficial as oppose to saying, do this”. The following is an example of types of questions consumers were asked on the surveys and the average score compared to last year’s results:

Client Outcome Surveys		
Questions	2004-05	2005-06
Level of hope for the future	6.5	5.5
Level of trust with staff	5.25	5.5
Level of safety at VA	5.75	6.5
Staff's ability to address your concerns	4	5
Your ability to live independently	4.25	6

Clients have submitted few written complaints or suggestions over the past year. The complaints that were submitted were handled in a timely matter. Meetings were scheduled and issues were addressed with third party involvement. Weekly house meetings and client suggestion box continues to provide an opportunity to monitor client satisfaction.

Second, an agency stakeholder survey was mailed and the response rate was over 50%. This year stakeholder surveys were mailed to over 15 stakeholders, that is 5 more than the previous year. Community professionals and stakeholders were invited to comment on how helpful they thought Vancouver Apartments/Outreach Program was in helping the residents achieve outcomes. This year the agency requested feedback from stakeholders on the current survey that we used last year. No responses were given to this date regarding the format we are currently using. Throughout the year the stakeholders have verbally stated they are satisfied with the service.

One response stated: *“kudos to the staff for the excellent, effective and professional manner in their support to my clients”*. Another response stated *“Working with the John Howard Society has been very professional and an asset to my clients”*.

The following are examples of the types of questions stakeholders were asked to rate on a scale of 1 to 7, with 7 being the highest, the results are compared to last year's response are as follows:

Questions Asked	2004-05	2005-06
To what extent has the JHSLM responded to you/ your program in a cooperative and professional manner?	6.6	6.5
How satisfied are you with the JHSLM?	6.6	6.4
In light of your experience, please rate the accessibility of our program for your son/daughter or clients.	5.7	6.5

Employees at VA were asked to complete an employee satisfaction survey of the program and their overall experience with the organization. The following is an example of types of questions that appeared on the survey and a comparison to the last 2 year's results:

On a scale of 1 - 5 , with 5 being the highest, how would you rate the following:	2003-04	2004-05	2005-06
Job Satisfaction	3.8	4.1	4.0
Personally, how well are you treated by JHSLM	4.6	4.4	4.5

On a scale of 1 - 5, with 5 being the highest to what extent are you satisfied with each of the following aspects of your present job:	2003-04	2004-05	2005-06
Job training	2.8	3.4	3.7
Physical environment	3.4	4.4	4.2
Problems are quickly and properly solved	3	3.9	4.1

Team Effectiveness : 1 – strongly disagree 5 - strongly agree	2003-04	2004-05	2005-06
Team goals are well communicated	2.6	4.0	4.0
Team members communicate well with each other	3	3.7	3.8
Roles and responsibilities for team members are clearly defined	2.4	4.3	3.8
Team members can count on each other	3	4.2	4.1
Each team member demonstrates sense of shared responsibility for success of the team	3	3.85	3.9

The results indicate that employees at VA are generally satisfied with the program. One employee responded that what they like best about the agency is “working at a job that ideally promotes people”. Another employee responded what he liked best about working at JHSLM is the “open and honest environment where workers can raise concerns with confidence and not have to worry about any retaliatory action or judgment”. The results indicated that there are opportunities for personal growth and job mobility within the agency. The results also indicate an improvement in areas like team effectiveness, quality of equipment, and job training. One employee suggested “more communication with regards to future goals and endeavors of the agency”. The team atmosphere at VA has shown improvement over the years but continues to strive to improve team effectiveness. Job training continues to be priority in moving forward.

Employees were also asked to rate the following on a scale of 1 to 10:

On a scale of 1 to 10(1=not worried, 10=very worried, how concerned are you about you personal safety at work?	Average score = 2.6
On a scale of 1 to 10(1=not prepared, 10=very prepared), how prepared do you feel handling a violent situation (ie. physical injury, threat or harassment)?	Average score = 6.25
On a scale of 1 to 10(1=not committed, 10=very committed), how would you rate your employer’s commitment to preventing work place violence?	Average score = 7.5

8. ANALYSIS

Effectiveness

This year the agency conducted a health and safety survey outlining violence in the work place. Staff was asked to answer a series of questions regarding appropriate training, agency policies, facility design, and violent incidents pertaining to violence in the work place. There were only eight responses that are reflected in the results. The three biggest risk factors that were indicated in the survey was inadequate or ineffective training, lack of experience of co-workers, and staffing shortages. Other risk factors that were identified were bad policies, over crowding and identity of most violent clients not communicated to staff. Another question that was asked in the survey involved harassment (ie.verbal attacks) and three staff answered that they have been victim of harassment by a client. They also responded that they were supported by management when this incident occurred with the client.

Although the staff has adopted the Adaptive Functioning Index as a tool to measure outcomes, there continues to be many obstacles. Client’s continue to rate their skill level higher than their actual functioning level. Also, client behavior and functioning fluctuates during certain periods therefore reflected in the scores. Overall, it has been a success and clients are now able to better understand the areas that they may need more improvement. The clients also are more involved in the processes because they have an opportunity to evaluate their different skill levels. This year clients have made improvement in many areas. One of our clients has maintained employment in the community. One continues to attend a day program. One client attends a job ready program called Job’s West and is currently working at Safeway for his work experience. One of these clients is able to menu plan and grocery shop independently, with minimal supervision preparing meals as measured by the adaptive functioning index.

Last year the goal was to evaluate current protocols for curfew and missing person’s reports. This was discussed on numerous occasions at team

meetings regarding curfew and curfew extension. It was agreed that curfew needs to be individualized based on a client's current level of functioning. The discussions involved pros and cons for eliminating curfew for some residents. One resident in particular was given the responsibility of having no curfew, and to date this has been successful with this client. Residents are encouraged to contact VA 30 minutes prior to curfew if they are going to be late or to request an extension. The incident reports that were submitted this year were mainly attributed to one client breaking curfew within a two hour time frame without contacting the VA.

Efficiency

The Ministry referred only one new client to VA this year. This client moved in immediately after one of our long term clients moved to Edmonton with her parents in August 2005. The intake process involved initial visits with the client and the family prior to moving into the apartments. VA continues to display flexibility in accommodating clients referred by the Ministry.

This year VA was successful in administering medication with no errors using the MAR system that was implemented a few years ago. We currently only have one client who is administered medication daily by staff. The remaining clients receive medication as needed when prescribed by a physician for ailments.

Consumer Satisfaction

Clients were encouraged to be involved in creating and revising the outcome questionnaire this year. It was discussed openly at house meeting to provide a forum for discussion regarding the questions on the outcome questionnaire. This year the clients were satisfied with the questions on the outcome survey and chose not to make any changes. Consumer surveys provide clients with an opportunity to express their concerns and satisfactions with the program. Weekly house meetings, client suggestion box, and client complaint forms is another indication of the level of client satisfaction at VA. Stakeholder surveys that were returned by March 31st, 2006 indicate high levels of satisfaction with the program. Informal

inquiries made regularly during contact with stakeholders indicate that, in general, those with whom we work are pleased with the quality of Vancouver Apartments.

The previous year stakeholders commented towards a need for other, similar, resources. This is a cross sectional issue, there is always a need for more housing for our client population. In December 2005, Miller Block Apartments opened its doors to community living clients. Miller Block is based on a cluster home model of flexible housing and we provide twelve self-contained units for Community Living BC adults with developmental disabilities. This building is staffed with one full-time outreach worker and one 2/5th worker. Support that is provided for clients living in this building is individualized and on an as-needed basis. Miller Block was developed as a response to the need for safe, affordable housing for developmentally disabled individuals at risk of homelessness. This will create opportunities for independent living for our current and future clients. Also, our new Individual Care Network Program has also created further opportunities for semi-independent living for future and present clients into a less structured environment.

Employee evaluation surveys reported high levels of satisfaction with the program. Staff meetings every month provides an opportunity for team building and improving team effectiveness. The team at Vancouver Apartments is striving to improve relationships amongst staff and agency. We continue to discuss goals, strategic plans, open communication, team code of conduct, and team effectiveness during staff meetings. The past year the team was involved in team building exercises before every staff meeting. The goal of team building exercises is to build team morale, strengthen working relationships amongst team members, and to improve team dynamics. The outcome of team building exercises has been positive in building and maintaining relationships amongst team members.

Although several training options were offered and available to staff this year there is still a need for improvement. Last year the staff team developed a strategic plan for staff training that included suggested training opportunities the team wanted to learn to enhance their skill level. One of the

goals was to learn more about sexuality and disability. In November 2005 we had a speaker come to the agency to educate staff on sexuality and disabilities. The outcome of this workshop was the importance of the agency developing a policy on sexuality to be included in our policy and procedures manual. The John Howard Society is strongly committed to providing training to our staff teams and is working towards developing a more effective and efficient means of organizing future opportunities in order to maintain the level of service excellence.

9. Next Year's Goals

- ❖ Increase client's level of independence - 75% of the residents will increase their scores on the AFI by at least 3 points.
- ❖ Maximize its occupancy through visits and placement - Vancouver Apartments will maintain a minimum occupancy rate 75% each quarter.
- ❖ Referral to Vancouver Apartments will be handled in a timely manner. The manager will interview all referrals to VA within two weeks of receipt of documentation.
- ❖ Ensure consumer surveys are reviewed and evaluated with client participation. Also to ensure they are completed two times a year.
- ❖ Ensure stakeholder surveys are revised if necessary with stakeholder input and completed annually
- ❖ To improve team performance through job training and team building exercises at staff meetings. The goal this year is to provide 5 training opportunities for team members.
- ❖ To review and revise if necessary current forms for programming.
- ❖ To make changes to in-house programming to improve our quality of services and meet the individual needs of our client.
- ❖ To develop a transitional plan for clients leaving our services for more independent living that includes budgeting, housing, programming and life skill support.
- ❖ Develop a social recreational program at the apartments that would involve group outings to community events, cultural festivities, sport days, library outings, camping, and

hiking to encourage social interaction amongst peers.

- ❖ To further develop and implement the Individual Care Network Program. To recruit appropriate care providers to support individuals in our program.
- ❖ Develop a strategic plan for training, policies and procedures, program brochure and building maintenance in preparation for CARF.
- ❖ Quarterly audits of all files to ensure quality standards.
- ❖ To try and find a way to overcome the barrier that prevents some residents from participating in resident meetings.

10. Summary

The level of commitment our staff team exhibit points to their dedication to continuous improvement and to providing the highest quality of services for persons with disabilities within the challenges they are presented with. Program effectiveness and progress towards outcomes are key quality assurance items essential for this program. The program continues to measure outcomes and to evaluate programs effectiveness on a quarterly basis. The team at Vancouver Apartments is committed to continuous improvement and to providing the highest quality of standards. We are committed to improving the quality of our services not just to be achieved, and then maintained, it is something to be continually improved upon. In June 2007 CARF surveyors will re-evaluate our programs to ensure that we have continued to stay on the path of using CARF standards. We look forward to this year on preparing for accreditation to reflect upon those areas that may need further improvement and rewarding those areas that we have attained with the highest honor.

Justine Taylor - Residence Manager

1. Description of Service

The Outreach program provides collaborative one to one life skills support to developmentally disabled and mentally challenged adults referred by Community Living British Columbia (CLBC) whom are living in a community setting of their own (i.e. apartment, low cost housing, hotels). The life skills focus on personal routines, community awareness and social maturity. The client's social worker, the client and the Outreach Worker have jointly negotiated the goals worked on. When appropriate the input of family members and other community stakeholders is incorporated as much as possible.

Miller Block Outreach

Miller Block, a John Howard Society of the Lower Mainland apartment building with twelve suites (two are shared, ten are bachelor suites) for fourteen individuals who are developmentally disabled but living independently, began accepting tenants as of December 1, 2005. Miller Block was developed as a response to the need for safe, affordable housing for developmentally disabled individuals at risk of homelessness. Clients living at Miller Block are also referred by CLBC and develop an individualized plan of care in collaboration with their social worker and Outreach Worker. However, Miller Block tenants do not have a contract for goals or time-specific receipt of services as community outreach clients do, and support is provided on an as-needed basis. Outreach support is available to tenants eight hours per day. The building is staffed with one full-time outreach worker and one 2/5 worker. Outreach staff provides support to clients in the same areas as the Vancouver Apartments outreach program.

2. Admission Criteria

The Outreach program contract with CLBC sets out the following admission criteria:

- ❖ *Clients must be from the Vancouver Office of Community Living*
- ❖ *Must have an IQ 50 – 70*
- ❖ *Clients can be of either gender*
- ❖ *May have mental health concerns*
- ❖ *The adult is 19 years of age or older*
- ❖ *Clients are involved in or are at risk of involvement with the criminal justice system*
- ❖ *Clients may have health concerns*
- ❖ *Clients may have addictions issues*
- ❖ *Clients need assistance in learning life skills*
- ❖ *Priority is given to the clients in most need as determined by CLBC*
- ❖ *Clients living at Miller Block must be suitable for living independently, and must be willing to accept some outreach support, even if minimal.*

3. Population Served

This year the Vancouver Apartments outreach program served 22 clients, an increase of four clients since last year (22 were also served in 2003-2004). The Miller Block outreach program served 9 clients (totaling 31 for 2005-2006). The following are breakdowns of the gender, ethnicity and disability type:

Vancouver Apartments Outreach:

Gender

Gender	Number	% of Total	2004-05	2003-04
Male	15	68%	61%	59%
Female	7	32%	39%	41%

Ethnicity

Race	Number	% of Total	2004-05	2003-04
Caucasian	14	63.5%	55.5%	54.5%
Asian	2	9.25%	5.5%	14%
Aboriginal	4	18.25%	28%	18%
Vietnamese	1	4.5%	5.5%	9%
Indo-Canadian/Caucasian	1	4.5%	5.5%	-
Cambodian	-	-	-	4.5%

These statistics indicate that 36% of the clients are from Non-European backgrounds.

Miller Block Outreach:

Gender

Gender	Number	% of Total
Males	5	55.5%
Females	4	44.5%

Ethnicity

Race	Number	% of Total
Caucasian	6	66.5%
Aboriginal	2	22%
Aboriginal/Jamaican/African	1	11.5%

These statistics indicate that 33.5% of clients are from Non-European backgrounds.

Disability Type

The different disability types of clients are as follows:

- ❖ Developmentally delayed
- ❖ Fetal alcohol syndrome (FAS)
- ❖ Mild mental retardation
- ❖ Fetal alcohol effect (FAE)
- ❖ Schizophrenia
- ❖ Human immunodeficiency virus (HIV)
- ❖ Drug and alcohol addiction
- ❖ Attention Deficit Hyperactivity Disorder (ADHD)
- ❖ Depression
- ❖ Hepatitis B & C
- ❖ Gender Dysphasia
- ❖ Heart Disease
- ❖ Down syndrome
- ❖ Miotonic Dystrophy
- ❖ Hearing Impairment
- ❖ Learning disability

4. Changes in Service

The most significant change to the outreach program this year was the development of Miller Block and hiring of two more outreach staff members, one full time and one 2/5th's position. Vancouver Apartments outreach clients continue to work with staff for a set number of hours per month on specific goals as set out in their contracts.

Towards the end of the fiscal year, CLBC began a large transformation of its services as funding for CLBC clients became individualized. The role of the traditional social worker is becoming divided between facilitators and analysts; there is a movement away from case management; and responsibility for care planning is gradually being transferred to community and family support systems involved with each individual. The effects of this transformation have yet to be realized but will unfold over the upcoming year.

5. Community Needs Assessment

The needs of outreach clients are diverse. Staff work with clients to secure appropriate housing, manage finances, develop life skills such as cooking and cleaning, maintain hygiene, create community connections and supports, role model appropriate social behavior, assist with development of personal boundary setting skills, and manage health care among other things. For many of our clients, the challenge of having a developmental disability is compounded with other obstacles such as mental health issues and/or addiction/substance use issues. It is an ongoing goal for staff to improve their ability to assist clients with these challenges by facilitating staff participation in appropriate training opportunities in the areas of mental health, substance use, and cultural sensitivity whenever possible.

JHSLM made significant progress in their goal to address the issue of affordable housing for clients on income assistance (all our clients are on disability assistance or old age pension) with the opening of Miller Block in the fall of 2005. This provides opportunities for our outreach clients to transition into more affordable and safer communities, and gives them continued access

to one-to-one support as well as interaction with co-residents during recreational activities.

6. Program Goals

- ❖ Enhance and support the quality of life for the clients.
- ❖ Promote independence by providing life skills training through individualized care plans developed by the client, social worker and outreach worker.
- ❖ For clients served to experience increased inclusion in the community, neighborhood and age affiliated activities.
- ❖ Provide clients who are at risk for homelessness with stable, affordable housing at Miller Block.

7. Review of Last Year's Goals

The program continues to focus diligently on preparing for the renewal of our accreditation in June of 2007. Commission on Rehabilitation Facilities surveyors evaluated our services on June 7th & 8th of 2004 and awarded us with a three-year accreditation certificate. The outreach team worked very hard to ensure the services we provide were up to international quality of standards. Staff and management perform quarterly file audits, ensure security of client information, maintain personnel files and staff evaluations, and continuously update administrative forms in accordance with CARF standards.

Furthermore, the program continues to implement a strategic plan to improve areas of effectiveness, efficiency and consumer satisfaction. These areas contain goals that require the program to meet specific criteria. Subsequently, the goals will enhance the quality of the program through annual evaluation and future outcomes.

This year the outreach office expanded with the Miller Block outreach staff now sharing the space. Two additional desks and one computer have been added.

8. Outcomes

Effectiveness

The focus of this program continues to be assisting clients acquire the life skills needed to continue living in their own place in a community setting. The client, the social worker and the outreach worker determine goals at intake (though these goals are somewhat more flexible and less structured for most Miller Block clients). These goals are specific to each individual client. A client's success is determined by his or her own progress.

Efficiency

This past year the Vancouver Apartments outreach program served 22 clients (an increase of three from last year), and the Miller Block outreach program served 9 clients.

The statistics show that we have maximized our occupancy rate with Vancouver Apartments Outreach. The outreach team exceeded last year's goal of maintaining a minimum 80% caseload. Since its opening in December of 2005, nine CLBC clients moved in to Miller Block, one who moved out after a month of tenancy, and two apartments are presently occupied by non-CLBC referrals, resulting in an occupancy rate of 64%.

Consumer Satisfaction

A total of 17 clients completed the Consumer Satisfaction Survey at the time of this report, ten from Vancouver Apartments outreach and seven from Miller Block. Clients rated their satisfaction with various aspects of the program on a scale of one to seven (one indicating the lowest level of satisfaction and seven the highest). The initial results indicated that these clients were generally satisfied with the service. Comments: *"The staff have a good relationship with us so we work as a team to get things done". "Staff is always willing to listen and understand like a sister."* The following is an example of the survey and a comparison from last years results:

Question	April 2006	April 05 (VA only)	April 04 (VA only)
1. Today, how serious is your disability that brought you to the outreach program?	Miller Block: 4 V.A. Outreach: 4.9	3.9	-
2. Today, how are you able to cope with your disability that brought you to the outreach program?	Miller Block: 2.8 V.A. Outreach: 4.3	3.9	-
3. What is your level of hope for the future?	Miller Block: 5.3 V.A. Outreach: 5.2	4.4	-
4. The level of control you feel you have over your life is: (not asked this year)	Miller Block: n/a V.A. Outreach: n/a	4.2	-
5. Your level of safety/trust at the JHSLM is:	Miller Block: 6 V.A. Outreach: 6.6	6	5
6. How satisfied are you with staff's ability to address your concerns?	Miller Block: 6.7 V.A. Outreach: 6.3	6.1	4.75
7. Are you satisfied with the supports that are provided with your outreach worker?	Miller Block: 6.7 V.A. Outreach: 6.3	-	-
8. Your ability to live independently is:	Miller Block: 4.7 V.A. Outreach: 4.6	- 4.1	- 4.5
9. Are you satisfied with the life skills you are learning to be more independent?	Miller Block: 6.9 V.A. Outreach: 5.7	-	-
10. Are you able to get along with others?	Miller Block: 6.4 V.A. Outreach: 6.2	4.4	-

9. Analysis

Effectiveness

The broad range of contract goals set for Outreach clients makes statistical analysis of this goal difficult. Also, as many of the goals set are long term, it is not always realistic to project their achievement in the short period covered by this analysis. Outreach staff provide support where needed based on the contract goals that are set at the intake meeting. For Miller Block clients, care plans are developed in collaboration with the social worker, client, and outreach worker, but no specific contracts exist. Goals are reviewed regularly and may change when needed. The outreach team will continue to support clients in achieving those goals set out in individuals care plan.

Efficiency

New referrals who have been assigned to the Outreach program have been incorporated into the caseload within the timeline set forth in this goal. CLBC and the outreach team have made a collaborative effort to handle referrals as quickly as possible. Both outreach workers have maximized their caseload in the last six months. The goal for the upcoming year is to further improve our response rate and maximize client caseload for the outreach program through continued collaboration with CLBC.

Consumer Satisfaction

This year a copy of the stakeholder survey was e-mailed to stakeholders asking them to provide feedback on the current survey that we were using to measure satisfaction. There was no response regarding feedback, therefore, each stakeholder was mailed a copy of the current survey to measure satisfaction. Verbal responses from stakeholders involved in the Outreach program have consistently reflected high levels of satisfaction with the work done by the Outreach team. Again, while improvement is always a desirable possibility, the program seems to be succeeding in the eyes of its Stakeholders.

Informal responses from clients and stakeholders indicate the level of client satisfaction is generally high but the multiple barriers to communication often faced by Outreach clients complicates this assessment. As the Outreach program is wholly voluntary and there has been little incidence of clients declining or evading services, it is suggested that this goal be considered as accomplished, with the caveat that improvement is always possible. Our continued goal for the upcoming year is to evaluate and improve our satisfaction surveys with input from our stakeholders.

10. 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 80% based on the number of hours assigned to each worker by CLBC
- ❖ Complete stakeholder and consumer surveys
- ❖ Increase clients level of independence. Clients will achieve 75% of the goals set by them and the social worker during intake
- ❖ Develop group activities with outreach clients that may include community events, cultural events, and sport activities
- ❖ Outreach workers will interview all referrals to the program within two weeks of receipt of documentation
- ❖ Improve staff training in areas of programming and developmental disabilities
- ❖ Invite staff to identify areas of training that would be beneficial, and develop a strategic plan to provide appropriate training opportunities
- ❖ Improve team performance
- ❖ Establish a positive working relationship with other community agencies to support our clients in their progress towards community integration.

The following are new goals related to the Miller Block outreach program:

- ❖ Fill all remaining vacancies at Miller Block through CLBC referrals
- ❖ Continue to develop and implement group activities geared towards community for Miller Block tenants initiated by outreach staff.

11. Summary

The outreach program has seen some changes over the current reporting year, particularly with the inception of Miller Block, and looks forward to improving the quality of service.

Fortunately, there were no major incidents for outreach staff and clients this year in the Vancouver Apartments outreach program. There were two critical incidents at Miller Block: one in January Of 2006 when two unknown individuals entered the building, and a second in February when a missing persons report was filed after a tenant had been unaccounted for over several days. Staff completed Violence in the Workplace surveys this year and results indicated that only one staff member had ever experienced violence in the workplace at their current job. Staff gave an

average rating of three out of ten for how concerned they were for their personal safety on the job (ten being most concerned), suggesting they feel relatively safe at work. All survey respondents indicated their satisfaction with the safety of the work site and there was an expression of satisfaction with the employer sponsored Non-Violent Crisis Intervention training.

There were some turnovers in staff this year in one of the Vancouver Apartments outreach positions, which admittedly may have had some impact on the clientele. However, the outreach team has remained dedicated and hard-working, and continues to work enthusiastically with clients and community stakeholders.

The outreach team is committed to staying on the path of using the CARF standards to achieve their mission of continuous improvement and to providing the highest quality of services. We are also committed to addressing the recommendations noted in the CARF survey summary report. We plan to further develop approaches towards measuring program effectiveness; to further staff development and time management skills and to ensure the quality of our service is reflected in the success of our clients. We also look forward to opportunities to expand the outreach program with Miller Block in the coming year.

Cindy-Lou Ellis - Coordinator of Volunteer & Adult Services

1. Description of Service

Services Offered

The mandate of Adult Services is to provide a viable support network for persons involved in the Criminal Justice System that will promote successful community reintegration. This objective is met through our Community and Prison Services Programs. Under the supervision of the Program Coordinator, volunteers and practicum students provide front line assessment, referrals, advocacy, and support to those affected by, or involved with, the Criminal Justice System.

The Community Services Program addresses inquiries generated from individuals who have been impacted in some way by the Criminal Justice System. The scope of the program is broad and clients include individuals going through the judicial system, individuals currently incarcerated, individuals released from custody, as well as friends and family members of those who have been impacted to some degree. These clients are served through drop-in appointments, emails, letters, phone calls, or during one-on-one contacts within the two provincial institutions that we visit.

The information, referrals, advocacy, and support services offered to members of the community are extended into the prisons, particularly the provincial institutions, as part of our Prison Services Program. North Fraser Pre-Trial Centre and Fraser Regional Correctional Centre are visited on the first and third Wednesdays of every month. We continue to focus on matters relating to clients' parole applications, release plans and successful community reintegration. Similar to Community Services, clients can request information by mail, a phone call, or during one-on-one meetings within the above-mentioned institutions. The agency's volunteers and practicum students subsequently address their inquiries.

The types of issues we address both in the prisons and the community are as varied as our clients. Some of the issues the programs respond to include: information about legal services,

reintegration/pre-release planning, pardons, drug and alcohol related issues, housing, income assistance, income taxes, and a wide variety of other matters of sincere importance to the community functioning of our clients.

Through these programs we are able to lend significant support to our clients and connect them to various community agencies.

Admission Criteria

There are few set admissions criteria for these programs. Although our mandate is to assist individuals at risk or who have had involvement with the Criminal Justice System, our open-door policy means that we will do our utmost to assist anyone who requests it.

Inmates in North Fraser Pre-Trial Centre and Fraser Regional Correctional Centre can put in requests for a visit with their living unit officer, or contact the Community Services Program directly via phone or mail.

Population Served

This past year, Community Services responded to a total of 1,978 inquiries. The charts below outline the means by which we receive inquiries and the nature of the inquiries submitted.

April 1, 2005 to March 31, 2006

Inquiry Location	# YTD	% YTD
Phone	670	33.9%
Institution	907	45.8%
Office	401	20.3%
Total	1978	100%

3. Service Goals

Program Goals

The program goals, for the Adult Services Program, from last year are as follows:

- ❖ To provide inreach services in two provincial correctional centres on a bimonthly basis
- ❖ To increase our presence in the remaining provincial institutions by meeting with institutional staff and revisiting how our services can assist BC Corrections
- ❖ To produce one publication that can be distributed province wide
- ❖ To hold a minimum of two community forums designed to fulfill our mandate of providing public education and soliciting community involvement
- ❖ To revise our methods of collecting and recording statistical data
- ❖ To determine a more extensive role for the JHSLM within the provincial correctional system.

Review of Last Years Goals

- ❖ In May 2005, we began visiting North Fraser Pre-Trial and Fraser Regional Correctional Centre.
- ❖ The Law Foundation of British Columbia sponsored the John Howard Society of the Lower Mainland to produce a "The Family's Guide to Federal Corrections". This project was designed to provide inmates and their families with a comprehensive and personalized guide to Federal Corrections. The Community Services Program had seen a rise in the number of calls requiring us to provide information to family members about the workings of the Federal Corrections System. We have successfully completed a straightforward, easy to understand information booklet designed to explain the Federal Correctional System, the Corrections and Conditional Release Act and how it applies to them their loved ones. Available at www.jhslmbc.ca
- ❖ We held three forums in partnership with the Vancouver Public Library.

Subject	# of Inquiries	% of Inquiries
Prison Issues, Visiting, EMP/Parole, Property Retrieval	210	10.6%
Pardon Waiver	42	2.1%
Legal, ID, Police	546	27.6%
Work, Education, Bonding	129	6.5%
Health, Mental Health, Substance Abuse, Anger Management	299	15.1%
Welfare/\$, Housing, Food, Clothing	379	19.2%
Outreach	231	11.7%
Other	142	7.2%
Total	1978	100%

Changes in Service

We began to visit Fraser Regional Correctional Centre and North Fraser Pretrial Centre in May 2005 on a bi-weekly basis. The chart below documents the number of requests that we received and the number of individuals that were actually did see.

	FRCC	NFPC
Requests	120	238
Seen	95	206
Refused	4	3
Released	1	19
Unavailable	17	15
No Time	7	37

In addition to these visits, we have implemented a weekly Employment Preparation Program at Fraser Regional Correctional Centre.

2. Community Needs Assessment

Some of the difficulties our clients are experiencing include: overcrowding in the correctional facilities – triple bunking is not being implemented; the limitation of two years of social assistance support, lack of affordable housing, increased mental health issues, and lack of release planning in the provincial institutions.

Forums

Sexual Exploitation and the Prostitution Offenders Program. Our speakers included: Amanda Bonella, the Coordinator of our Sexual Exploitation Prevention Projects; Ian Mitchell, Coordinator of our Prostitution Offender Program of BC; and Constable Rod Bricker Detective Rod Bricker, Coordinator of the Prostitution Offender Program with the Vancouver Police Department Vice Squad. Approximately 100 people attended this forum.

Conditional Release. Our speakers included: Tim Goodsell, Associate Area Director in the Vancouver Area Parole District of Correctional Services Canada, Tim Veresh, the Executive Director of the John Howard Society of the Lower Mainland of BC; and one of our residents from Guy Richmond Place.

From Prison to Your Community. Our speakers for this forum included: Tim Veresh, the Executive Director of the John Howard Society of the Lower Mainland of BC, Joanna Moore (Correctional Service of Canada) and Jake McCullough. There were approximately 65 people who attended this forum.

Current Program Goals

- ❖ To hold one community forum designed to fulfill our mandate of providing public education and soliciting community involvement.
- ❖ To produce another publication that can be distributed province wide
- ❖ Seek at least one volunteer placement that is longer than a six month term.

4. Data & Analysis

Effectiveness Outcomes

Through the Adult Services Programs, the agency is able to assist clients by providing information,

referral, advocacy, and support to clients who are seeking tools to make changes in their lives. Additionally, we provide valuable support and information to both friends and families of clients involved in the Criminal Justice System. For example, anecdotal evidence indicates that family members of these individuals are often very appreciative of speaking to someone who understands, and can explain an often-overwhelming process.

Efficiency

As previously mentioned, a very diverse group of individuals use the services of our Adult Programs. Contact is made through a variety of forms including office drop-ins, phone calls, email and letters. Volunteers generally respond to client inquiries within a week of initial contact. However, depending on the nature of the inquiry and the amount of research required, response time can vary from immediate to a couple of weeks. Additionally, some clients have inquiries that require continual contact for prolonged periods of time. It is not uncommon to interact with a client several times during the course of his request.

Customer Satisfaction

The Client Satisfaction Survey that has been developed as a tool to evaluate the program was implemented this year. It gave clients the opportunity to provide any comments, complaints and suggestions for improvements that they may have. From the 75 surveys that we sent out, we received 26 responses. This reflects a 34.6% response rate. Despite the low level of respondents we were still able to gain valuable feedback from the survey. Please refer to the survey results that are included in this report. In the future, if we were to stress the importance of this survey we may be able to increase the number of respondents and therefore broaden our client feedback. However, from the responses that we did receive there appears to be a high level of satisfaction with our services.

Client Satisfaction Survey Results

In total we sent out 75 Client Satisfaction Surveys and received 26 responses back, which is a 34.6% return rate.

1. Overall, how satisfied are you with the services of the John Howard Society of the Lower Mainland?

N=26

Very Satisfied 18 (69.2%)	Satisfied 8 (30.8%)	Dissatisfied 0 (0%)	Very Dissatisfied 0 (0%)
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2. Was the information provided by the John Howard Society of the Lower Mainland helpful?

N= 26

Yes, very helpful 23 (88.5%)	Somewhat helpful 3 (11.5%)	Not useful 0 (0%)	No information was given 0 (0%)
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3. If you were unable to receive assistance, did someone from the John Howard Society explain to you why it could not be provided?

N = 23

Yes, they did 20 (87.0)	Somewhat 1 (4.3%)	Not sure 2 (8.7%)	No explanation given 0 (0%)
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4. How accessible was the staff at the John Howard Society?

N = 26

Very accessible 19 (73.1%)	Somewhat available 6 (23.1%)	Not available 1 (3.8)	Could never contact 0 (0%)
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5. How satisfied were you with the overall amount of time it took to receive our services?

N = 24

Very Satisfied 18 (75.0%)	Satisfied 5 (20.8%)	Dissatisfied 1 (4.2%)	Very Dissatisfied 0 (0%)
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6. How likely would you be to contact the John Howard Society of the Lower Mainland in the future if you should need further assistance?

N = 25

Very Likely 23 (92%)	Likely 2 (8%)	Not Likely 0 (0%)	No, I would not 0 (0%)
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Cindy-Lou Ellis - Coordinator of Volunteer & Adult Services

1. Description of Service

Services Offered

Our Volunteer Program provides community members with the opportunity to become involved with and assist individuals who have been impacted in some way by the criminal justice system. Volunteers are selected and placed throughout the agency with the firm expectation that their conduct reflects the core values and mission statement of the John Howard Society.

Our Practicum Placement Program offers students the opportunity to gain practical knowledge and work experience consistent with their areas of interest. Apart from a few additional responsibilities, the role of a practicum student is similar to that of volunteers. The behavioral expectations are identical to those of a volunteer or staff member. Practicum students are selected from a range of academic institutions and are placed across our various programs.

Admission Criteria

Volunteers are expected to commit three to seven hours a day, once a week, for a period of six months to a year. Volunteers must undergo an interview process and criminal record check. During the interview process, a candidate's suitability is assessed and they are either accepted as an agency volunteer or are directed to alternative volunteer opportunities. Depending on the program, volunteers may need enhanced security clearance.

Practicum placement students are required to pass a more formal interview held by the Coordinator of Volunteer and Adult Services, and the Coordinator or Manager of the specific program in which the student would like to work. They too are required to pass a criminal record check and/or their enhanced security clearance. The duration of each placement is contingent on the individual requirements of their academic institutions.

Population Served

The agency attempts to involve individuals from a variety of backgrounds, age groups, and ethnicities. It is important that our volunteers and practicum students reflect community and the diverse population that we serve. Volunteers and practicum students must be mature, dependable, and demonstrate the desire to assist individuals while operating within the guiding philosophies of the John Howard Society of the Lower Mainland.

Changes in Service

At the John Howard Society, we recognize the vital role that both volunteers and practicum students play in our organization. Therefore, we have spent the last year formalizing things such as the hiring process, orientation packages, evaluations, and policies and procedures. These achievements will be elaborated on in the Service Goals portion of this report.

Overall, volunteers and practicum students have become far more active in our programs over the last fiscal year.

2. Community Needs Assessment

Both our Volunteer and Practicum Placement Programs are extremely valuable to our clients, members of the community, and academic institutions.

As a non-profit agency we recognize the valuable role that volunteers and practicum students play in the smooth and effective operation of our programs. The enthusiasm and passion our volunteers bring definitely increases the success of our organization.

Members of the community, both those who have had experiences with the criminal justice system and those who have not, benefit from the wide range of services and programs that are assisted by volunteers and placement students. Each time a volunteer and/or practicum student has a positive

interaction or successfully provides assistance to a client, they are contributing to a stronger and safer community.

Our Volunteer Program and Practicum Placement Program provide community members with the opportunity to become involved with and assist individuals who have been impacted in some way by the criminal justice system. Academic institutions value the experience and specific instruction that our agency is able to provide their students.

3. Program Objectives

- ❖ Provide community members with the opportunity to become involved with and assist individuals who have been impacted in some way by the criminal justice system.
- ❖ Offer students the opportunity to gain practical knowledge and work experience consistent with their areas of interest.
- ❖ Recruits volunteers and practicum students that reflect the diverse population that we serve.
- ❖ Provide opportunities for volunteers and practicum students within every program equipped to mentor them.

Review of Last Years Goals

The following is a review of last year's goals and progress:

1. To develop statistics to track the demographics of our practicum students and volunteers. While this goal is not 100% completed, significant progress has been made. A spreadsheet has been developed to track the age, gender, and ethnicity of volunteers and practicum students within our organization. At this time, the Coordinator of Volunteer and Adult Services is developing a way in which to summarize these results. However, we are able to compare the numbers of volunteers and practicum students active in our agency during the last two fiscal years. As demonstrated, we have placed four additional volunteers and have doubled the number of practicum placements.

	2003-04	2004-05	2005-06
Volunteers	36	40	65
Practicum Students	6	12	8
Total	42	52	73

We are also able to break down program participants by gender.

	2003-04	2004-05	2005-06
Male	19	18	40
Female	23	34	33
Total	42	52	73

2. To develop statistics to track where our practicum placements are being referred from and their duration of stay. Similar to the above, a method of tracking this information has been developed, however the Coordinator of Volunteer and Adult Services is currently developing a way in which to summarize these results. At this time however, the following information is available:

Academic Institutions	2003-04	2004-05	2005-06
University of Victoria, School of Social Work		2	3
Simon Fraser University	3	5	2
University of British Columbia, School of Social Work		1	2
University of British Columbia, Arts Co-op Program		1	0
Douglas College	2	1	1
Native Education Society		1	0
Nova Scotia Community College		1	0
University of Windsor, School of Social Work	1		0
Total	6	12	8

Please note, our Youth Court program is no longer running. As a result we did not have practicum students placed in that program. Therefore, our practicum placement numbers are down from last year.

3. To complete periodic performance evaluations, uniform orientation processes, and the other necessary tools to formalize the process.

This goal has been met. In an attempt to update and standardize the volunteer and practicum process the following were developed and/or revised: Practicum Placement Interview, Volunteer, Practicum Placement Agreement, Responsibility and Confidentiality Agreement, Front Sheet, Hire Form, Letter of Hire, Orientation Checklist, Orientation Evaluation Form, Shift Summary Form, Policy and Procedure Acknowledgement Form, File Checklist, Three Week Evaluation Form for practicum students, Three Month Evaluation Form for volunteers, Reference Check Form, and Exit Interview.

4. To have volunteers and practicum students placed in every area of service delivery.

This goal has been a huge success for the Volunteer Services and Practicum Placement Program. In the 2004-05 the Adult Services Program had a steady stream of practicum students working, and at times has more than one student. In addition, the number of volunteers has increased from last year due to expanding our volunteer opportunities into all of our programs and services.

2005-06	Volunteers	Practicum Placements	Totals
Adult Services	10	4	14
Guy Richmond Place	1	1	2
Hobden House	1	2	3
Vancouver Apartments	0	1	1
Choices	12	0	12
Special Projects	1	0	1
Board	10	0	10
P.O.P. BC	19	0	19
Forums	4	0	4
Community Advisory Committee	3	0	2
Vancouver Public Library	2	0	2
Total	65	8	73

Please note that our Youth Court program has been discontinued so that category Students and/or volunteers that worked in more than one capacity for the agency are only included once, in the program in which they started.

Over the past year there have been several other accomplishments in the Volunteer Services and Practicum Placement Program, external to the goals set in last year's annual report. They are as follows:

- ❖ All of the position descriptions for our practicum placement and volunteer opportunities have been posted on the website. In addition the volunteer application is available on line.
- ❖ A policies and procedures manual has been created regarding hiring practices, supervision, code of conduct, expectations, disciplinary measures, evaluations etc.
- ❖ Staff awareness sessions have been held at the Federal Halfway Houses outlining the role and importance of volunteers and practicum students, as well as what the role and expectations are of staff members supervising non-employees.
- ❖ We have attended information fairs held by the University of Victoria, Douglas College, and Simon Fraser University.

4. Data & Analysis

Effectiveness Outcomes

This year has seen many changes to the Volunteer and Practicum Placement Program. As demonstrated by the above we have made a tremendous amount of progress towards our goals, particularly in standardizing the program and increasing community involvement in the Agency. We have greatly increased our community profile, translating into a variety of schools referring their students to us.

Our goal as an agency is to provide effective and rewarding placements to both volunteers and students. It is important that we are able to provide meaningful and fulfilling experiences to all who volunteer their time with the agency. Enclosed in this 2005/2006 annual report are the results from our customer satisfaction surveys which provides insight into how effective our programs are from the perspective of a consumer.

Efficiency

Typically within one week of a potential volunteer contacting our agency, the Coordinator of Volunteer and Adult Services will have spoken to them via email or telephone. Potential volunteers will be advised to view the position descriptions posted on our website and to complete the on-line application. Once completed, they can return the application along with a resume and schedule an interview. After the interview, if it appears that a placement with our agency is appropriate, either a Criminal Record Check or an Enhanced Security Clearance Request Form is completed. After clearance is received and references are checked, the volunteer begins the orientation process.

Typically within one week of a potential practicum placement contacting our agency, the Coordinator of Volunteer and Adult Services will have spoken to them via email or telephone. Potential placements will be advised to view the position descriptions posted on our website and determine which program they are most interested in being placed in. They are also asked to forward a resume and schedule an interview. After the interview, if it appears that a placement with our agency is appropriate, either a Criminal Record Check or an Enhanced Security Clearance Request Form is completed. After clearance is received and references are checked, the placement begins the orientation process.

The volume of volunteer and student activity allows the agency to provide more complete service to our clients. Depending on the program, it can also afford the Coordinators and/or Managers more time to focus on program expansion and additional agency endeavors.

Customer Satisfaction

As mentioned an Exit Interview has been developed and will be implemented in the immediate future. Results will be available for the 2005-06 annual report.

5. Next Years Goals

The goals for the Volunteer and Practicum Placement Programs for the coming year are as follows:

- ❖ To implement the method by which we consistently record the demographics of our practicum students and volunteers
- ❖ To implement the method by which we consistently record the length of placements, the academic institutions that refer practicum students to our Agency, and whether students choose to continue as volunteers, or are employed by the JHSLM
- ❖ To place at least two practicum students in each program
- ❖ To implement a volunteer appreciation program.

PRACTICUM PLACEMENTS

The following people completed a practicum placement with the John Howard Society within the 2004-05 fiscal year. We thank them for giving their time and energy to make our agency and it's programs run successfully. They are:

- ❖ Lia Stables
- ❖ Harsimran Sandhu
- ❖ Morgan Waddell
- ❖ Jas Darar
- ❖ Harpreet Dosanjh
- ❖ Katherine Bowes
- ❖ Nathan Lee
- ❖ Lyle Dixon

** The above does not include Board Members or the POP Advisory Committee.

VOLUNTEERS

The following people volunteered with the John Howard Society during the 2004/2005 fiscal year. Each has demonstrated exceptional service through their commitment to their communities, and to individuals in need of assistance.

We thank them for giving their time and energy to make our agency and it's programs run successfully.

- ❖ Kim Capri
- ❖ Lynne Kennedy
- ❖ Diane Sowden
- ❖ Lawrence Dewey
- ❖ Darrin Young
- ❖ Shane Ferraro
- ❖ Jack Cooper
- ❖ Garry Johns
- ❖ Larry Howett
- ❖ Shane Lahn
- ❖ Dennis Desjarlais
- ❖ Bertram Steves
- ❖ Daryl Cole
- ❖ Paul Kostakis
- ❖ Emily Mayne
- ❖ Doug Wright
- ❖ Marcy Zweikaft
- ❖ Brian Lim
- ❖ Jaime Hall
- ❖ Tomas Lin
- ❖ Cindy-Lou Ellis
- ❖ Horace Cheng
- ❖ Joelle Barriero
- ❖ Dave Hibbard
- ❖ Eileen Le Gallais
- ❖ Niede Vanselew
- ❖ Tim Stuart
- ❖ Natalie Kalmet
- ❖ Jeannette Chan
- ❖ Megan
- ❖ Jake McCullough
- ❖ Christena
- ❖ Dennis
- ❖ Derek
- ❖ Jenn
- ❖ Jean
- ❖ Carolin
- ❖ Joanna Moore
- ❖ Tim Goodsell
- ❖ Amanda Bonella
- ❖ Boris Gorzalka
- ❖ Doug Lang
- ❖ Sara Dewar
- ❖ Pamela Smith-Gander
- ❖ Shelley Johnson
- ❖ Joan Braun
- ❖ Brenda Tole
- ❖ Iryna Witt
- ❖ Chilwin Cheng
- ❖ Michael Johnson
- ❖ Laura Glover
- ❖ Dave Phillips
- ❖ Dave Nelmes
- ❖ Matt Kelly
- ❖ Jim Kennedy
- ❖ Rod Bricker
- ❖ Oscar Ramos
- ❖ Raymond Payette
- ❖ Wayne Mercier
- ❖ Sarah Water
- ❖ Jack Zaleski
- ❖ Stephanie Kripps
- ❖ Shelley Hourston
- ❖ Jack Cooper
- ❖ Cindy Chan-Piper

Choices & Consequences Program

Amy Powter - Coordinator Youth Services

I. Description of Service

Services Offered

Choices and Consequences is a restorative based educational program for youth. The volunteers who make the program successful are people who have been directly involved in the criminal justice system, often having served lengthy prison terms. They volunteer their time to go to mainstream schools, alternative schools, colleges, universities and the youth detention centre to talk to youth about what a life of crime, drugs and serving time is really like. They talk about how a criminal lifestyle can have a long-term impact on every facet of a person's life, as well as what made the difference for them in turning their life around. The volunteers encourage the youth to ask questions and promote open and honest group discussions.

The youth that attend the talks are given a wallet sized resource card that lists services that are available in the community to assist them with some of the issues that they may be facing.

Admission Criteria

The Choices and Consequences program is offered on a self-referral basis. Administrators and/or teachers contact the agency to schedule a date for the Coordinator and a speaker to visit their group. Youth range in age from 12 to 18 years old. Schools are requested to provide a donation to the program for which they receive a tax receipt.

Population Served

This past year the Choices program conducted 53 talks in 16 locations and spoke to 719 youth. We spoke predominately to youth between the ages of 13 and 18 years old. They varied in race and ethnicity and came from all educational backgrounds.

2005-06	Locations Visited	Presentations Given	Total Youth Served
Alternative Programs	9	9	170
Mainstream Programs	5	10	246
Post Secondary Institutions	0	0	0
Youth Detention Centre	1	33	292
Community Centre	1	1	11
TOTAL	16	53	719

As demonstrated below, we delivered 8 additional presentations, but spoke to 123 fewer youth compared to last year. This decrease in youth may be due to the fact that there have been lower counts of youth incarcerated at the Burnaby Youth Services Centre (YDC). Note that we visited several locations on more than one occasion, however these locations were only recorded once in the statistics.

	2004-05	2005-06	Difference
Locations Visited	11	16	+5
Presentations Given	45	53	+8
Total Youth Served	842	719	-123

2. Community Needs Assessment

The Choices and Consequences program is an invaluable way to reach youth who may be at risk for involvement in a criminal lifestyle. Feedback given in the student evaluations consistently states that the youth appreciate and are more receptive to hearing the message from someone who has personal experience with the criminal justice system. They feel the presentations have far more impact and relevance coming from Choices Speakers, than had the message come from someone who had not had personal involvement in a criminal lifestyle. The program also allows youth

to meet and hear from someone who has been 'a criminal' and at a minimum begins to dispel stereotypes about whom and what an offender is. It also provides an opportunity for the speakers to use their experiences to positively influence others and give back to the community.

3. Program Objectives

- ❖ Offer educational talks to youth about the realities of a life of crime.
- ❖ Have a sufficient pool of volunteers from different ethnic backgrounds to reflect the population we are speaking to.
- ❖ Speak to as many youth from as many backgrounds as possible.
- ❖ Challenge people's stereotypes of what 'a criminal' is all about.
- ❖ Provide an opportunity for speakers to use their experiences positively and give back to the community.

Last Year's Goals that were achieved:

- ❖ Core funding has been secured by a grant of \$26,000.00 from Direct Access grants through Gaming from the Solicitor General.
- ❖ Funds have been secured so that the speakers can be paid a small honorarium to show our appreciation for their time and effort.
- ❖ Resource cards were developed and printed for; the Lower Mainland, Vernon, Kelowna, Kamloops and Vancouver Island.
- ❖ A referral form to be completed when teachers and/or administrators call to book talks was developed.

Last Year's Goals that were not achieved:

- ❖ Policy and Procedures Manual to cover booking talks, donations, the recruitment of new speakers and the supervision of speakers.
- ❖ Increase the number of youth we speak to by 20%.
- ❖ Deliver one talk in a post-secondary institution.

4. Data and Analysis

Effectiveness Outcomes

The Choices and Consequences program's ability to attract speakers that have or are changing their lives around is another indication of successful achievement of outcomes.

As one of the speakers said, he *"is walking back down the path that many of the youth are walking up"*. It is important for these volunteer speakers to be able to reach out to the youth in their communities and share their personal experiences.

In regards to the youth we speak to, feedback has been overwhelmingly positive. Below are some of the comments received from presentations this year:

"He really made me think about why I do what I do and how it is going to affect my life in the future." – Total Education Alternative School

"I will keep what he said in mind so that when I get out I can make changes." – Burnaby Youth Services Center (YDC)

"You always have a choice." – YDC

"When someone speaks from personal experience, I find it's better and makes a bigger impact." – Caribou Hills Secondary

Efficiency

Generally teachers and/or administrators that would like a presentation will call and either speak directly with, or leave a message for, the Coordinator of Youth Services. At that time, a mutually suitable time and date will be established for the Coordinator and a speaker to attend their program. Typically, the process of booking a talk is completed within a week's time.

Consumer Satisfaction

Youth who observe the presentation are asked to fill out surveys evaluating the effectiveness of the program and the speaker. Over the last fiscal year, 432 individuals completed and returned the surveys to us. Although not all the youth answered each question, the following reflects the information we have gathered.

Total Respondents (N)	Survey Questions Asked
N= 411	Considering the session as a whole, how would you rate its general value to you? (Please circle a number of the rating scale and comment). (neg) 1 2 3 4 5 6 7 8 9 10 (pos) 0.2% 0% 0.2% 0.9% 2% 5% 8% 23% 27% 33%
N= 407	Did you learn anything from today's presentation? Circle: Yes No 97% 3%
N= 354	Do you feel that you have been influenced by this program? Circle: Positively Negatively Not at all 88% 4% 8%
N=372	How useful do you find the wallet-sized resource cards? (not useful) 1 2 3 4 5 6 7 8 9 10 (very) 6% 3% 2% 3% 17% 11% 14% 16% 11% 17%
N=355	Will you use them? Circle: Yes No 53% 47%

It is interesting that despite many students indicating that the resource cards were moderately to very useful, many of them indicated that they would not use them. After reading the input found in the 'Comments' section that accompanied this question it may be a reasonable conclusion that the youth who answered the question NO did so because they did not believe they would be in a position where they would have use for the cards, versus a feeling that the cards did not have any value overall. As indicated in the table above, it is clear that the majority of youth find the presentations to be valuable and a large majority (97%) learned something from the experience.

Often when we visit a school time constraints mean that we leave the surveys with the teachers and/or administrators to be completed. It seems that this is what may account for the low rate of return. We try to allot time for the surveys to be filled out while the Coordinator and speaker are still there, however it is more important for the youth to have more time to listen to and talk with the speaker.

5. Next Year's Program Goals

- ❖ Develop Policy and Procedure manual to cover booking talks, donations, the recruitment of new speakers, and the supervision of speakers.
- ❖ Secure ongoing core funding.
- ❖ Deliver one talk in a post-secondary institution.
- ❖ Increase the number of youth we speak to by 20%.

Employment Preparation Program

Amy Powter - Coordinator Youth Services

1. Description of Service

The Employment Preparation Program (EPP) at Fraser Regional Correctional Centre assists clients to maintain employment, maintain positive interpersonal relationships and overcome self-defeating behaviours. The program provides concrete tools to expand employment opportunities for multi-barriered clients and assists clients in planning for their release and in identifying relevant community resources. The program facilitator assists clients to develop personalized resumes and cover letters. Throughout the course of the program the facilitator stresses the importance of developing personal plans that will contribute to the client's overall stability, finding and maintaining employment.

The EPP is comprised of three sessions, each session being a full day (08:00-14:00). The program consists of three modules, which are designed to stand alone, allowing an individual to join the programs at any time.

2. Admission Criteria

The Employment Preparation Program is offered to men currently incarcerated at the Fraser Regional Correctional Centre. Currently, staff at FRCC are responsible for putting a class of ten inmates together for each week.

3. Population Served

Currently the program is only being offered to men at the Fraser Regional Correctional Centre. In order to participate in the program, men must be considered "open custody/minimum security" inmates. They are also within thirty days of their release date, thus the information will be provided to them at an appropriate time. The inmates vary in race and ethnicity and come from all educational backgrounds.

YEAR END TOTALS October 2005 to March 31, 2006		
Total number of Participants	N = 69	
Participants that accessed the Community Services Program	38	55%
Program Completion Rate for Participants Enrolled from Oct. 05 to March 31 06	YES (46) 67%	NO (23) 33 %
Reasons Why Participants Did Not Finish N = 23	(2) 9%	Reclassified
	(6) 26%	Expelled
	(15) 65%	Released
Cancelled Classes N = 7	(3) 43%	Cancelled by FRCC
	(4) 57%	Canceled by JHS

4. Changes in Service

There have not been any changes in service to date.

5. Community Needs Assessment

The John Howard Society of the Lower Mainland was approached by the Fraser Regional Correctional Centre and asked to submit a proposal to teach an employment readiness program to their inmates. The intention is that the EPP will teach the inmates interview skills, help to prepare resumes and cover letters. The program will also assist the inmates in developing personal plans to help ensure their stability and success once released back to the community.

6. Program Objectives

- ❖ *Assist clients to maintain employment; help develop personal resumes and cover letters.*
- ❖ *Assist clients in maintaining positive interpersonal relationships and overcome self-defeating behaviours.*
- ❖ *Help clients plan for their release, and identify relevant community resources.*
- ❖ *Develop personal plans for clients that will contribute to the client's overall stability, finding and maintaining employment.*

7. Review of Last Year's Goals

This is a new program for the John Howard Society of the Lower Mainland. As the program began in October 2005, there are not any goals to review from the previous year. However, many of the suggestions that were received from the clients have already been implemented. Over the past 6 months, the program has added mock videos on interviewing skills, job placement information, job listings for specific types of work, and low-income housing information all at the request of the client's during the program evaluation.

7. Data and Analysis

Effectiveness Outcomes

The Employment Preparation Program gives the client's evaluation forms to fill out at the end of every class. Thus far, 100% of the client's have answered "YES" when asked if they would recommend this program to others. Many of the client's who previously had no communication with the John Howard Society, are now writing to us, coming to meet with a JHS representative at FRCC and calling the JHS office to ask for help. These are indications of successful achievement of outcomes.

In regards to the men we speak to, feedback has been positive. Below are some of the comments received from the evaluations this year:

"This course is very useful for one that actually wants to get his life back on track."

"The best part was understanding all my goals and how to achieve them."

"Although I was pessimistic at first, I am pleased to have had an opportunity to participate."

"Thank you for all the services John Howard provides for inmates and for its continuing involvement in inmate affairs."

Efficiency

When the program began, it was left to the inmates to sign up if they were interested. Due to a number of reasons, this manner was not working well. Currently the staff at FRCC put together a group of inmates who are within 30 days of being released to attend the program.

Consumer Satisfaction

Clients who participate in the program are asked to fill out surveys evaluating the effectiveness of the program, the handouts and the facilitator. Over the last fiscal year, 71 individuals completed and returned the surveys to us. Although not all the clients answered each question, the following reflects the information we have gathered.

Total Respondents (N)	<i>Survey Questions Asked</i>						
N= 71	Was the presentation...						
	Boring					Interesting	
	0	1	2	3	4	5	6
	1.4%	0%	0%	11.3%	11.3%	35.2%	49.3%
N= 70	Will you use the handouts?						
				Yes	No		
				95.7%	4.3%		
N= 57	Would you recommend this presentation to others?						
				Yes	No		
				100%	0%		
N=67	The facilitator...						
	Answered questions					Had no answers	
	3	2		1		0	
	89.6%	10.4%		0%		0%	

8. Next Year's Program Goals

- ❖ To have inmates from higher levels of security attend the program.
- ❖ To change the program from 6 hours once a week for three weeks, to 3 hours once a week for four weeks.
- ❖ To partner with an employment agency or labour agency so client's can have a job to attend as soon as they are released.

Amy Powter, Coordinator Youth Services

1. Description of Service

Services Offered

The Restorative Conferencing Program is a restorative initiative that brings together all parties affected by an incident in order to repair the harm caused. The philosophy of restorative justice views criminal behaviour as a violation of people and relationships, yet views the resultant conflict as an opportunity for positive transformation for all. Through this process all people impacted by conflict and crime have the opportunity to hear what happened, hear how everyone has been affected, and decide how things may be made better. Conferencing benefits the victim, the offender, and the community by providing a constructive and meaningful response to crime and conflict.

Population Served

The Restorative Conferencing Program served 50 participants over this past year. Last year the Restorative Conferencing Program Served 69 participants. These variations in participant numbers can be attributed to a number of factors including: the inability of the program to receive additional funding to allow the program to operate to full capacity and the inability to fully promote the program within the community. Although the number of conferences completed this fiscal year were only slightly fewer than last year, the number of conference participants has always varied depending on the nature of the incident and the number of those affected.

	Clients Served	Female	Male
2005/2006	50	23	27
2004/2005	69	26	43

Referrals for the Restorative Conferencing Program were low. The program completed a total of six conferences from April 1, 2005 - March 31, 2006. These cases were completed as scheduled resulting in negotiated agreements. In addition to these completed conferences the program received two additional referrals that did not result in a conference. The reasons for this were as follows:

- ❖ The individual perceived to have received the most harm was unwilling to participate and was removed from the regular school system by his mother
- ❖ The school had already given one individual numerous consequences; therefore it was inappropriate to add a restorative conference as well. She was referred to counseling.

Changes in Service

The John Howard Society of the Lower Mainland continues to receive referrals from the community and was able to continue the program with a residual budget to coordinate and facilitate conferences on a limited basis. The program was on hiatus from May 2005-September 2005. Due to limited funds, the full time Restorative Conference facilitator was laid off, and the service was transferred to the Youth Services Coordinator on a part time basis in the fall.

During this fairly trying time for the program, The John Howard Society continued to take referrals from the Vancouver Police Department and the Vancouver School Board.

2. Community Needs Assessment

The accompanying chart outlines the data collected from the program.

Type of Offence	Age	M/F	Ethnicity	Family/Community Supports	School	Program Referrals
Extortion/ Assault w/ weapon	14*2	Male	Filipino	None	Yes	None
Assault/ Threats	15	Fem	Iranian	None	Yes	Anger Mgmt.
Robbery	16	Male	Greek	Yes	Yes	Restitution
Mischief	14	Fem	Filipino	Yes	Yes	Counselling
Assault	16	Fem	Caucasian	Yes	No	School
Threats w/ Weapon	12	Male	Vietnamese	Yes	Yes	Moved
Mischief/ Bullying	13 * 5	Male	Caucasian/ Asian/ Native	Yes	Yes	Counselling
Bullying	13*3	Male	Caucasian	None	Yes	Transferred

3. Program Goals

The following goals were measured primarily through program evaluation surveys completed by conference participants after they had attended a conference. These criteria are generally the measurables used throughout the restorative justice community to determine the viability of various conferencing programs.

- ❖ Provide a fair and democratic process for all participants.
- ❖ Allow all who attend the opportunity to have their viewpoints heard.
- ❖ Ensure equality so that all opinions are considered.
- ❖ Allow for deliberation so all ideas have been talked through.
- ❖ Ensuring non-tyranny so that no one dominates the process.
- ❖ Provide for a greater sense of participant satisfaction.

- ❖ Allow for greater levels of social support within the affected communities.
- ❖ Reduce rates of recidivism.
- ❖ Allow for all persons impacted by an incident to have the opportunity to contribute to the process.

4. Review of Last Year's Goals

The primary goal of last year was to continue to provide this valuable service to the community with the intention of securing funding to ensure that the program is sustainable long term.

To achieve this, it was essential to build a solid referral base and educate potential stakeholders in the community on the benefits of restorative justice and conferencing. These stakeholders include: The Vancouver Police, the Vancouver School Board, the Burnaby School Board, and the Burnaby RCMP. By contributing members to the initial advisory committee, or providing referrals to the program directly, these stakeholders have

supported this initiative greatly and recognize the value of having such a service available to the community.

5. Effectiveness

Data from participant evaluation surveys and follow-up interviews indicate that conferencing has been able to generate 3 results; 1) a greater sense of participant satisfaction 2) greater levels of social support within the affected community and 3) reduced rates of repeat behaviour. Generally there have been high levels of adherence to the restorative conference agreements. Agreement terms have ranged from: formal apologies, reparations, restitution, and action plans for counselling and community service. By providing a meaningful and effective response to offending behaviours conferencing improved the quality of damaged relationships and helped to build a stronger and safer community.

6. Efficiency

Over the past year 8 cases met the admission criteria for the program, six of which resulted in a conference, agreement, and follow-up. Acceptance rates indicate that out of 8 referrals (contact made with all participants, pre-conferencing) only 2 cases were not completed.

7. Consumer Satisfaction

The types of the incidents that were referred to the Restorative Conferencing Program this year did not vary significantly from the previous year. Although many of cases involved assaults, the severity of these incidents did increase somewhat. This increase can be attributed to the acceptance of police referrals. In two cases there was the presence of a weapon during the assault. Another police referral involved a robbery with an imitation firearm.

The average age of the youth participants remained relatively the same to last year. Similar to previous data, generally older youth committed more serious incidents involving assaults.

Again, there were a limited number of participant evaluation surveys returned in order to make a complete analysis for this report. This past year, the comments were all positive. Many participants were thankful that this process was an option for them. They felt that there was great value in meeting with the other party involved in the incident, and talking to them about their experience. Feedback has been overwhelmingly positive. Below are some of the comments received from presentations this year:

"It was lots of work, some parts felt overwhelming, but I felt pretty good that all this was taking a positive turn." – 14 year old female

"I feel this is a very positive option that offers both parties a best possible solution to resolve the relevant issues. Thank you very much!" -Parent

The evaluation surveys continue to provide valuable feedback for the conferencing program and many of the suggestions have already been implemented. To increase the rate of return on these surveys in the future, the program coordinator will conduct evaluations with participants as an extension of conference follow-up directly. Evaluations will also be conducted with program stakeholders and referral agents. This would include satisfaction with the timeliness of service delivery; potential cost benefits compared with traditional applications, and general satisfaction with the service.

8. Analysis

Overall the Restorative Conferencing Program has undergone another year of challenge and growth. The program has continued to survive in a climate that has seen a severe reduction in service to children, youth, and families over the past year. Due to The John Howard Society's commitment to the values of restorative justice, the program continues to service the needs of the community by providing a meaningful and effective response to crime and conflict. The agency continues to research potential funding options with the hope that the Restorative Conferencing Program will be sustainable long term.

Ian Mitchell - Manager

1. Description of Service

The Prostitution Offender Program of British Columbia (POPBC) is a community driven, self-funding educational alternative for men who are arrested under section 213 of The Criminal Code of Canada (Communications for the Purposes of Prostitution). The focus of POPBC is the street sex trade and the far-reaching negative impacts that this trade has on our communities. Our target is the demand that drives this trade, namely, the consumer or "john". We want him to stop using the sex trade and to understand why. We want him to stop supporting an industry that is directly responsible for the commercial sexual exploitation and abuse of youth.

The John Howard Society of the Lower Mainland of BC has facilitated the program since September of 1999. Our operating agreement with the Vancouver Police Board has recently been renewed to March 31 2008 with a two-year option after that date. An Advisory Committee oversees POPBC and is made up of representatives from The Vancouver Police Department the John Howard Society, The University of British Columbia, other community agencies and community members. This Committee reports to the Vancouver Police Board and offers guidance and direction for the operations of the program.

2. Referral Criteria

Clients are referred from various jurisdictions with approximately 54% being referred by the Vancouver Police Department this year. To be eligible for the program those who are arrested must have no associated criminal record, have no material in their possession that might indicate mal-intent and must present well during the time of arrest. They must also be willing to take responsibility for their actions. Clients who are referred must complete an intake interview, be deemed appropriate by the program facilitator, pay a five hundred dollar administration fee and complete an eight-hour school in order to fully meet the program requirements. They may also volunteer to participate in a research project which is run by the University of British Columbia, Department of Psychology.

3. Client Population

Demographic information collected since the beginning of the program at the time of the intake interview indicates the following about POPBC clients (all male):

Average Age	38	Age Range	18-89
Married or common law	51.6%	Steady partner	5.6%
Caucasian	50.2%	Asian	39.4%
Grade 12 or better	83%	Multiple degrees	6%
Have children and/or want children in the future	84%	Full time employed	75.9%
Average income	\$46,000	20% > \$60,000	
		7% > \$100,000	
		73% > \$60,000 - \$100,000	

These are high functioning members of our society.

Client experience with Prostitution		
Previous experience	70%	
Average number of times	16	Range 0 - 400
Average \$'s spent (lifetime)	\$1,964	Range \$20 – \$50,000
Did you enjoy sex with a prostitute?	60% said “no”	
Who knows that you go to prostitutes?	67.6% said “nobody”	

4. New Directions

The BC Association of Chiefs of Police endorsed POPBC in 2001. Accordingly the program now accepts referrals from all jurisdictions within BC. To date we have accepted referrals from Abbotsford, Burnaby, Chilliwack, Campbell River, Kelowna, Prince George, Surrey and Victoria. One client was referred from the Seattle metro Police department. This year we also welcomed referrals from Kamloops City RCMP and Langley RCMP. Prince George will start its own school based on the POPBC model in June 2006. The school will be facilitated by The John Howard Society/Prince George.

5. Community Needs Assessment

The program was created in answer to a community demand to do something about the negative effects of street prostitution. Previous programs have not been effective and have tended to criminalize the women. Part of the philosophy of POPBC includes recognition that sex workers are being exploited and victimized and johns, along with pimps are the offenders. The program offers an effective and efficient method to deal with johns. It gives police forces an option that they have not previously had. This option emphasizes education over humiliation and embarrassment. This is not a “shame the johns program”. In fact we go out of our way to provide a non-threatening environment for the johns. The philosophy is that if we can get them to let their defences down and open their minds they will then be better able to absorb the information that is being presented. If they can take in the information then there is a better chance that they will change their behaviour. What they choose to do with the information at the end of the day, however, is entirely up to them.

6. Program Goals

The primary goal of the program is to educate johns as to the realities of the commercial sex industry and its impact on prostituted women, on their families and on communities. Although it is recognized that an arrest in and of itself may be a behavioural deterrent this program goes a step further by changing perceptions and attitudes about prostitution through education. Prostitution is not a victimless activity. By paying for sex on the streets johns finance an industry that is directly responsible for the commercial sexual exploitation and abuse of youth.

The recruitment and exploitation of youth cannot be separated from adult prostitution. The average age of entry into prostitution for women is 14 to 16 years of age. It is youth who are the raw materials for adult prostitution. The vast majority of women who are prostitutes today started as sexually exploited youth. It is the youth of today who will be the prostitutes at the 2010 winter Olympics.

A secondary goal of the program is to create a venue for those who have been negatively affected by the sex trade to address an audience of johns. Presenters have been very appreciative of this opportunity and have found it to be very helpful as part of their exiting program and for their healing process. “I can tell them the truth. I can tell them everything that I couldn’t say when I was working. When I was working I could only tell them lies, lies that they needed to hear”. The school provides a safe and supportive atmosphere for the presenters who are often triggered when they face the johns. Counselling services are also made available to experiential presenters.

Public education is another long-term goal of the program. In order for the government to revise existing laws around prostitution there needs to be a raised awareness around prostitution issues. Prostitution and the effects of prostitution cannot continue to be ignored by the general public, government and court officials.

More specific goals for the 2005-06 year include a move to continue to increase referrals from outside jurisdictions. Interest has been shown from Ridge Meadows RCMP and we would like to get Burnaby interested once again. We are also attempting to make the process more efficient by increasing class sizes and reducing the interview times. Furthermore, we are downloading interviews from outside jurisdictions to the local John Howards. This is another way for us to keep some of the fees in the referring community.

7. Outcomes

The number of clients who completed the program in 2005/2006 increased 19.8% and revenue increased 53% over the previous year. These increases were largely due to an increase in participation by outside jurisdictions.

Excess funds are earmarked for programs that assist women to get off the streets and to exit the sex trade. They may also be used to sponsor educational programs in schools in an attempt to stop young people from getting involved in the first place. In this last fiscal year we were able to send over \$35,000 to agencies throughout the province. This represents an increase of 65% over the previous year.

For the year ended March 31 2006 POPBC held eight schools for 266 clients. At that date a total of 1241 clients had completed the program since its inception and only ten had been known to re-offend. Offenders are monitored by DISC, (Deter and Identify Sextrade Consumers) an internationally recognized information management system created by the Vancouver Police Department and shared with over 40 other policing jurisdictions throughout North America. DISC is a data base which is specific to the sex trade.

8. Research

The UBC department of Psychology has been conducting a research project gauging attitude change in the johns. A resulting academic paper has recently been published. Please see "Attitude Change Following a Diversion Program for men Soliciting sex", The Journal of Offender Rehabilitation, 2004, Volume 40, Pages 41 – 60. Further publications are forthcoming. The research has shown that clients do undergo a significant change in their attitudes about prostitution. As well, qualitative evidence indicates that the clients are greatly affected by the school program. It provides information to the johns that they have not known or that they have chosen to deny. They see the sex trade for what it really is. They have information at the end that leads to different decisions in the future. The program may be having an impact in changing many of the current myths and misperceptions about prostitution and those who are prostituted.

UBC is in the process of changing our research direction in the following ways:

- ❖ Developing Implicit Association Test (IAT) Tasks to Objectively Measure POPBC Participants' Attitudes and Associations; This will hopefully allow us to tap into their true attitudes towards prostitution both before and after the program
- ❖ Examining Cognitive Distortions in both Prostitutes and their Customers; through interviews, self-report questionnaires, IAT tasks, and plethysmography we hope to look at a number of different areas in which we hypothesize that both prostitutes and their customers hold distorted views.

The success of The Prostitution Offender Program of British Columbia during the 2005-06 year has been the result of a lot of hard work by a lot of people. The ongoing strength of the program results from a lot of continuing support from the following people and we at JHSLM would like to take this opportunity to thank them. In no special order they are:

POPBC Presenters

Christena and Derek	BC Centre for Disease Control
Megan	Parent presentation
Dennis	Community presentation
Jenn, Jean and Amanda	Survivor presentations
Carolin	UBC research and presentation

The POPBC Advisory Committee

Lynne Kennedy	Citizen of Vancouver
Diane Sowden	Children of the Street Society
Jack Cooper	BC Borstal Association
Dr. Boris Gorzalka	UBC Department of Psychology
Doug Lang	Sergeant VPD Vice (retired)

The Vancouver City Police Department

Inspector Dave Nelmes	Vice and Drugs Section
Sergeant Matt Kelly	Vice Section
Det/Con's Jim Kenney and Rod Bricker	VPD Co-coordinators – POPBC/Presenters
Det/Con Oscar Ramos	DISC Project/ POPBC/Presenters
Det/Con Raymond Payette	DISC Project/ POPBC/Presenters

The rest of the Vice Section also needs to be recognized for the wonderful job they do running the stings and screening the clients

Other contributing police jurisdictions

Abbotsford Municipal police, Campbell River RCMP, Kamloops City RCMP, Kelowna RCMP, Langley RCMP, Prince George RCMP and Surrey RCMP.

Other John Howard personnel

Shelley Cook	South Okanagan John Howard Society/ Kelowna
Heather Cook	North Thompson John Howard Society/ Kamloops

This has been a cooperative program and could not exist without the support and input from all of the above.

Staff List as of August 21, 2006

Regional Office

Tim Veresh	Executive Director
Dale Lutes	Director of Programs
Jo-Anne Pilkey	Director of Finance & Administration
Ian Mitchell	Manager, Prostitution Offender Program
Jake McCullough	Prostitution Offender Program
Shelley Power	Coordinator of Volunteer & Adult Services
Kim Kaufmann	Management Assistant
Erin Gruenwald	Counterpoint Facilitator
Amy Powter	Coordinator of Youth Services
Amanda Bonella	Sexual Exploitation Prevention Program

Guy Richmond Place & Hobden House

Albert, Velma	Casual/Relief Worker
Cindy Allan	Casual/Relief Worker
Sara Carroll	Casual/Relief Worker
Ron Dan	Residence Worker
Jas Darar	Casual/Relief Worker
Darryl Flasch	Residence Worker
Pat Gilbert	Residence Manager
Kiran Gill	Casual/Relief Worker
Roger Gill	Casual/Relief Worker
David Harris	Residence Worker
Tammy Hogan	Casual/Relief Worker
Melissa Howard	Residence Manager
Ryan Jamieson	Residence Worker
Melanie Jarvis	Residence Worker
Mandip Kalirai	Casual/Relief Worker
Barb Kendall	Residence Worker
Tony Kennedy	Residence Worker
Raymond LeBreton	Residence Worker
Gurpreet Sidhu	Casual/Relief Worker
Ernie Simpson	Casual/Relief Worker
Morgan Waddell	Casual/Relief Worker
Sarah Waters	Casual/Relief Worker
Matthew Weber	Casual/Relief Worker

Outreach Workers

Barry Skinner
Jean Gray
Andrea Gomez
Alanna Parker
Nathan Lee

Vancouver Apartments

Nic Anderson	Casual/Relief Worker
Christina Beaupre	Residence Worker (Maternity)
Michael Connerly	Casual/Relief Worker
Jen Hirsch	Residence Manager (Maternity)
Marvin Jurao	Residence Worker
Zahra Khoja	Residence Worker
Marvin Laternus	Residence Worker
Nathan Lee	Casual/Relief Worker
Bud Lehman	Residence Worker
Steven Morris	Residence Worker
Robert Pasion	Residence Worker
Patrick Semple	Residence Worker
Robert Syms	Casual/Relief Worker
Justine Taylor	Acting Residence Manager

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Special Thanks

The John Howard Society of the Lower Mainland of BC would like to extend a very special thank you to the following organizations for their support and generosity this past year.

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JHSBC

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Kersti Krug
Stephanie Short
Douglas Stewart
Anne & Paul Hegele
Jack & Donna Lee Zaleski
Kim Capri

Plus all of the individuals and organizations that supported and provided prizes and donations for the annual Justice Open Golf Tournament