



2011 - 2012 ANNUAL REPORT

JohnHoward
SOCIETY OF THE LOWER MAINLAND OF B.C.

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The John Howard Society of the Lower Mainland of British Columbia is accredited by the Commission on Accreditation of Rehabilitation Facilities *www.carf.org*

The JHSLM Board of Directors is pleased to report another successful year. We have served more than 2570 individuals through 35,400 contacts, and have made our financial ends meet! We are an organization with in excess of \$6.4 million in capital assets (7 properties), a \$3.75 million annual budget, and 68 valued members of staff. We believe we make a positive difference in peoples' lives because we care, and because we have what we consider intelligent leadership and outstanding commitment and skills throughout the agency.

This is a complex organization with a demanding mandate: **Improving Lives, One Person at a Time.** We go into prisons and a youth custody centre, provide a variety of housing for people impacted by criminal justice, and support those with long-term mental, developmental and health challenges. The common thread? The risk to offend or re-offend, or be a victim of the predatory behaviour of others. Safe, affordable housing; support; and participation in the community—this is what is good for the people we support, and it is what we provide and facilitate.

We have grown this year in several ways, having spent considerable time re-establishing our strategic goals to fulfill our mission during a trying economy that threatens the people with whom we work. Providing affordable market housing, supported housing, and developing essential skills are some of the ways which will make their lives better. Increased independence and responsibility to recover a sense of commitment and connection to their community—which includes you and me—is what we want for our clients. This Annual Report is a glimpse into the day-to-day of JHSLM, our challenges and our successes.

We now have multi-year financial, program and communications plans, all in the early stages of implementation. Our ongoing pursuit of increased housing in Greater Vancouver through proposals has met with some near successes for projects larger than any this organization has so far accomplished. We have significantly increased the work we do with Community Living British Columbia. And we have expanded our Board's expertise.

What has not changed is the success achieved by staff members' personal connection with the people we support—this is the heart, the starting point, of what we are as JHSLM.

On behalf of the Board, I would like to extend heartfelt thanks to our tireless Executive Director, the management team, staff, and volunteers who make a difference every day. I offer many thanks as well to our funders, who demonstrate continued confidence in our work and financial accountability.

We are *still* just beginning...

Tim Stiles

After 80 years of service, the John Howard Society of the Lower Mainland (JHSLM) developed a conceptual map (see next page) of the work we do and established two key descriptors: 1) a continuum of criminal and social justice, and 2) a spectrum of housing. These highlight our five main areas of service: *housing, direct support, employment assistance, education, and business development.*

Our government partnerships continued to strengthen. The Correctional Service of Canada agreed to our request to enhance our staffing and specialized training to address the increasing needs of the population we support. We also expanded our services with Community Living British Columbia (CLBC), increasing the number of persons served within Vancouver and establishing new agreements within the Simon Fraser and Fraser regions. We broadened our scope with the personal supports initiative, increased our private home placements, and shifted into variable contracting with CLBC.

The greatest challenge facing the people we support is the scarcity of safe, affordable housing, an issue most pronounced in the City of Vancouver, though this is a difficulty throughout the Lower Mainland. This concern points to the need to establish housing in communities with lower real estate values.

The depressed economy continues to beset the organization. Our clients have experienced increased difficulties obtaining employment, most notably with employers requiring recent work experience and not hiring persons with criminal records, regardless of the offence. Individuals within our Community Living programs have also experienced reduced opportunities; business owners are citing the lack of extra means to provide employment for a person with developmental disabilities.

The JHSLM again benefited this year from an outstanding team of volunteers and staff. We have had the fortune of attracting amazing people to the work we do. Our teams are dedicated to strength-based skill development, person-centred services that promote relationship building, and the outcomes that have ensured long-term client success. The coming year will present many challenges. However, our “Little-Agency-That-Could” attitude will continue to serve us well in *Improving Lives One Person at a Time.*

Highlights of 2011-12

- The Board of Directors completed a strategic plan, setting the course for the next 3 years
- Enhanced staffing at Guy Richmond Place and Hobden House to two employees during evening hours
- Expanded support services to persons in care of Community Living B.C.
- Hired a Simon Fraser University co-op student to complete Fact Sheets
- Starter Services work crew supported persons to develop employment skills
- Enhanced case planning and management between CLBC and JHSLM
- Provided 74 units of housing per day

The Year Ahead

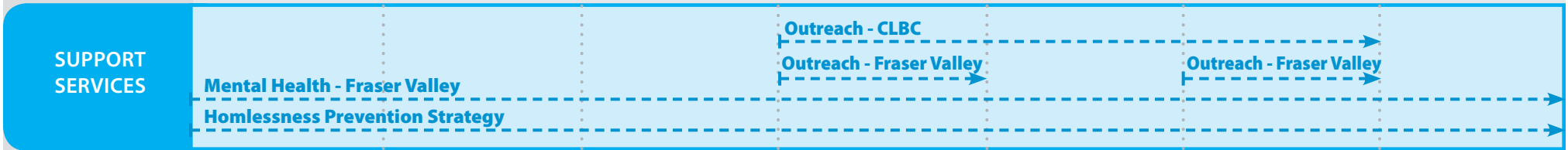
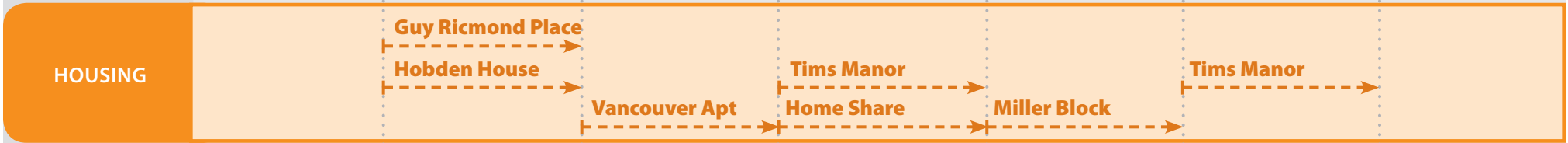
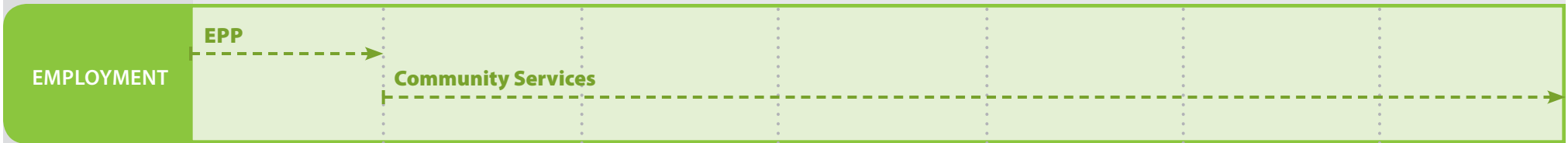
- Maintain accreditation with Commission on Accreditation of Rehabilitation Facilities (CARF)
- Transition the contracted Executive Officer role of the John Howard Society of B.C. to a permanent position
- Develop a plan to provide additional housing units to members of our community in need of supportive housing
- Manage impact of depressed economy while ensuring and enhancing service delivery to clients and community
- Support governments deliver on their objectives by providing innovative initiatives

Tim Veresh

John Howard Society of the Lower Mainland of BC Housing and Program Continuum

Criminal Justice

Social Justice



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

GRP staff continuously offers support, advocacy, and information on community resources to all residents as they reintegrate into the community and strive to obtain housing, employment, personal identification, medical coverage, banking services, recreational passes, along with anything else that better connects them with their community. With the assistance of staff, practicum students and volunteers, GRP residents are able to meet their own needs.

Admission Criteria

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

Guy Richmond Place residents must:

- be on conditional release from a federal or provincial correctional institution
- be accepted by a JHSLM House Manager or the Director of Programs upon review of their correctional file
- be able to live in a group setting
- have made some progress in dealing with the criminogenic factors that prompted the offence for which they were incarcerated—they must have accepted responsibility for their actions

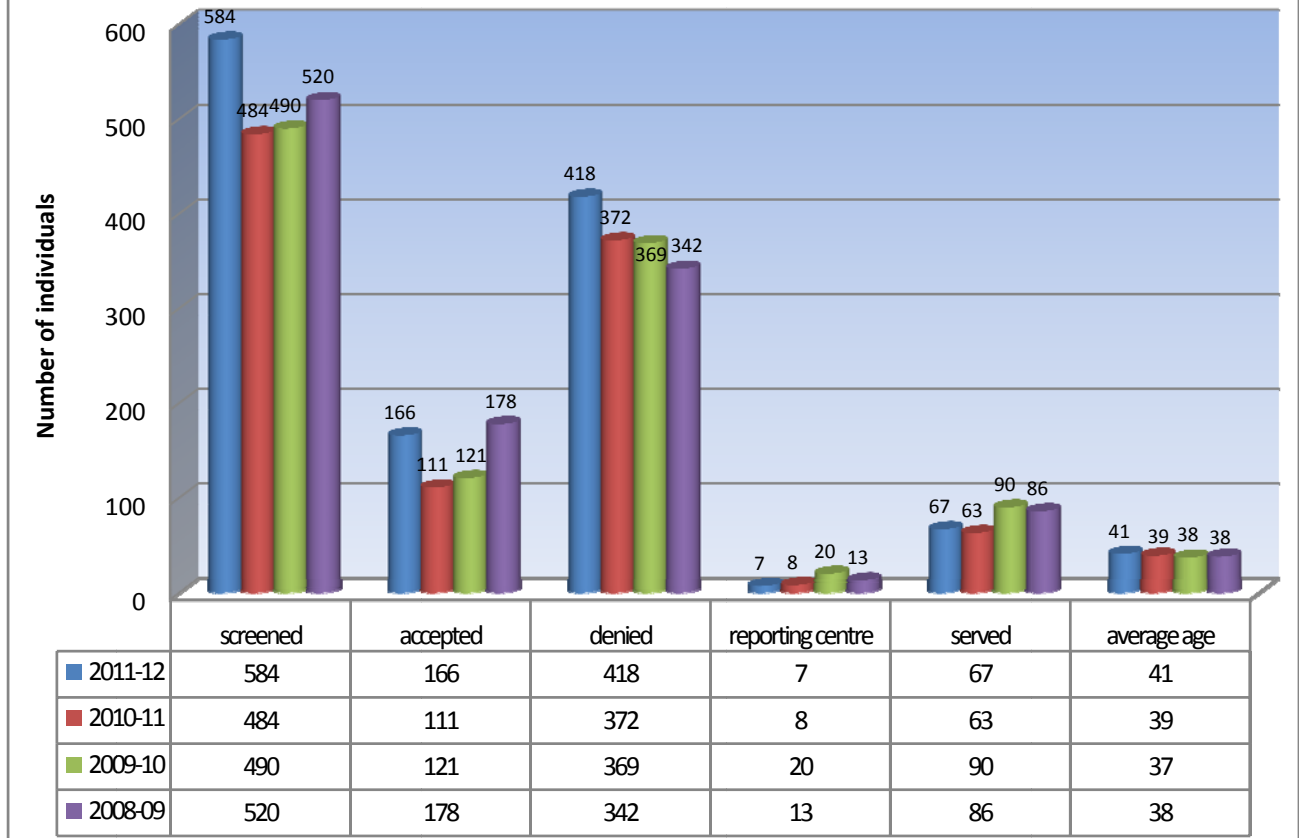
Guy Richmond Place is *not* an appropriate placement for those who are:

- physically challenged by the layout of the house, which is not wheelchair accessible
- participating in significant and untreated substance misuse
- refusing treatment for mental health issues
- refusing treatment for sexual abuse and violence issues

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

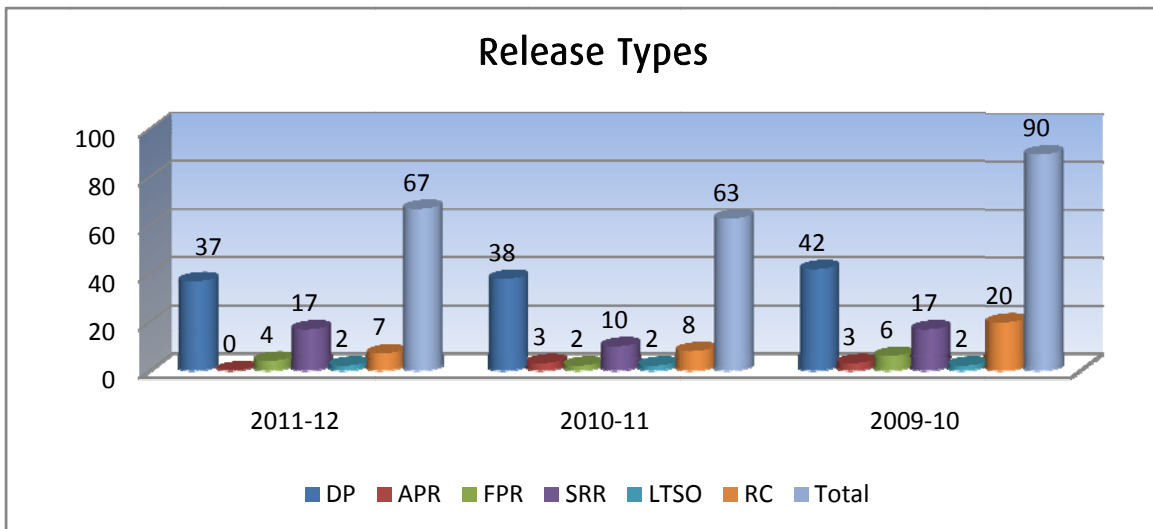
In fiscal year 2011-12 (*April 1st, 2011 to March 31st 2012*), GRP screened 584 applicants, accepted 166, and **served 67 individuals** (11% of all applicants), whose average age was 41. The average stay of residents was 5.25 months (compared to 6.9 months in 2010, and 5.3 months in 2009). The increase in acceptance rates from last year—5%—may be explained by an increase in the availability of institutional programs and/or increased institutional visits and pre-release planning.

Screening for Residency & Reporting Centre



The longest stay was 1594 days and the shortest was 2 days. The average length of stay was 160 days—a decrease of 47 days compared to the previous year. GRP had a **91% occupancy rate** (a 4% decline from last year). During this year, the average bed day was 16.40 out of 18. (In 2010, the total number of residents served was 63, the longest stay was 1234 days, the shortest stay was 1 day, and the average length of stay was 207 days.) The average age of the residents this year was 41.4 years old—up from last year’s 39. In addition to **60 residents**, GRP provided service to **7 reporting centre individuals**. In the previous year, GRP had provided service to 55 residents and 8 reporting centre individuals for a total of 63 individuals served. The number of reporting centre individuals decreased by 1 this year and has decreased almost by half from 2008 when we served 13. Of the 7 reporting centre individuals, 5 reported twice, 1 reported once, and one reported 24 times. The total number of visits was 35—up considerably from last year’s 17 visits.

The majority of residents over the past three years have been on Day Parole (**DP**), Statutory Release with Residency (**SRR**) and Reporting Centre (**RC**) individuals on statutory release. This year there was an increase in the number of residents on Full Parole who had a residency condition (**FPR**) and two residents (as last year) were on Long Term Supervision Orders (**LTSO**). (**APR** stands for Accelerated Parole Release; this category no longer exists.)



Self-reported ethnicity	2011-12	2010-11	2009-10
Caucasian	44	35	38
Aboriginal	6	13	33
Métis	2	0	0
Black Canadian	1	2	1
South Asian	3	2	2
Asian	6	9	14
Not included elsewhere	5	2	2
Total	67	63	90

As shown, Caucasian remains the largest ethnic group over with a moderate increase this year. The chart also reflects a decrease of half in the number of Aboriginal offenders compared to last year.

Releasing Institutions

	2011-12	2010-11	2009-10
Ferndale Institution	12	15	12
Matsqui Temporary Detainment	11	6	8
Mountain Institution	8	3	12
Harbour Light Centre (Salvation Army)	5	1	0
Maple Ridge Treatment Centre	4	2	3
Matsqui Institution	4	3	7
Belkin House (Salvation Army)	3	3	8
Fraser Regional Correctional Centre	3	5	4
Pacific Institution	3	3	0
William Head Institution	3	4	1
Mission Institution	2	5	5
<i>Out of Province</i>	2	7	7
Regional Treatment Centre	2	1	3
Dick Bell Irving	1	0	0
Kent Institution	1	0	1

Kwikwèxwelhp Institution	1	3	7
Ford Mountain Correctional Centre	1	1	1
St. Leonards Libby House	1	0	0
Burnaby Youth Custody Services Centre	0	0	4
Nanaimo Correctional Centre	0	1	0

There was a slight decrease in the number of GRP residents who came from Ferndale and an increase of the number of residents who came from Matsqui and Mountain Institutions. The amount of individuals coming to us from the Temporary Detention Unit (TDU) almost doubled. The majority of residents came from Ferndale, Mountain, the TDU and transfers from other Pacific Region CRFs.

Residents' Charges at Intake

	2011-12	2010-11	2009-10
Aggravated assault	7	1	0
Armed robbery	7	3	0
Arson	0	0	0
Assault	2	2	4
Attempted murder	0	0	0
Breaking and entering	2	9	10
Conspiring to commit indictable offence	0	0	1
Dangerous operation of a motor vehicle	1	1	0
Extortion	0	0	0
Forcible confinement/kidnapping	1	3	1
Fraud	3	5	4
Impaired driving causing death	0	0	0
Importing or exporting drugs	3	1	0
Laundering proceeds of crime	0	0	1
Manslaughter	2	3	12
Murder	10	6	15
Obstruction of justice	1	1	0
Possession of property obtained by crime	2	0	1
Possession of drugs for trafficking	5	3	12
Poss. weapon for dangerous purpose	1	4	0
Production of controlled substance	2	2	0
Robbery	12	14	15
Sexual offence	5	4	14
Theft	1	1	0

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

Changes in Service

In September of 2011, Guy Richmond Place introduced a Senior Residence Worker (SRW) position, which overlaps with the Awake Residence Night Worker (ARNW) shift to help ensure safety and

assist in improving our goal-setting intervention plans. The SRW coordinates with the Community Parole officers to schedule our case conferencing (supervision) meetings and helps provide our case management team with continuity of information regarding our residents, as well as strengthening our professional relationships with the Vancouver Parole Office. An additional part-time evening position hired to cover the 2 days per week that the SRW has off ensures double-staffed evenings 7 days a week. This change has allowed the CRF Manager to increase institutional visits and interviews, resulting in improved relationships with institutional contacts and involvement in institutional file reviews and community strategy planning for inmates upon their release.

We continue to provide 6 training shifts for all new staff members, who also complete 16 hours of training through the Moodle (Modular Object-Oriented Dynamic Learning Environment, a free software learning platform) training site provided by the B.C. Yukon Halfway House Association (BCYHHA). Staff this year attended Non-Violent Crisis Intervention training, Motivational Interviewing training, Mental Health training, Risk Assessment training, First Aid, Fetal Alcohol Spectrum Disorder training, and a specialized 3-day Sex Offender training at the Justice Institute of B.C. One staff member is now certified as a Motivational Interviewing Facilitator and has facilitated five classes to BCYHHA member agencies. 3 GRP staff were also given the very unique opportunity of attending a 3-day workshop on Vancouver Island at Tsoow-Len, an Aboriginal “helping house” that addresses addictions and substance abuse, and supports the survivors of trauma and residential schools. Staff were given a tour of the facility, participated in sweat lodge, and attended workshops on aboriginal awareness and trauma—a memorable experience.

We have been using our Case Administrative Management System (CAMS) for almost 2 years. With the assistance of the CAMS administrators, Steve Quinn and Dean Zore, we have been able to optimize its service by inputting our goal-setting intervention plans and we have harmonized its compatibility with the CSC’s Offender Management System. CAMS continues to be a useful asset in improving our staff notes, sharing information, and increasing our efficiency.

Community Needs Assessment

GRP responded to 54 letters from individuals in institutions. In 2010, we had responded to 130 letters. This decrease can be directly attributed to an increase in our institutional visits and involvement in pre-release planning. Incarcerated individuals write letters to introduce themselves, letters which assist us in screening decisions. We encourage all incarcerated persons to write us and send us release plans at the institutional information fairs.

Meeting individuals face-to-face is the most effective way to assess if they are a suitable candidate for JHSLM’s GRP. This year, the House Manager and staff visited Matsqui 4 times, Ferndale 6 times, Pacific-Regional Treatment Centre 3 times, Mission 4 times and Kent and Mountain each one time—a total of 19 day trips to the institutions and 81 interviews completed and an increase of 30 interviews over the previous year. We completed two telephone interviews and 7 post-suspension interviews. 11 of the 81 interviewed individuals came to GRP—double the number from last year.

Although only a small number of individuals interviewed actually came to GRP, the benefits of this institutional in-reach include: a) educating incarcerated individuals and Institutional Parole Officers (IPOs) about service organizations like ours available in the community, b) advocating for individuals who are having difficulty, and c) building professional working relationships with correctional staff

Institutional Visits

	2011-12	2010-11	2009-10	2008-09
Ferndale	6	3	2	4
Matsqui	4	1	4	4
Mission	4	1	3	4
Pacific-RTC	3	1	5	0
Mountain	1	2	2	1
Kent	1	1	1	0
Kwíkwèxwelhp	0	0	0	1
William Head	0	0	0	0
Number of trips				
	19	8	9	7
Interviewees who came to GRP				
	11	6	4	5
Total individuals interviews				
	81	51	73	55

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

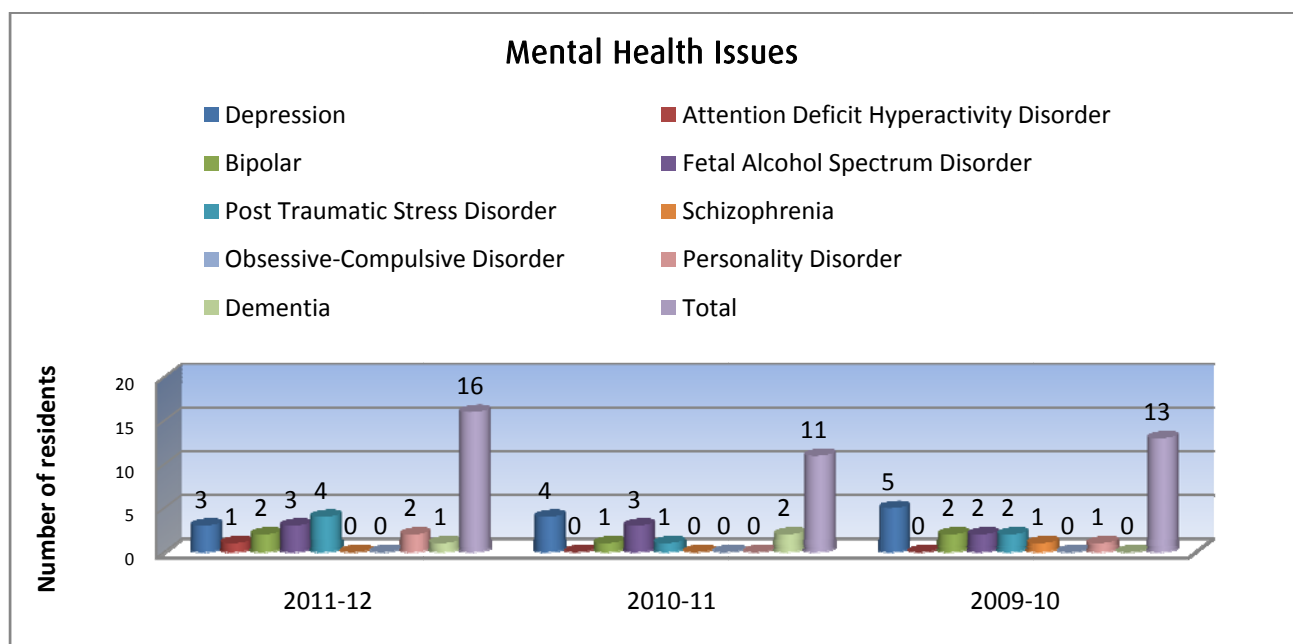
Health Issues

The following three charts show a breakdown of our residents' medical needs, mental health issues and types of substance misuse. Since many residents often have both a mental health and a substance misuse issue, effective assistance is complex and challenging. Our staff's ability to address the changing needs of our residents continues to improve with experience and training.

The chart below categorizes the substances that residents most often misuse, though not all residents would identify themselves as having a substance misuse issue but rather that they are a "recreational user" (this information is from residents' correctional files). During 2011-12, **72%** of residents had a substance misuse issue compared to 65% and 70% in the previous two years.

Types of Substance Misused	2011-12	2010-11	2009-10
Alcohol	22	9	22
No substance misuse issues	19	22	20
Cocaine	9	8	15
Heroin	6	11	8
All	5	2	0
Methamphetamine ("Crystal Meth")	3	5	5
Tetrahydrocannabinol (THC)	3	6	13
Unspecified	0	0	0

Types of Health Conditions	2011-12	2010-11	2009-10
Angina	0	1	0
Arthritis	0	0	0
Back, joint and limb injuries and issues	2	4	0
Crohn's disease	0	0	0
Dental issues	1	1	0
Diabetes	1	0	2
Eye ulcers	0	0	0
Hepatitis	3	1	3
HIV/AIDS	2	0	3
Heart and circulatory issues	1	3	1
Hearing impaired	1	0	0
Methadone	5	6	4
Major organ dysfunction	0	2	0
Sleep apnea	1	1	2
Substance misuse issues	48	41	63
Thyroid issues	1	2	0



24% of our residents had mental health issues; Post Traumatic Stress Disorder was the most common issue over the past year.

ANALYSIS

72% (48) of the individuals served successfully reached Full Parole (10), Warrant Expiry (3), Statutory Release (3), with 48 remaining in the community. 7 residents transferred to other CRFs. The number of **suspensions** was up slightly from 15 to 16 (24%)—6 of which returned to the program after suspension. 3 residents (4%) went **Unlawfully at Large** (UAL) this year.

The overall success of the residents at GRP and the consistency in suspensions and UALs is due to a combination of factors: Guy Richmond is a small CRF offering individualized care and is able to build healthy relationship with residents; our graduated curfew allows residents to spend more time with staff when they first arrive and this helps them feel accepted and able to integrate into the GRP culture; the facility is clean and has a home-like atmosphere that increases comfort. We are reluctant to accept substance abusers refusing treatment and those with an extremely poor release history unless we have developed a relationship with them in the institution.

The increase in the number of individuals served in 2011-12 can be partially explained by the decrease in the average of length of stay (160 days, a decrease of 47 days from the last year) and this may be attributable to us accepting a higher average of residents on Statutory Release with Residency or with substance misuse and/or mental health issues as these individuals tend to have more needs. In general, residents on Day Parole are more motivated to address their risk factors. Individuals with Statutory Release with Residency are less likely to address their risk factors and are unhappy with having an imposed residency condition and therefore are more likely to go UAL or be suspended.

The most frequently cited charge at intake was robbery—this is similar to last year, with an increase in the number of individuals convicted for murder, armed robbery, and aggravated assault.

The most common health concern among residents is substance misuse issues (48 residents), typically alcohol and cocaine, followed by heroin and poly-substance abuse. This signifies an increase in alcohol and poly-substance misuse and a decrease in heroin and THC use.

3 residents went UAL this year; 2 were on Statutory Release with Residency and one was on a Long Term Supervision Order. All 3 had substance misuse issues and only one of them had a primary relationship (though it was outside of the province). None of them had been in residential treatment before coming to GRP though 2 had completed programming to address substance misuse issues. All of them used alcohol, 2 used heroin and one used cocaine. None returned to the house and one was picked up on new charges (going Unlawfully at Large). 2 had their conditional releases revoked. Their ages ranged from 34 to 43 and their length of stay was between 2 and 26 days.

Characteristics of the 3 residents who went UAL in 2011-12:

- no primary relationship
- substance misuse issues
- had a relapse plan
- had high energy, continuous “drama” and crisis, challenged rules
- had difficulty maintaining a commitment to goals (school, work and family)
- easily influenced by other residents both positively and negatively
- breached conditions at least once
- older than 34
- may have a mental health issue
- described by staff as needy
- unrealistic goals

Characteristics of the 45 residents who have a history of substances use but did not go UAL:

- 6 were receiving treatment for mental health issues
- had local community supports
- 5 were on methadone
- 12 had more than a year of abstinence from drugs
- all had participated in some type of programming to address their substance use
- very committed to staying drug free
- realistic goals
- described by staff as patient
- at least 2 positive community supports

The chart below shows some statistical information on the residents who went UAL:

Length of Stay	26 days	25 days	2 days
Age at release	43	43	34
Statistical Indicator of Recidivism	+1	n/a	n/a
Day Program	CSC: one-on-one psychiatric counseling	CSC program	No employment; did not start program
Re-offended while UAL	Yes	No	No
Relapse Plan	No	Yes	Yes
Substance misuse	Yes	Yes	Yes
Type of release	LTSO	SRR	SRR
Support system	Sister	Father	Mother
Mental health issues	Yes	No	No
Motivation level	Low	Moderate	Moderate
Score on UAL scale	13/30	19/30	20/30

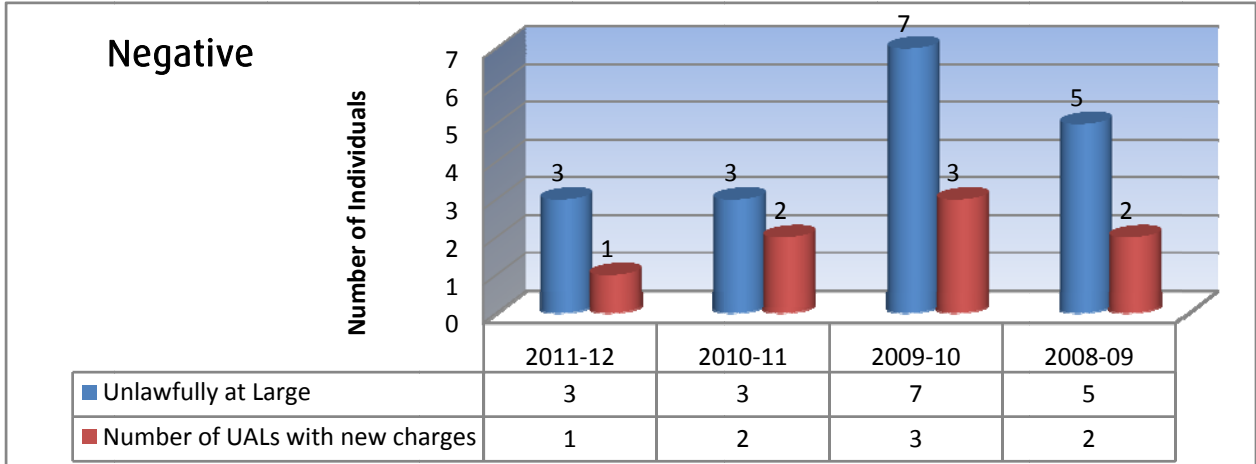
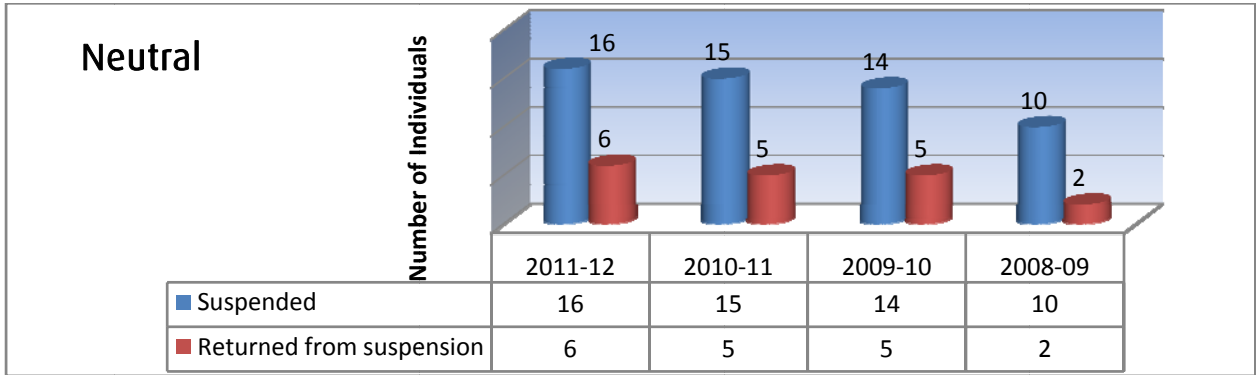
Review of Last Year's Goals

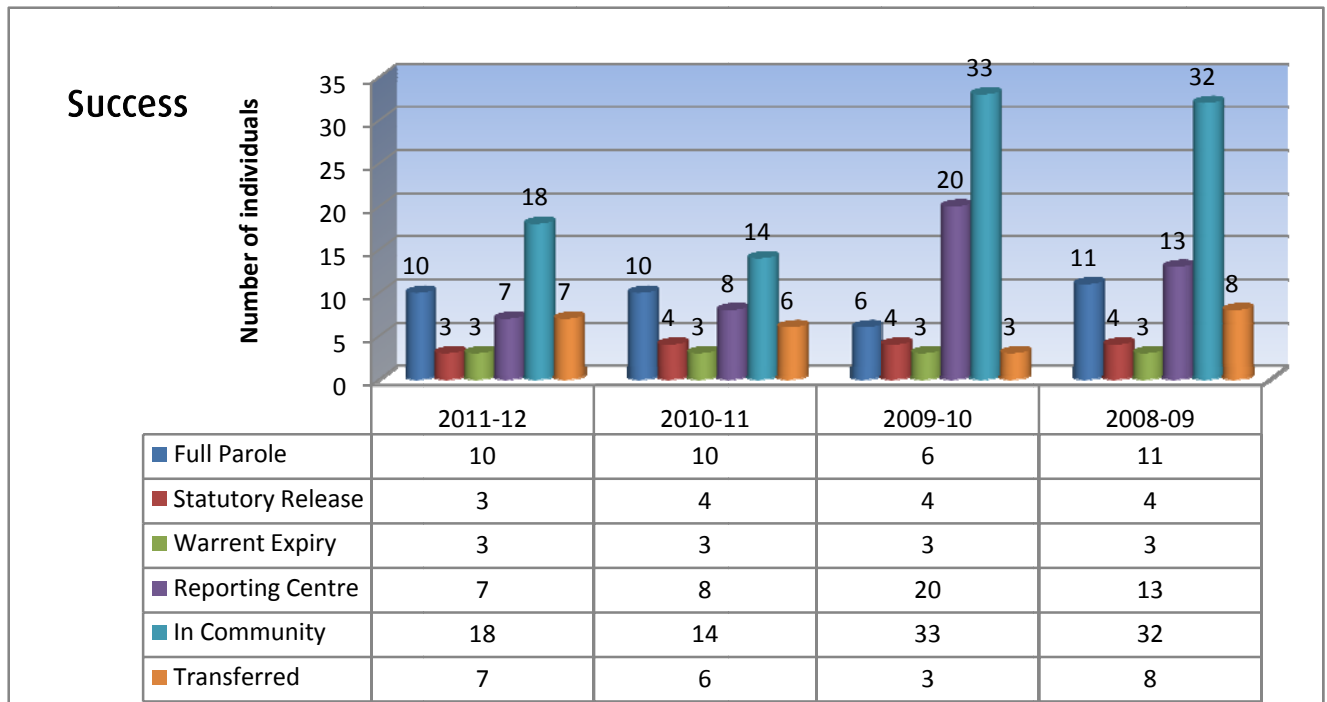
Action	Outcomes
Complete 3 team building exercises	Not achieved; though the GRP team attended agency-wide story-boarding event in March
Complete staff evaluations	Mostly achieved; 3 of the 4 full-time staff members evaluations completed; our casual employees had the 1, 2 and 3 month evaluations completed
Improve our use of the Client Administration Management System (CAMS), goal setting intervention plans, shift schedules and staff documentation	Mostly achieved; with CAMS administrators, we have improved efficiency; our new Senior Residence Worker (SRW) has improved the quality goal-setting intervention plans; shift scheduling has been a challenge due to high staff turnover; staff documentation continues to improve with training provided by the Manager and SRW
Enter institutional visits into Access	Achieved; through the institutional file reviews and institutional visits we have added hundreds of new entries
Improve our case management team approach with institutions and community parole offices	Achieved; the GRP Manager attends meetings of Community Residential Facility/Correctional Service of Canada and Community Corrections Intervention Board on a weekly basis

Enter institutional visits into CAMS	Achieved; a staff trained in Microsoft Access to track our institutional visits (instead of CAMS)
Examining ways we may be able to manage incarcerated persons with ties to community gangs	Not achieved; we are still trying to determine the best strategy to take when dealing with organized crime; our SRW went to a Guns, Gangs, and Girls training symposium to assist in identifying active gangs within our region
Continue to work with the Vancouver Police Department's High Risk Offender Unit (HROU)	Achieved; we continue to accept residents who are assigned to HROU; GRP Manager communicates with the Vancouver Police Department Community Liaison Officer for background information on potential residents
Update the GRP strategic plan	Achieved in consultation with the JHSLM Director of Programs
Increase the number of Statutory Release with Residency residents	Achieved; 17 SRRs in 2011—an increase of 7 over 2010
Increase acceptance rate by 10%	Not achieved; we increased our acceptance rate by 6%

Effectiveness and Efficiency

GRP continues to measure its effectiveness and efficiency through strategic plans that are reviewed regularly; the effectiveness of person centered case plans with S.M.A.R.T. goals (specific, measureable, attainable, relevant and time-bound); resident, stakeholder and employee surveys; and ensuring we meet or exceed the standards of the Correctional Service of Canada and the Commission on Accreditation of Rehabilitation Facilities (CARF). GRP screened 584 applicants the set time frames and maintained an occupancy rate of 91%.





48 residents (72% of the total persons served) succeeded in transitioning back into the community through reaching Full Parole, Statutory Release, or Warrant Expiry; remaining stable in the community; continuing to report to GRP; or transferring to another CRF. 16 individuals (24%) were suspended and 3 residents (4%) went UAL (similarly to last year). Residency ranged from 2 to 1594 days, averaging 160 days. GRP served 67 individuals in 2011 (63 in 2010-11).

Residents' Use of time

	2011-12	2010-11	2009-10
Working	22	18	30
Family	12	8	10
Looking for housing/work	10	8	14
CSC program/psychologists	6	5	4
Adjusting to society	5	6	24
Friends	4	4	0
Hobbies and activities	4	5	0
Support groups/workers	2	2	0
Church	1	1	0
School	1	2	5
Immigration	0	0	1
Medical	0	3	1
Volunteering	0	1	1

43.3% of the residents this year were working, volunteering, or attending school or CSC programs (41.3% last year). The residents reported difficulty finding full-time employment and that most employers now require criminal record checks. Some individuals have more difficulty adjusting to the many changes that have occurred since the beginning of their extended incarceration.

Satisfaction Surveys

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

	2011-12	2010-11	2009-10	2008-09
What is your level of trust with staff?	6	6.5	6	5.6
What is your level of safety at GRP?	6.8	6.7	6	5.8
Are you satisfied with staff's ability to address your concerns?	6.4	6.7	6	5.9
Are you satisfied with the meals provided by GRP?	5.4	5.8	5.6	5.6
Are you satisfied with your intervention plan?	6.0	6.9	5	6.4

This year 5 GRP satisfaction surveys were completed out of 18 distributed (27% return rate, and 7% of all persons served). Residents stated they were able to complete CSC programming, save money, secure employment, reintegrate into the community and stay drug free. Additional accomplishments included getting identification, recreational leisure passes, going on community outings and reconnecting with family. Residents also stated that they met great people at GRP (both staff and other residents). They disliked sharing the small rooms, resident meetings, the call-in procedures, curfews, or weekend pass restrictions.

GRP staff and management look forward to working with our partners, stakeholder and residents during the 2011-12 year to continue to improve our practices and find efficiencies so that everyone connected to Guy Richmond Place see excellence.

Next Year's Goals

- complete 3 team building exercises
- complete all staff evaluations within allotted time frames
- continue to make improvements to our CAMS system and goal-setting intervention plans
- enter institutional visits into Access and integrate results with CCIB screening board
- continue to examining ways to manage incarcerated persons with gang affiliations
- continue to work with the High Risk Offender Unit and the Vancouver Police Department
- complete a 3 year strategic plan for the program
- increase our occupancy rate to 95% for the year
- complete 100 institutional interviews
- increase the number of interviewees that come to GRP
- ensure each person has three supporters when they move from GRP to their own residence in the community

Ryan Jamieson

Hobden House (HH) is a 17-bed Community Residential Facility (CRF) contracted by the Correctional Service of Canada (CSC) to provide a stable home environment with added structure for men on Conditional Release from both federal and provincial correctional institutions. HH provides food, amenities, and 24-hour staff assistance with their integration to the community.

We assist residents to develop personal plans, reviewing and updating them as necessary, and create a **foundation for change** based on their individual needs to become contributing members of the community. We provide the opportunity—for some it is the first time in their lives—to enjoy living as productive citizens and a safe place to reside, to learn, and *to try another way*.

The safety of our community is ensured with 24-hour awake staffing to monitor residents' whereabouts; residents are required to call in from a land line to inform staff of their itinerary for the ensuing 4 hours and when they change locations, and must sign in and out when leaving or returning to HH. This resident accountability ensures continual interaction with staff members, who are able to keep an eye on any increase in the residents' risk factors and observe residents' progress.

Admission Criteria

Hobden House does not exclude any individual from requesting service. Referrals are received from the CSC's New Westminster Parole Office. Potential applicants are screened on a weekly basis. A weekly Community Corrections Intervention Board (CCIB) meeting reviews potential residents' files.

Residents must:

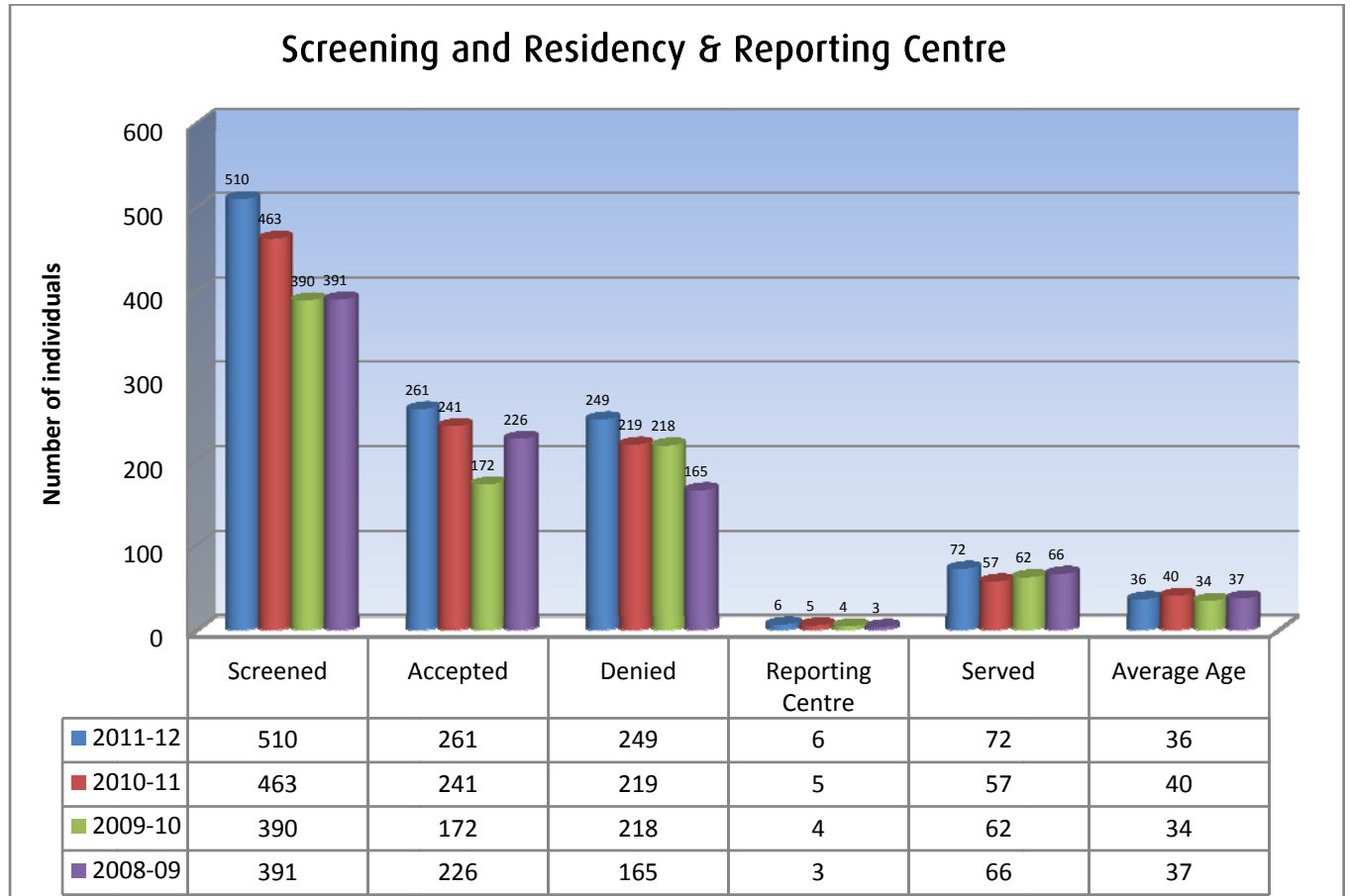
- be on Conditional Release from a federal or provincial correctional institution
- be accepted by a JHSLM House Manager or Director of Programs after a review of their correctional file
- be able to live in a group setting
- have made some progress in dealing with the criminogenic factors that prompted the offence for which they were incarcerated; they must have accepted responsibility for their actions

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

- physically challenged by the layout and design of the house, which is not wheelchair accessible
- participating in significant and untreated substance misuse
- refusing treatment for mental health issues
- refusing treatment for sexual abuse and violence issues

CCIB meetings held weekly at the New Westminster Parole Office enable a case management team approach involving JHSLM CRF managers, parole officers, program managers and psychologists, ensuring informed decisions.

In fiscal year 2011-12 (*April 1st 2011 to March 31st 2012*) Hobden House screened 510 applicants (an increase of 47 from last year), accepted 261, and **served 72 individuals** (14% of all applicants), whose average age dropped to 36 from last year's 40. The average length of residency dropped to 5.7 from 6.8 months.



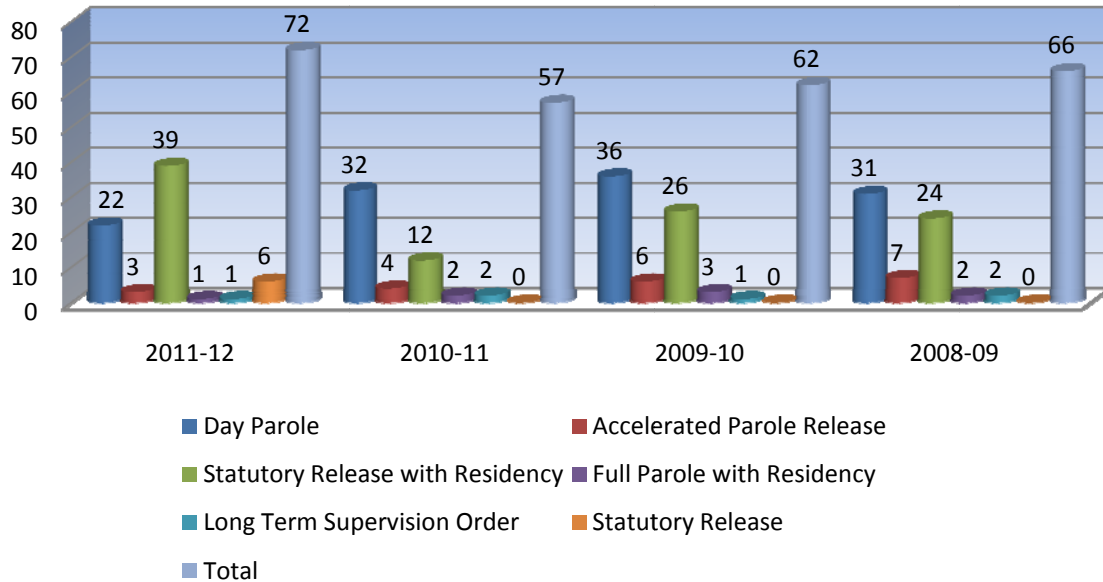
HH served 6 of the 72 individuals as a **reporting centre**.

HH staff continue to build relationships with incarcerated persons at all the correctional institutions through regular visits (though we only attend information fairs at William Head Institution; if an individual there must be seen, we have John Howard Victoria do this on our behalf), working with them on their release plans. By providing in-reach assistance we develop long term positive relationships with them. This support may include the House Manager sending a letter of support to the Parole Board of Canada and attending an individual's hearing.

Our **occupancy rate was 94%**, down 2.5%% from 2010-11. New Westminster Parole works hard to keep this rate high.

This year, HH had 39 individuals on Statutory Release with Residency (**SRR**)—more than three times the previous year. 22 individuals were on Day Parole.

Release Types



Self-reported ethnicity	2011-12	2010-11	2009-10
Caucasian	52	40	41
South Asian	12	7	2
Aboriginal	4	6	6
East Asian	2	3	2
Filipino	1	0	2
Hispanic	1	0	1
Black Canadian	0	1	1
Fijian	0	0	2
Western Asian	0	0	5
Total	72	57	62

Releasing Institutions

	2011-12	2010-11	2009-10	2008-09	2007-08
Temporary Detention Unit	10	12	11	13	5
CRF Transfers	9	13	7	1	3
Ferndale Institution	9	9	11	13	16
Mission Institution	9	2	2	0	0
Kent	8	2	3	4	7
Matsqui Institution	8	1	3	0	9
Pacific Institution	4	2	4	4	3
Provincial Institutions	4	0	4	7	3
Regional Treatment Center	4	2	3	4	0
Mountain Institution	2	7	4	13	7
<i>Out of Province</i>	2	2	2	1	3

Substance abuse treatment facilities	2	3	4	0	2
William Head Institution	1	1	2	6	3
Kwikwèxwelhp Institution	0	1	2	0	3
Regional Reception and Assessment Centre	0	0	0	0	1
Total	72	57	62	66	65

The above chart show there was an increase in the number of residents from Kent, Mission and Matsqui institutions and a decrease in the number of residents from Mountain Institution.

Residents' Charges at Intake

	2011-12	2010-11	2009-10
Aggravated Assault	4	0	2
Armed Robbery	6	3	3
Arson	1	1	0
Assault	4	0	2
Assault with weapon	0	2	2
Breaking and entering	2	1	4
Counterfeiting	0	0	0
Extortion	0	0	0
1st/2nd degree murder	2	5	3
False Pretences (entering a home under FP, e.g.)	0	0	2
Fraud	1	3	3
Importing/exporting drugs	4	0	0
Kidnapping/forcible confinement	5	3	2
Manslaughter	3	7	2
Motor Vehicle	2	3	0
Non-culpable	0	0	0
Obstruction of justice	0	0	2
Possession of controlled substance	0	1	0
Possession of firearm	0	0	2
Possession of stolen property	2	0	2
Robbery	19	11	21
Sexual assault	6	8	2
Theft	1	1	2
Trafficking	7	8	6

Residents are most often charged with multiple offences. The above chart lists the **single most serious offence** per resident at time of intake. The changes exhibited in this chart include:

- the number of residents with robbery and armed robbery offences increased (by 8 and 3) to 25 from last year's 14
- the number of residents with assault and aggravated assault both increased by 4 from the previous year
- the number of residents with murder convictions was down by 3 from last year

Changes in Service

The meetings of New Westminster Parole (NWP) and Hobden House (which include the NWP Area Director, parole officer supervisors, CRF managers, and guests) continue to be positive experiences, allowing all to discuss issues and find solutions to ensure the smooth and safe operation of CRFs. This is the 4th year HH has received information on inmate gang association from the Security Intelligence Office (SIO). The New Westminster Parole office has now designated certain parole officers (POs) for specific types of offences, and a separate unit specifically for female offenders, thereby reducing the required frequency of PO visits to Hobden House.

A Parole Officer Supervisor (POS) is assigned to each CRF, and is able to meet weekly with CRF staff. The weekly CCIB meetings continue to be productive and informative.

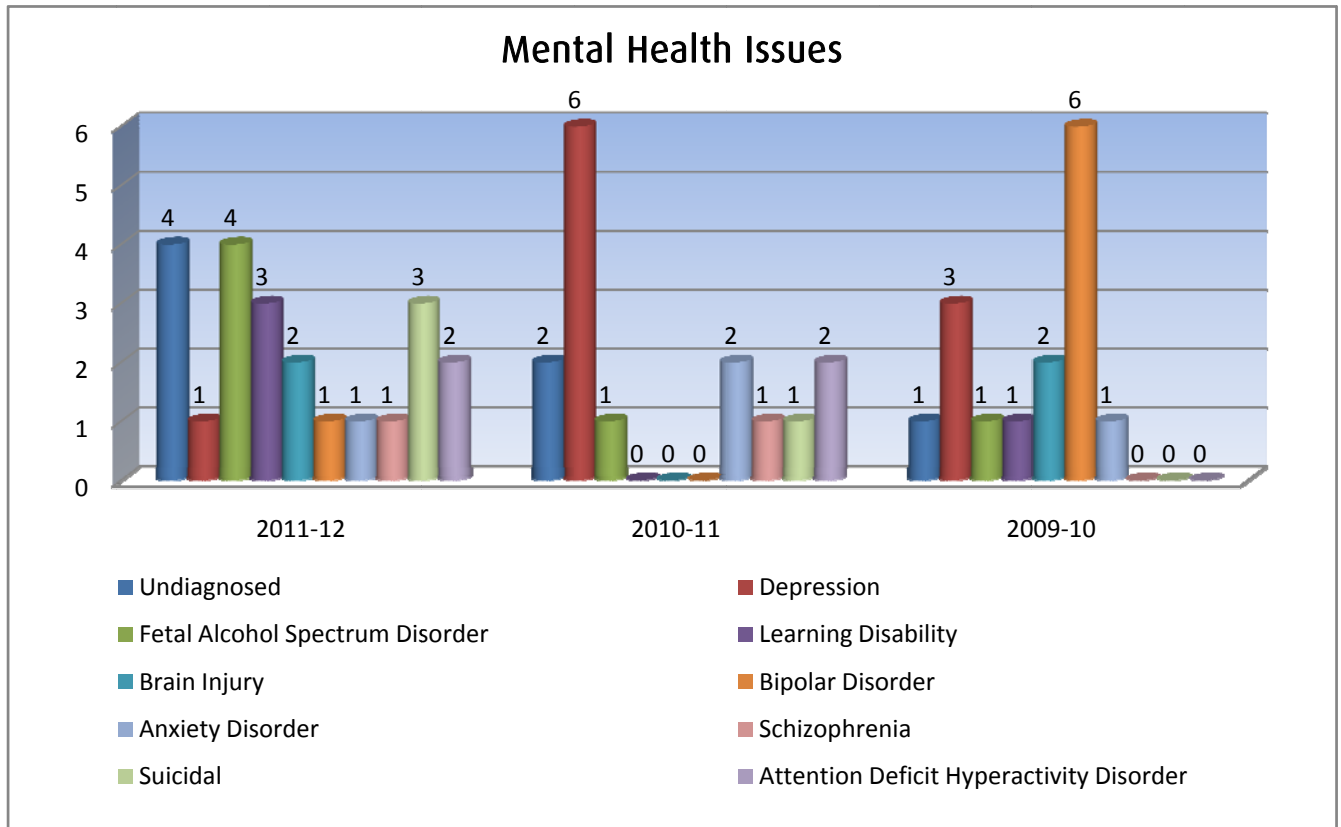
This year HH added a Senior Resident Worker (SRW) to the evening shift during the week and a second staff member to cover the two weekend days they do not work, providing double staffed evenings 7 days a week. The shift overlaps an hour with the overnight shift as the residents are settling down for the night. The benefits of this new staffing model are: a) increased participation of residents and staff in community events (which residents can continue when living on their own); b) additional support and safety for the community, staff and residents in the event of any incident; and c) improved case management, as the SRW takes primary responsibility.

Health Issues

Alcohol and substance misuse issues continue to be a dominant concern of the individuals we serve: **82%** of all HH residents in 2011-12. Only 11% of the 66 HH residents did not have an abstain condition. (The information on residents' medical issues below is not necessarily exhaustive since it is not mandatory that residents disclose medical information—it only reflects the needs that the resident has disclosed either in the institution or to HH staff.)

	2011-12	2010-11	2009-10
Alcohol and substance misuse issues	59	48	55
Allergies	0	1	1
Asthma	1	0	6
Brain injury	2	2	3
Cancer	1	0	0
High cholesterol and blood pressure	2	5	4
Crohn's disease	0	1	0
Diabetes	1	2	1
Epilepsy	0	0	0
Gout	0	2	2
Hearing	1	0	0
Heart problems	0	2	3
Hepatitis	3	5	6
Hernia	0	2	1
High blood pressure	0	0	0
HIV	1	1	1
Injuries in backs, joints and limbs	3	10	11

Lupus	0	1	0
Methadone	8	1	4
Migraines	0	0	0
Pacemaker	0	0	0
Sleep apnea and sleeping issues	1	1	0
Skin issues	2	1	0
Testosterone	0	0	1



The above graph shows an increase in the number of residents with mental health issues (diagnosed or suspected). Depression has decreased while persons with FASD, brain injury and undiagnosed mental health issues have risen. The greatest change was in the number of residents who are prescribed methadone for substance addiction, which has risen by 7 this past year.

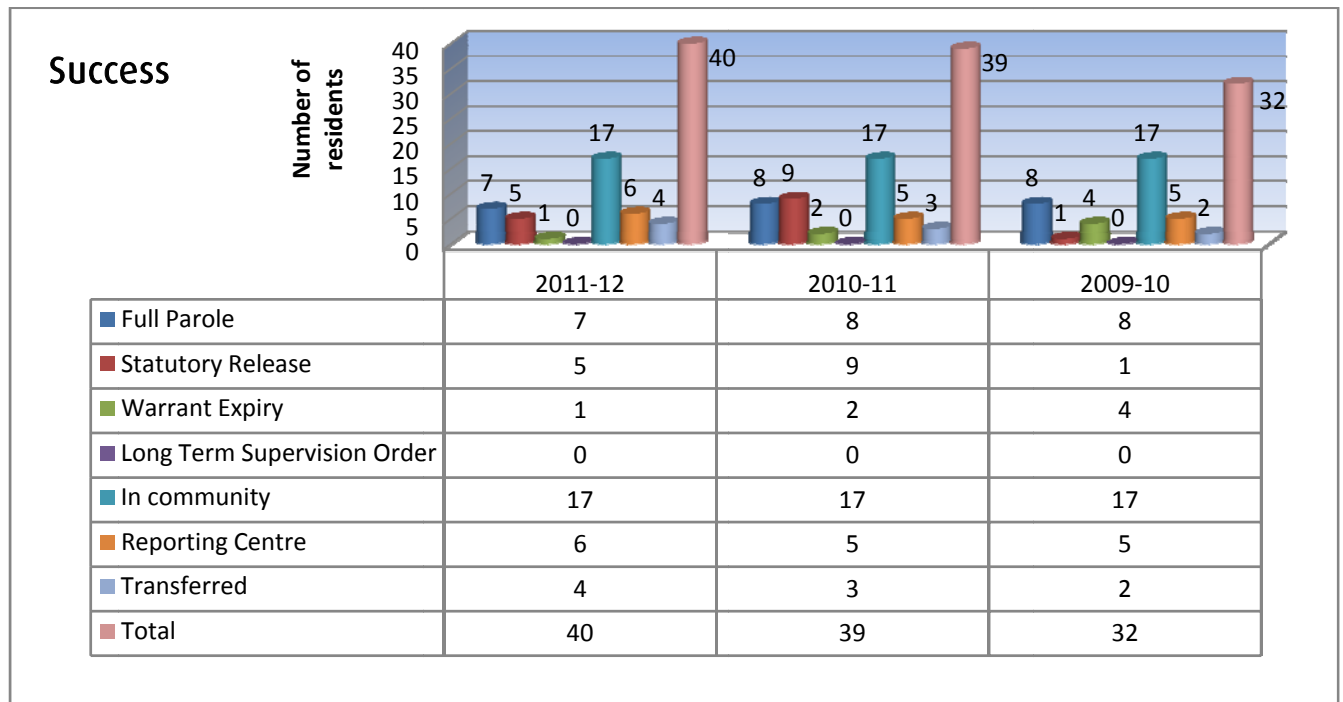
Program Goals

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

- utilize feedback from the stakeholders and residents to make positive changes
- upgrade the office equipment as needed

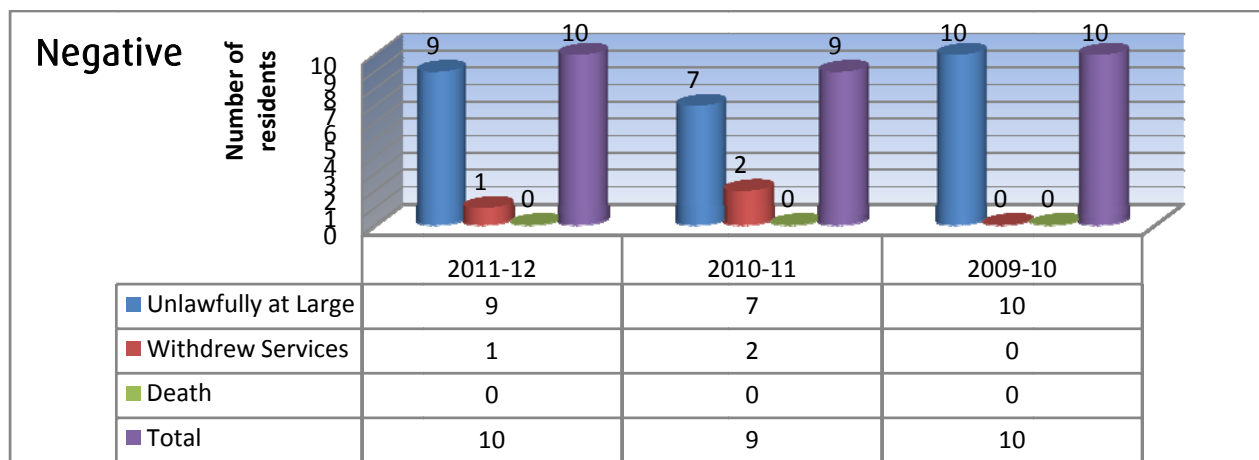
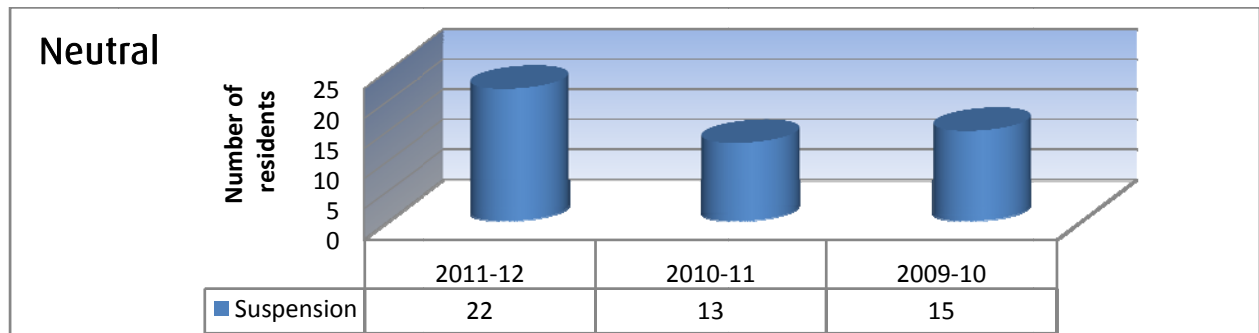
Review of Last Year's Goals

Action	Outcome
10 correctional institution visits	Achieved; 17 visits plus 4 file reviews and one "lifers" committee meeting
Increase satisfaction survey return rate	Achieved
To complete staff evaluations on time	Achieved
HH staff presence at CCIB Screenings and Parole Board Hearings	Mostly achieved; all full-time staff but one attended CCIB and institutions
To develop a template form for CCIB screenings and institutional visits	Achieved
Get a garden shed to store garden tools	Not achieved
Explore the management of incarcerated persons with ties to community gangs	Ongoing
Improve our case management team approach with correctional institutions and parole offices	JHSLM CRF House Managers attend institutional file reviews, and have developed a data base in Microsoft Access for individuals seen
Develop a five year strategic plan for the program	In progress



40 individuals (56% of the total persons served) were successful in reaching Full Parole, Statutory Release, Warrant Expiry, remaining in the community, continuing to report to Hobden House, or transferring to another CRF. (Last year, this figure was 39, or **68.4%**.) In 2011-12, **22 individuals**

(31%) were **suspended** and 9 (13%) went **Unlawfully at Large (UAL)**. We withdrew services from one person.



Characteristics of Residents that went UAL	Characteristics of Residents that did not go UAL
weighted compliance scores varied from 10 to 20 (16.8 average)	same
had a relapse plan	same
motivation level medium to high	same
minimum of 2 community supports	same
substance misuse issues	same
security classification ranged from minimum to maximum	same
Ranged in age from mid-20s to 40s	same
minimum of 2 CSC programs	same
majority were on their first federal sentence	same
some mental health needs	same
some had been in treatment programs in past	same
unable to set realistic goals	able to set realistic goals
troubled primary relationship	positive primary relationship
described by staff as needy	described by staff as patient
late for curfews	on time for curfews
high energy, challenged rules, avoided chores	followed rules, did chores
difficulty maintaining commitments	kept commitments
easily influenced by others both positively and negatively	not easily influenced by others

The behaviours that stand out for those that went UAL compared to those residents that did is not being able to set realistic goals, having problems in their primary relationship, being late for curfews, being easily influenced, challenging rules and having difficulty maintaining commitments. All of them had relapse plans, community support, substance misuse issues, had been in programs and most had been in substance misuse treatment programs in the past. Importantly, security classification and release type did not appear to be factors.

Statistical Data on 8 of the 9 Residents Who Went Unlawfully At Large:

<i>Mot Level</i>	<i>Sentence Length</i>	<i>Length of Stay</i>	<i>Age at Release</i>	<i>Day Prog</i>	<i>SIR*</i>	<i>Substance misuse</i>	<i>Support System</i>	<i>CSC Programs Completed</i>	<i>Release Status</i>	<i>Mental Health Issues</i>	<i>Physical Health Issues</i>	<i>Score On UAL Scale out of 30</i>
M	3 years 30 days	50 days	34	Yes	NA	Yes	None	3	SRR	Yes	No	20
M	5 years 1 month 15 days	8 days	28	No	-10	Yes	Sister	3	SRR	Yes	No	17
M	5 years	76 days	52	Yes	-1	Yes	Family	2	SRR	No	No	12
M	6 years	130 +15 days	36	Yes	-1	Yes	Family	3	SRR	No	No	15
L	4 years 22 days	8 days	29	Yes	4	Yes	Family	1	SRR	No	No	18
L	2 years 1 day	9 days	22	Yes	-8	Yes	Family	2	SRR	No	No	22
L	2 years 9 months	147	41	Yes	-6	Yes	Family, girlfriend	3	SRR	No	Yes	15
M	5 years	28	28	Yes	-1	Yes	Family	2	SRR	No	No	19

*SIR=Statistical Indicator of Recidivism, which attempts predicts behaviour based on statistical information of an individual

Efficiency

Between April 1, 2011 and March 31, 2012 Hobden House screened 510 applicants for residency and reporting centre. 261 individuals were accepted and 249 were denied. We served 66 residents and 6 individuals as a reporting centre. Our occupancy rate 94.5% (16.1 residents out of 17 per day)—very close to 94% in 2010-11. This slight 0.5% rise may be the result of:

- The New Westminster Parole Office’s ongoing efforts to keep the CRFs full
- Increased staffing 7 days per week, allowing more proactive assistance for residents, better case planning, and increased community activity participation

Satisfaction Surveys

This year, 9 residents filled out our satisfaction survey, on a scale from 1 (lowest) to 7 (highest):

	2011-12	2010-11	2009-10	2008-09	2007-08
What is your level of trust with the staff?	4.9	5.1	6.7	6.75	6.2
What is your level of safety at Hobden House?	6.3	5.6	6.5	6.75	6.4
Are you satisfied with staff’s ability to address your	6.1	5.6	7	6.75	6.2

concerns?					
Are you satisfied with the food that is provided at HH?	5.6	5.3	6.8	6.75	6.8
Are you satisfied with your intervention plan?	6.1	6	6.8	6.75	5

Where do you think we can improve?

"Call in procedure reduced to twice a day at specific hours instead of four-hour call-ins."

What do you think we do well at Hobden House?

"Understanding and nurturing environment."

ANALYSIS

- average age of our residents was between 30 and 40
- suspensions were near the record high of 2008's 23
- average length of stay has dropped to 5.7 months (from 6.8 months in 2010)
- residents convicted of robbery (including armed robbery) convictions increased by 79%
- residents convicted of first and second degree murder was down by 3 from last year
- satisfaction survey results indicate residents satisfied with HH service

Next Year's Goals

- visit correctional institutions 16 times
- attend one inmate committee meeting at every correctional institution to present Hobden House as the preferred CRF
- complete stakeholder, staff and consumer survey and increase the return rate to 70%
- continue to complete staff evaluations within set time frames
- continue to give staff exposure to CCIB and Parole Board of Canada
- purchase a shed to store garden tools
- purchase a new freezer, have our driveway repaved
- manage incarcerated persons with community gang ties
- improve our case management team approach with institutions and parole officers
- complete our 5 year strategic plan
- reduce UALs to no more than 10% of total persons served
- maintain an occupancy rate of 95%
- ensure each person has three supporters when they move from GRP to their own residence in the community

Pat Gilbert

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

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

Social skills include the following:

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

Educational and vocational skills include:

- Referral to community based educational/job-training programs
- Job search, resume preparation, job interviewing

Admission Criteria

1) An individual:

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

2) Vancouver Apartment is *not* appropriate for those individuals that are:

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

Population served

In fiscal year 2011-12 (*April 1st 2011 to March 31st, 2012*) VA served **7 residents** (3 female and 4 male), 2 Chinese, one Black Canadian and 4 Caucasian individuals.

Changes in Service

During this past year VA supported several individuals on both a short term and emergency basis referred by CLBC due to changes in their living arrangements and their emergent need for support.

The VA team accommodated them on an expedited basis to provide a safe and supportive home for these individuals experiencing significant changes and stress in their lives.

The residency of all individuals varied between 3 and 8 months. 2 emergency VA residents transitioned into Homeshares as a result of the skills developed and independence gained during their time with us—both continue to be supported through our Community Outreach Program. One individual is residing in a Homeshare that is supervised by our Individual Care Network Program.

Community Needs Assessment

Between constant, 24-hour support and independent living there is an ongoing need for adaptable supportive housing to enhance personal choice and autonomy of individuals in the care of CLBC, as well as specialized and individualized daytime activities to increase independence.

VA makes every effort to meet the needs of residents through individual-centred planning, not by trying to fit the resident within the confines of an existing program. Our case management team approach gives all stakeholders and the individuals we serve a forum to make informed decisions.

This past year, JHSLM and CLBC have seen a greater need for emergency beds with 24 hours of staffing; individuals have been released from hospitals with very short notice or have come from families no longer able to provide the necessary care. VA's basement suite may accommodate such individuals in future.

Program Goals

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

The residents work toward the goal of independence, one step at a time. VA staff work with them, their families and other advocates, as well as professional supports within the community, to assist them in reaching their goals. This is as a time of experimenting and practicing new behaviours, as well as learning and practicing new skills. VA staff focus on resident successes and believe that each resident can find unique solutions to their life's challenges. Individualized planning provides a more accurate assessment of skill level and readiness for increasingly independent living.

Effectiveness – Outcomes

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

Resident	April 2011	July 2011	Oct 2011	Jan 2012
1	89	86	88	88
2	72	72	73	87
3	156	157	157	156
4	-	194	191	194
5	-	-	-	166

This data enables us to develop care plans and measure outcomes, providing an opportunity for residents and staff to improve areas that need more attention. Residents' challenges include struggling to balance relationships, increased independence, and mental and physical health, as well as behavioural concerns. The levels of functioning of VA residents continue to be diverse, requiring a wide variety of support. Some individuals require more direct support with their ADLS, while others require support with finding employment, educational opportunities, and/or mental health services.

We were mostly successful in maintaining full occupancy this year (2 months saw a 75% occupancy rate).

The incidents reported this year involved mental health issues, medical emergencies, suicidal ideations, aggressive behavior/posturing, uttering threats, substance misuse, missing persons reports and unsafe behaviors in the community. Each incident was investigated, reported and reviewed by the case management team. Outcomes included lost privileges and hospitalization:

Resident	Critical Incident Reports	Reasons
1	0	
2	31	Missing persons reports due to no contact with the individual for 24 hours, substance misuse, mental health concerns, medical emergencies, hospitalization, unsafe behavior in the community, police incident
3	13	Aggressive behaviour/posturing towards staff and co-residents, uttering threats, suicidal ideation, physical confrontation, police involvement
4	0	
5	11	Medical attention, hospitalization, suicidal ideation, police involvement
6	0	
7	7	Missing persons reports, disclosure

Efficiency

In the last year, we received several referrals, including emergency requests, to replace 3 residents transitioning into more independent living arrangements. The case management team reviewed each of these referrals promptly and carefully through referral and transitions stages.

Every Monday afternoon, meetings are held during in which residents and staff review the previous week and plan the coming week, residents can express feedback, and all concerned can resolve interpersonal issues, and participate in the planning of upcoming social and leisure activities.

Satisfaction Survey

Residents

All residents (7) completed our satisfaction survey and rated their experience at VA on a scale from 1 (lowest) to 7 (highest):

	2011-12	2010-11	2009-10
Level of hope for the future	3	6.5	7
Level of trust with staff	6.75	7	7
Level of safety at VA	6.25	7	7
Staff's ability to address your concerns	7	7	6.67
Your ability to live independently	3.75	4.5	5.33

One individual's response to the question *"What do you think that we do well at Vancouver Apartment?"* was *"taking good care of people."* Feedback included a request for staff to research more activities. Residents also submitted several written complaints and suggestions over the past year; the complaints referred to restrictions in place for the safety of the individual and minor personality conflicts with co-residents and staff. Complaints were reported, handled promptly and reviewed by the team with an outside mediator. Weekly house meetings and our suggestion box continue to assist us to monitor resident satisfaction.

Stakeholders

8 stakeholder surveys were returned (out of 13 sent, a 61.5% return rate compared to 55%—8 out of 20—the previous year), rating VA on a scale of 1 (lowest) to 7 (highest):

	2011-12	2010-11	2009-10
To what extent has JHSLM responded in a cooperative and professional manner?	6.75	6.64	6.63
How satisfied are you with JHSLM?	6.63	6.45	6.25
Please rate the accessibility of Vancouver Apartment for the individual in your care	6.38	6.2	6.00

Additional feedback included:

"JHS is a real pleasure to work with. The staff are professional, friendly and always willing to go above and beyond to make things work... It's so nice to see the 'get it done' perspective...it's hard to find!"

"Overall, I am very pleased with the service that JHS provides. JHS is flexible and able to work with more challenging individuals in a respectful and realistic way. Individuals are met where they are at and encouraged to make strides that are important to them."

"It's always a pleasure to work with the staff at JHS. I work closely with Alanna Parker and Jen Hirsh and have a great work relationship with them."

ANALYSIS

Review of last year's goals:

Action	Outcomes
Maintain a 100% occupancy rate	Almost achieved
Referrals to be handled promptly	Achieved
Develop alternative day programming for residents who cannot access community day programs due to their level of functioning	Achieved; created day programming tailored to fit the needs and interests of our residents who are not an appropriate fit for existing community programs
Improve service and meet residents' individual needs	Achieved; accomplished through continued monitoring and assessment of each resident's need, abilities and goals
Complete semi-annual file audits	Achieved; all files audited; key worker checklists used to ensure files were kept up-to-date
Facilitate one team building event for staff to participate in and increase staff morale	Not achieved; though VA staff attended an agency-wide storyboarding event in March which encouraged staff input and feedback on JHSLM's strengths, weaknesses, and future direction
Staff evaluations done on time	Almost achieved; 90% were completed on time
Encourage staff to research and participate in training beneficial to their position	Achieved; several staff members attended training in addictions issues, concurrent disorders, diabetes education, and nutrition

Changes in Service

While group activities are challenging because of behavioural concerns and the diverse levels of functioning of VA residents, social interaction amongst peers is very beneficial. Group trips were made to the Pacific National Exhibition, the Greater Vancouver Zoo, Stanley Park, the Vancouver Aquarium, Granville Island, the Farmers' Market as well as local art events and community fairs. We also celebrate birthdays and holidays with decorations and parties.

Together with the JHSLM Community Services Office, Community Outreach and Miller Block, VA held a Sports Day. One VA resident takes weekly tai chi classes and participates in Special Olympics' bowling, while another resident has taken a weekly art class with the Developmental Disabilities Association. A third resident developed his life skills to increase his independence at home and in the community. Another resident focused on obtaining paid employment.

Effectiveness

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

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

Residents continue to develop their understanding of the areas in which they are able to grow, which has enhanced goal development in their care plans (residents are more involved in this processes when can evaluate their different skill levels). One of our residents continues to attend day programs one day per week. Another resident is able to menu plan, grocery shop and prepare meals

with minimal supervision. Another two residents have made significant progress and are knowledgeable about cooking simple nutritious meals and snacks with limited staff supervision. A fourth resident has been able to maintain previous gains in managing his daily living activities.

Efficiency

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

Satisfaction

VA's Manager met with each resident individually to discuss the outcome of satisfaction survey results and to solicit feedback on programming or staff. Informal inquiries made regularly during professional contact with other stakeholders confirm high rates of satisfaction; CLBC representatives commended JHSLM for flexibility in service to accommodate individuals with more complex needs.

Next Year's Goals

- maintain a 100% occupancy rate
- referrals handled promptly
- improve our quality of service and meet the individual needs of residents
- develop day programming for residents who do not have access to community day programs
- complete semi-annual file audits
- complete staff annual evaluations on time
- encourage staff to research training beneficial to their position
- facilitate one team building event to increase staff morale

Alanna Parker

The Community Outreach Program (CO) provides collaborative, one-to-one 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 (an apartment, affordable housing, home share or hotel), or in JHSLM’s Miller Block, a building with 11 suites. Skill development focuses on personal routines, community awareness and social maturity. The individual, their facilitator, and the Outreach Worker jointly negotiate goals and develop an individualized care plan. When appropriate, the input of family members and other stakeholders is incorporated as much as possible. Miller Block tenants do not have a contract for goals or time-specific services as other Outreach-served individuals do; support is instead provided on an as-needed basis, available to tenants 8 hours per day, 7 days a week.

Admission Criteria

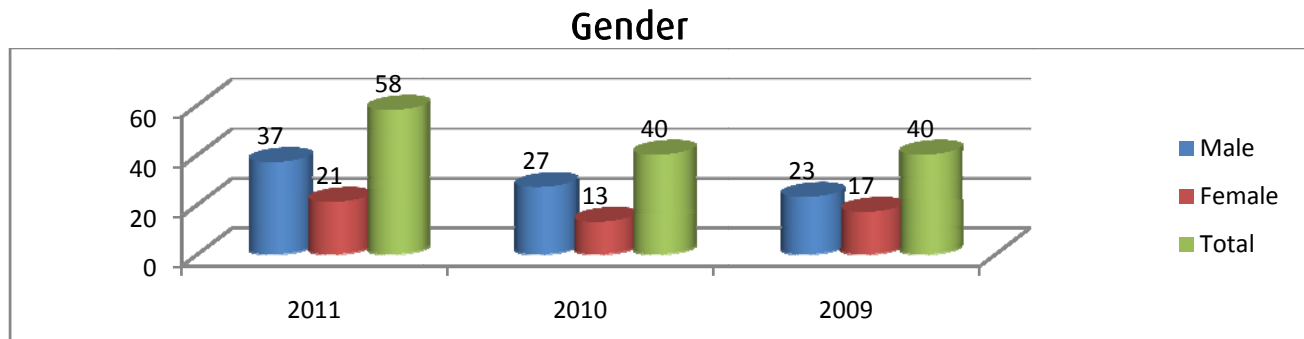
The Community Outreach Program is contracted by CLBC to serve individuals who:

- are 19 years of age or older
- are involved in, or at risk of involvement with, the criminal justice system
- need assistance in learning life skills
- are able to live independently but willing to accept some outreach support
- may also have mental health concerns
- may have health concerns
- may have substance misuse issues

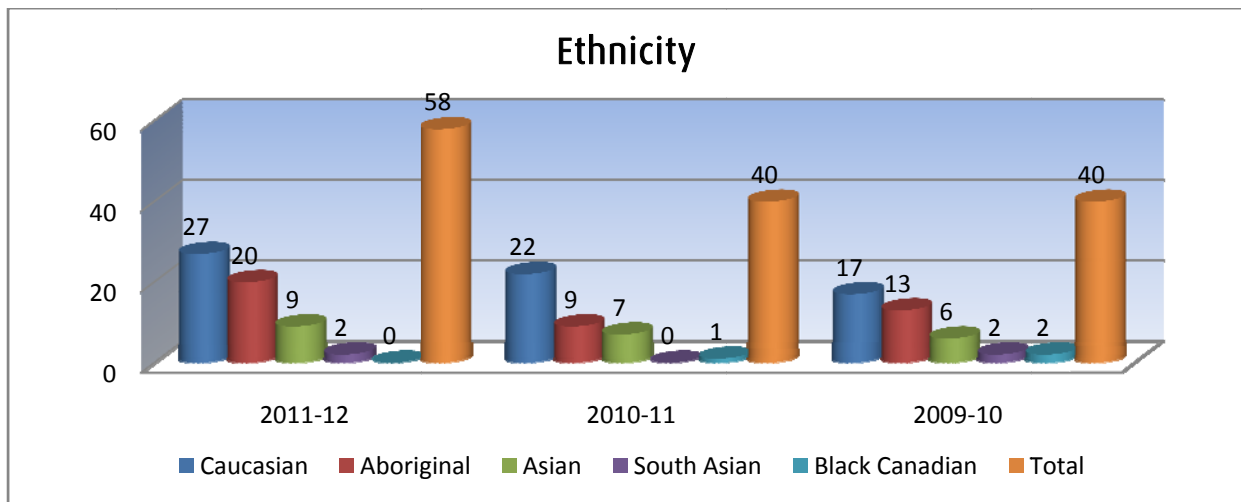
Miller Block residents must be from the Vancouver Region of Community Living BC

Population Served

In fiscal year 2011-12 (*April 1st 2011 to March 31st 2012*), our Outreach team served **58 individuals**, which is *an increase of 18 people* from the previous year—the number of males served increased by 10 and the number of females by 8.



47% (27) of the persons served in 2011-12 were Caucasian (compared to 55% in the previous year). There was a marked increase in Aboriginal individuals served from the previous year—up by 11.



Disability Type (note that some individuals have multiple concerns)

50% of the people we supported in 2011-12 had medical-related needs (45% in the previous year).

Medical Issues	2011-12	2010-11	2009-10
<i>No medical issues</i>	29	22	25
alcohol and substance misuse	12	6	2
Diabetes	6	6	1
Asthma	4	2	1
Heart disease	3	3	2
Seizure disorder	3	2	1
Hearing impairment	2	2	1
Visual impairment	2	0	0
Brain injury	1	1	2
Celiac disease	1	0	0
Cerebral palsy	1	1	1
Dyslexia	1	1	1
Glaucoma	1	0	0
Non-fatal Huntington's disease	1	0	0
Hypothyroid	1	0	0
Kalman Syndrome	1	1	0
Klinefelter's Syndrome	1	0	0
Lipoprotein lipase deficiency	1	1	0
Lupus of the brain	1	1	1
Memory loss	1	2	2
Retinopathy	1	0	0
San Filippo Syndrome	1	0	0
Scoliosis	1	0	0

66% of persons served had a mental health issue (down 2% from last year):

Mental Health Issues	2011-12	2010-11	2009-10
<i>No mental health issues</i>	20	13	8
Fetal alcohol spectrum disorder (FASD)	10	6	6
Psychotic Disorder not otherwise specified	6	3	1
Attention deficit hyperactivity disorder (ADHD)	5	2	3
Autism spectrum disorder	4	4	3
Depressive disorder	4	4	1
Anxiety disorder	2	3	2
Asperger syndrome	2	1	1
Bipolar disorder	2	1	1
Conduct disorder	2	0	0
Histrionic personality disorder	2	0	0
Obsessive-Compulsive disorder	2	2	1
Post-traumatic stress disorder (PTSD)	2	4	3
Schizophrenia	2	0	1
Selective Mutism	2	1	1
Down syndrome	1	1	1
Drug induced psychosis	1	0	0
Multiple personality disorder	1	0	0
Myotonic dystrophy	1	1	1
Paranoid schizophrenia	1	1	1
Schizoid-affective disorder	1	2	1
Tourette syndrome	1	1	1
Attachment disorder	0	1	1

Changes in Service

This year we received 22 new referrals from CLBC, the majority of which required more intensive supervision and support, resulting in 10 or more hours of support per week per referral. Our program has therefore increased staffing levels significantly this past year.

There has been a significant change in the population referred to JHSLM. The majority of individuals we newly supported were young adults aging out of the support systems of the B.C. Ministry of Children and Family Development (MCFD) or Vancouver Aboriginal Child and Family Services Society (VACFSS). Many were at risk for involvement in the criminal justice system and/or homelessness and/or struggling with substance misuse. Our staff team has had to be creative and flexible to provide effective support and establish strong working relationships.

In 2011-12, **we supported 8 individuals impacted by criminal justice** (both federal and provincial) while in custody with pre-release planning and once they were released, working with probation and parole officers, social workers, mental health teams, and others in their overall support teams.

A volunteer for a 6-week period (February to March, 2012) provided invaluable support, allowing us to respond quickly to immediate needs of all the Community Outreach individuals and Miller Block residents and offer more one-to-one direct service and group excursions.

Community Needs Assessment

This year we assisted individuals who were either homeless or at risk of being homeless. There is an emergent need for supportive housing outside of Vancouver's Downtown Eastside that is not a Single Room Occupancy hotel (SRO) or a shelter. It is always difficult to find housing for individuals with limited finances, multiple barriers, substance misuse issues and/or a developmental disability. Challenges include: long wait lists, low vacancy rates, unsafe housing options, and lack of affordability. We were successful this year in supporting an individual maintain housing in the basement suite of Vancouver Apartments who had been homeless and living in a shelter in the Downtown Eastside for over a year. We also successfully housed individuals in different housing to accommodate their needs; while one Miller Block tenant was evicted this year, he continued to receive community support from the JHSLM outreach team, who found him long-term housing.

There is a continual need for supportive housing to enhance personal choice and autonomy for those ready to transition from constant 24-hour support to increasingly independent living.

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

Program Goals

- enhance the quality of life for the individuals we serve
- promote independence by providing life skills training through individualized care plans developed by the individual, facilitator, and outreach worker
- facilitate increased inclusion in the community, neighbourhood and age-affiliated activities
- provide individuals who are at risk for homelessness with stable, affordable housing

Effectiveness

Goals are developed at intake (these goals are somewhat more flexible and less structured for the majority of Miller Block tenants), specific to each individual, which may change and are reviewed every three months. Success is determined by the person's own progress.

Each individual completes a needs assessment to evaluate their current abilities and areas needing improvement. This assessment tool, used with our Client Administration Management System, automatically identifies areas of improvement based on how the individual rated themselves—a very illustrative measure of personal success.

Reported incidents this year involved intoxication and assault, police attention, medical issues, disturbances, paranoid behaviors, assault of one of the persons we support, and breaching of probation orders. Each incident was investigated, reported to CLBC and reviewed by the case

management team. The outcome for these incidents included hospitalization, more supportive housing, additional outreach hours, and eviction notices.

Efficiency

- This year the Community Outreach Program served 58 individuals
- Community Outreach maintained a 100% utilization rate and increased in size significantly, from 5.4 fulltime employees (FTEs) to 10.3 during the course of the year
- Since its opening in December of 2005, Miller Block has maintained an average occupancy rate of 92% with some turnover, which this year included:
 - One tenant moved out of Miller Block into a more medically supported setting
 - One tenant moved to Surrey to be closer to his family
 - One tenant was evicted due to property damage and noise complaints
 - One tenant was evicted due to a no contact order with another tenant in the building

Satisfaction Survey

A total of 15 of the individuals served (26% of total) completed our satisfaction survey, rating various aspects of the program on a scale of **1 (lowest)** to **7 (highest)**, and were generally quite satisfied with our services, adding the following comments:

“No need for improvement!”

“I enjoy life. Keeping on track with appointments. I enjoy reminders, car rides, hanging out”

“[They] take me out places. [And they] Do well with groceries”

“They always help you”

“Bring back Jill!”

“Nice staff helping [us] all the time”

	2011-12	2010-11	2009-10
Your level of trust with the staff is?	6.1	5.7	5.6
How satisfied are you with staff’s ability to address your concerns?	6.4	6.1	6.1
Are you satisfied with the supports that are provided with your outreach program?	5.8	5.6	5.8
Are you satisfied with the life skills you are learning to be more independent?	6.5	6.0	5.6
<i>Percentage of survey respondents out of total individuals served</i>	26%	47.5%	45%

Regular tenant meetings at Miller Block allow expression of recommendations, and concerns.

Stakeholder Satisfaction

8 out of 13 (61.5%) stakeholder surveys were returned (up from last year’s 55%), expressing overall satisfaction with our programs with an average rating of 6.63 out of 7.

Additional feedback included: “Our family found Tomas and Sebastian to be excellent workers—

punctual, very sensitive to [our son's] special need and willing to try different approaches.”

“Overall, I am very pleased with the service that JHS provides. JHS is flexible and able to work with more challenging individuals in a respectful and realistic way. Individuals are met where they are at and encouraged to make strides that are important to them.”

Review of Last Year's Goals

Action	Outcome
Maximize caseload through referrals, maintaining a minimum caseload of 90% based on the number of hours assigned to each worker by CLBC	Achieved and exceeded; outreach workers maintained a 100% caseload; CLBC was notified immediately of any vacancies.
Increase level of independence, achieving 75% of the goals set by them and their outreach worker during intake	Achieved; though individuals—particularly at Miller Block—shift their goals throughout the year; we continue to measure outcomes individually based on the goals they set with their workers
Develop group activities that may include community events, cultural events, and sport activities	Achieved; Sports Day, Playland, Vancouver Aquarium, bowling, BBQs, cultural celebrations, pancake days, Stanley Park, Christmas lights, Old Timer's hockey game, Vancouver Canadians baseball game, pumpkin carving, haunted house, Vancouver Zoo, and Community Fairs; craft and games days at Community Services Office
Outreach team will interview all referrals to the program within two weeks of receipt of documentation	Achieved; all referrals received were interviewed within two weeks and service start date was immediate
Improve staff training—each staff member sets their training goals during their annual evaluation	Achieved; staff team participated in the following training: Sex Offenders, Non-Violent Crisis Intervention, Co-occurring Disorders, Addiction Issues, Mental Health
Team building exercise at staff meetings to improve performance and morale	Partially achieved; not every staff meeting had a team building exercise; we decided instead to get together for potlucks throughout the year; our team also attended the agency-wide storyboarding event in March
Maintain Miller Block occupancy rate at a minimum of 10	Achieved and exceeded; 11 CLBC tenants the entire year
Improve the screening guide and intake process for new referrals	Partially achieved; there were a few minor changes to the screening guide; this will remain a goal for next year
Add 2 full-time outreach workers	Exceeded; 4.9 full-time employees added
Meet standards of the Commission on the Accreditation of Rehabilitation Facilities (CARF)	Achieved; we were rewarded another three year accreditation certificate
Improve our case planning, clearly identifying supports for each goal and responsibility for each step	Partially achieved; this is an ongoing goal, specifically with regards to training new team members
Hold at 3 information workshops (on oral hygiene, for example)	Achieved; workshops on oral hygiene, healthy nutrition, stress management and effective communication
Hire a part-time summer student to provide additional supports	Not achieved; ineligible to apply for Service Canada funding

The Commission on Accreditation of Rehabilitation Facilities (CARF) extended our certification at the beginning of 2011. The outreach team works very hard to maintain or exceed CARF standards; staff and management perform bi-annual file audits, ensure the security of consumer information, maintain personnel files, complete staff evaluations, and continuously update administrative forms.

Effectiveness

- we utilize person-centred planning with specific, measurable, attainable, realistic and time-bound (S.M.A.R.T.) goals
- goals are reviewed regularly and changes made when needed
- the outreach team continues to support individuals in achieving their care plan goals
- the individuals we support and stakeholders are very satisfied with our service
- all major incidents were referred to the police and investigated, reported to CLBC and followed up by the case management team

Efficiency

- referrals were handled within set time frames
- costs remain within budget
- CLBC and JHSLM case management team approach continues to improve

Next Year's Goals

- maximize caseload through referrals—a minimum caseload of 90% based on the number of hours assigned to each worker by CLBC
- increase level of independence of individuals served, achieving 75% of their goals
- group activities that may include community events, cultural events, and sport activities
- interview all referrals within two weeks of receipt of documentation
- improve staff training
- have a team-building event to improve performance and morale
- maintain Miller Block occupancy rate at a minimum of 11
- improve the screening guide and intake process for new referrals
- meet or exceed CARF standards
- hold at least three information workshops for the people we support
- improve our case plans—ensuring they are S.M.A.R.T. goals and supports are clearly identified
- hire a Human Resources and Skills Development Service Canada Summer Jobs program summer student

Alanna Parker

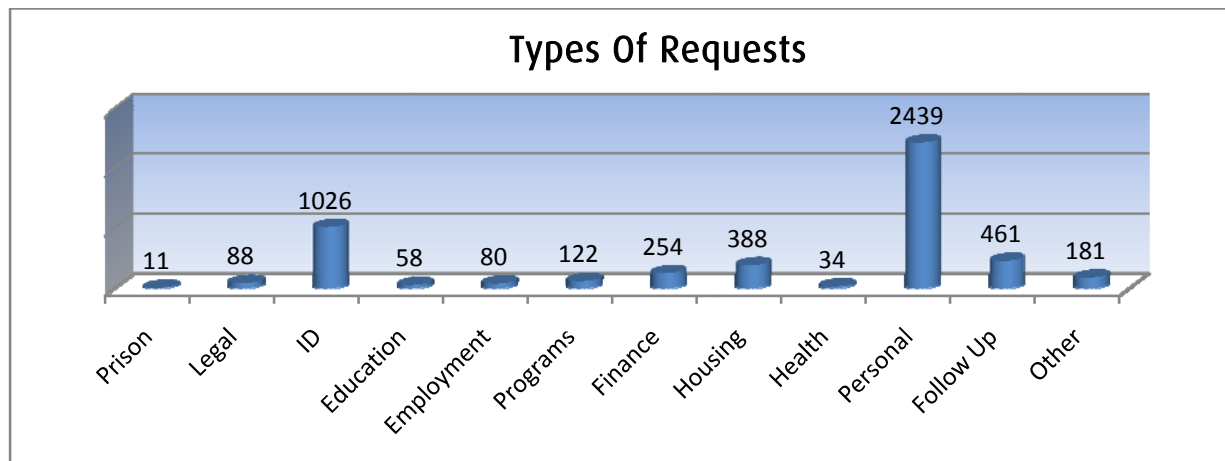
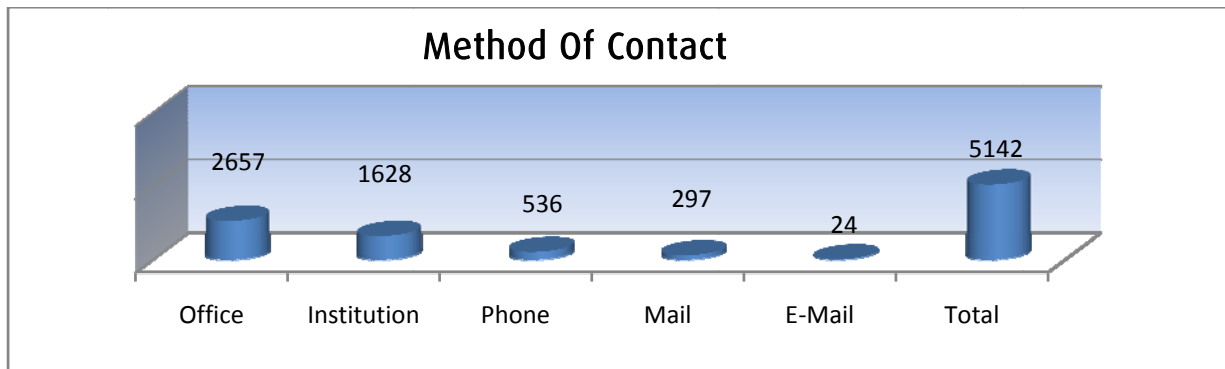
The Community Services Office (CSO) is a walk-in support service in Vancouver open weekdays (except Friday afternoons), assisting individuals with diverse requests, including obtaining identification; locating and maintaining safe, affordable housing; getting referrals to employment, substance misuse treatment, and mental health resources. 5 JHSLM programs are run out of this location: Choices and Consequences, Employment Preparation, Volunteer and Practicum Students, Youth Advocacy, and Homelessness Partnering Strategy. **The United Way of the Lower Mainland** assists JHSLM in running the CSO.

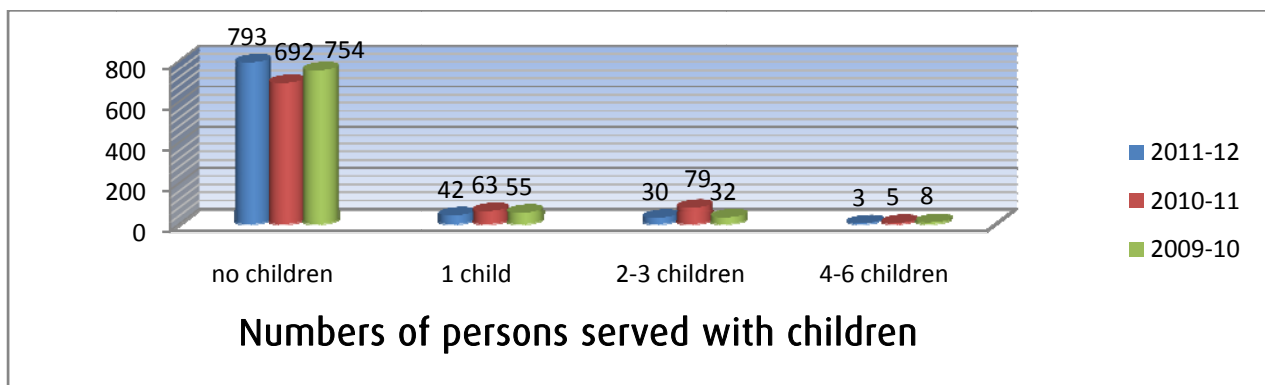
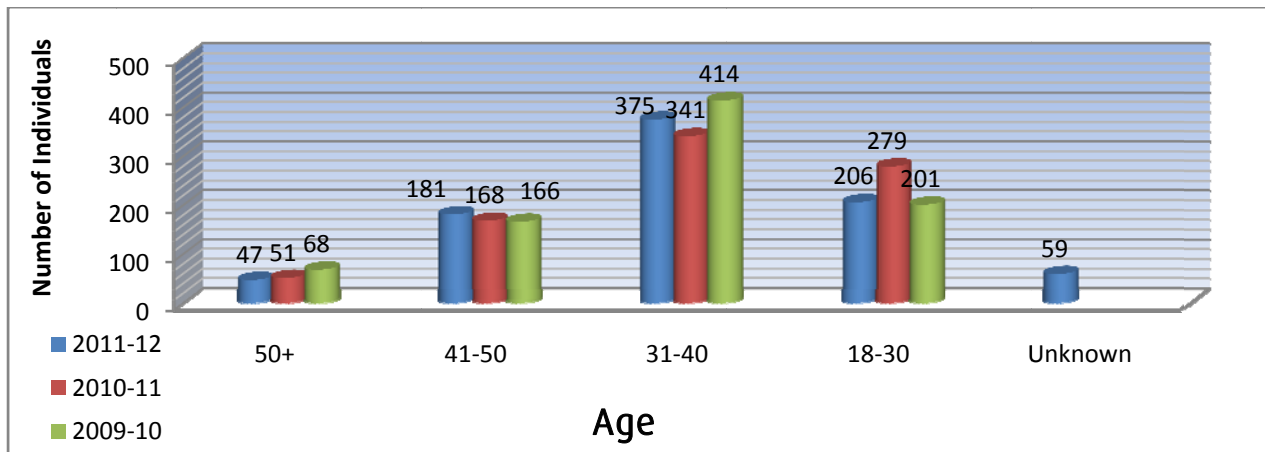
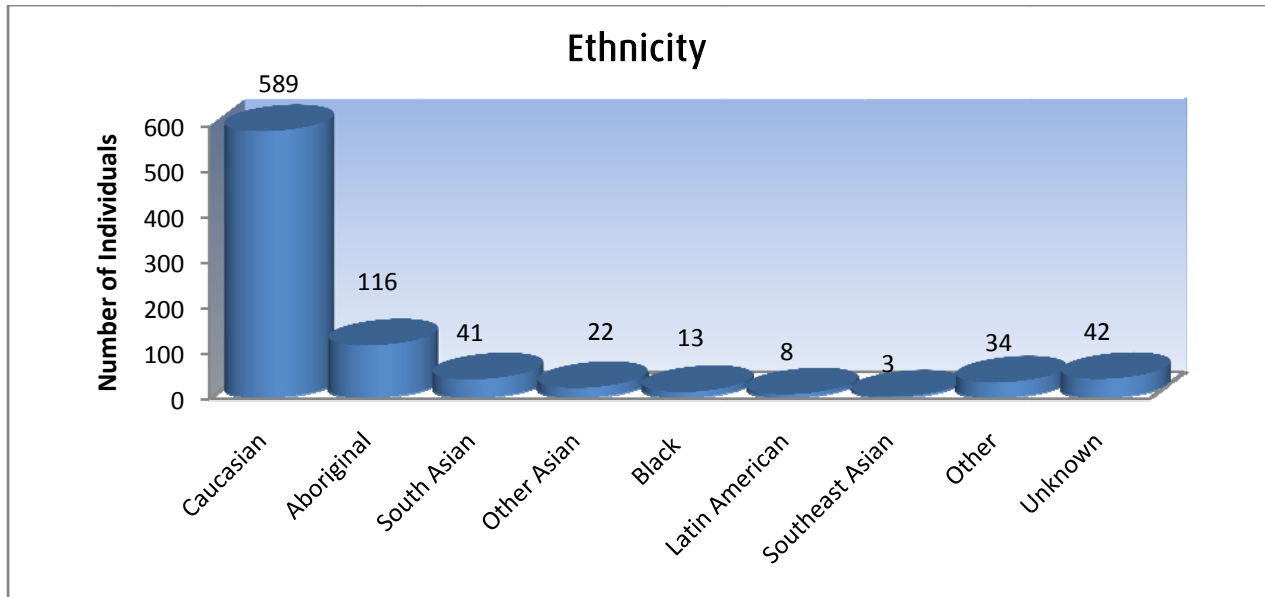
Admission Criteria

CSO assists anyone impacted by criminal justice who may also have developmental disabilities, persistent mental health issues, substance misuse issues, and who may be at risk of homelessness.

Population Served

In fiscal year 2011-2012 (*April 1st 2011 to March 31st 2012*), the CSO served a total of **868 individuals** through **3494 contacts**—each instance of *any* contact with *any* individual. **5142 requests** were made (an *increase of 21%* from 2010-11). On average, each individual had almost 6 different requests and interacted with JHSLM staff more than 4 times.





Of the 868 individuals served this year, 75 were parents of children up to 12 years old.

Change in Service

A new full-time Program Coordinator managed the practicum students and volunteers, who provided consistent attention to the cases of persons served and performed the daily duties of the CSO.

Community Needs Assessment

As ever, the majority of requests were for housing and identification. There was a significant increase in requests by individuals dropping by the office—*an increase of 75% from the previous year.*

Review of Last Year's Goals

Action	Outcome
Hire and train a Program Coordinator	Achieved
Workshops to provide educational information	Achieved; this will be an ongoing goal
Host a Community Forum	Achieved through CSC funding
Meet standards of the Commission on Accreditation of Rehabilitation Facilities (CARF)	Achieved; ongoing
Secure continuing funding	Achieved; funding secured until March 31, 2013

Effectiveness

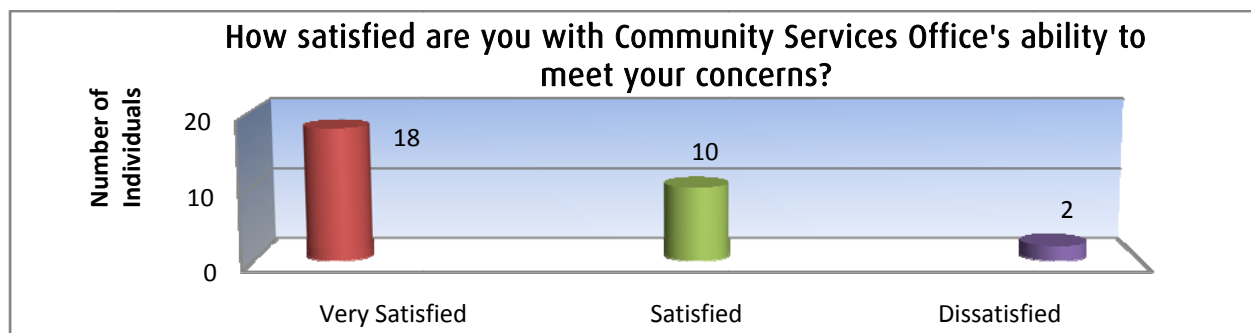
The CSO completed 5142 requests from 868 individuals within required time frames. Of these requests, **5131** requests (99.8%) had a **positive outcome**, **2** were **neutral** (we were unable to complete the request due to logistical reasons, for example we do not have the resources to pick up personal belongings with very short notice), and **9** ended with a **negative outcome** (brief discontinuation of support, as when individuals are very aggressive or threatening towards staff).

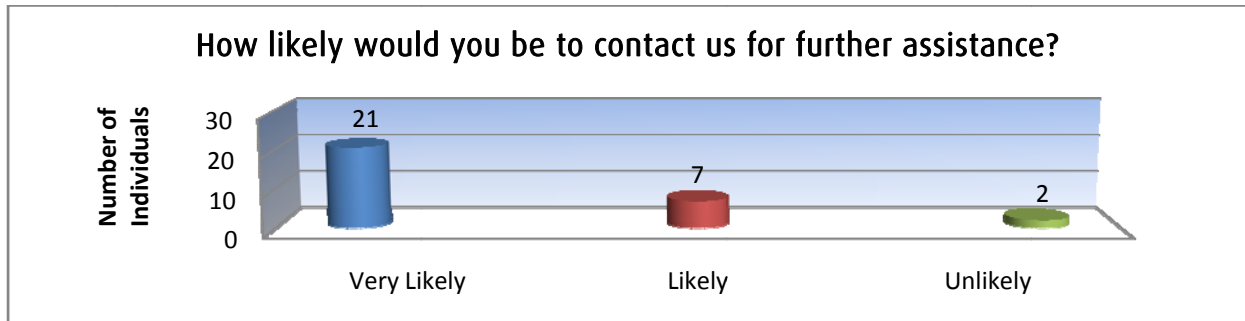
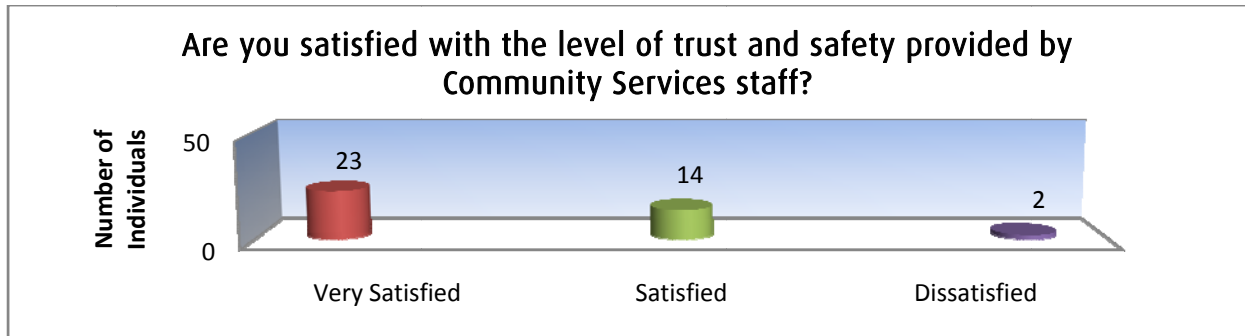
Efficiency

The scheduling of the Program Coordinator, practicum students and volunteers ensures the Community Services Office remains open during all business hours (except Friday afternoons) and that staff can respond to requests promptly. Strategic plans are completed and reviewed regularly.

Satisfaction Surveys

Of 65 satisfaction surveys sent to B.C. correctional institutions, 26 were returned (40% return rate). 4 surveys were completed by individuals served by CSO (return rate of 0.5%) for a **total of 30 surveys.**





SUMMARY

Throughout the 2011-2012 fiscal year, the Community Services Office continued to improve the quality of service provided—signaled in part by the increase in requests from and contacts with individuals served—and support individuals from other JHSLM programs (the Homelessness Partnering Strategy, Community Outreach, Miller Block Outreach, Vancouver Apartment, Guy Richmond Place, and Hobden House).

Community Services will continue to provide services, and will see increased demand in the coming year for continuously improving the quality of support. We would like to thank all the volunteers and practicum students who gave their time at the CSO to make this year successful.

Next Year's Goals

- host another Community Forum
- secure funding for the Community Services Office and Community Services projects
- present more workshops/outings and events
- increase return rate of satisfaction surveys
- implement Mothers Offering Mutual Support (MOMS) and Finding Independence Together (FIT) programs

Pamela Flege

VOLUNTEER & PRACTICUM STUDENT PROGRAM

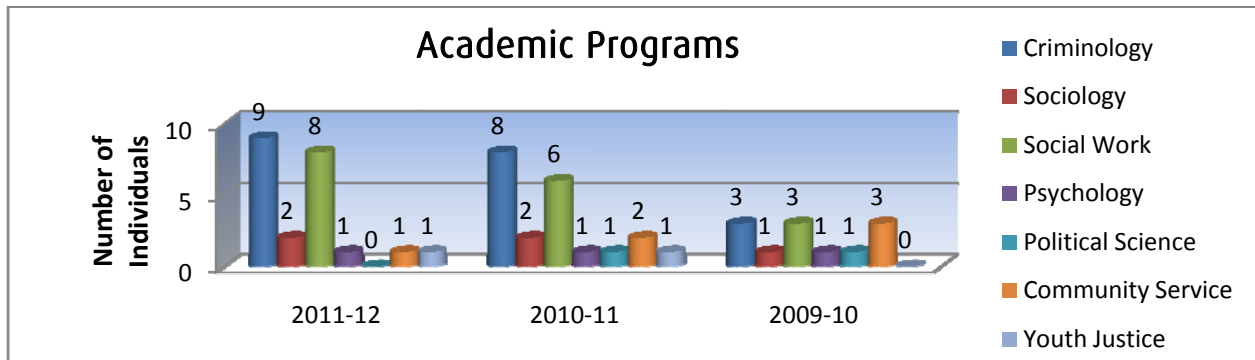
The Volunteer and Practicum Student Program offers practical knowledge and valuable work experience assisting individuals at JHSLM. In reporting year 2011-2012 (measured *from April 1st, 2011 to March 31st, 2012*), volunteers and practicum students worked at Community Services Office, Hobden House, Guy Richmond Place, Vancouver Apartments, Miller Block, and with our Homelessness Partnering Strategy, Employment Preparation, and Youth Advocacy programs.

Admission Criteria

A formal interview process and criminal record check (or enhanced security clearance) precede acceptance. We value the role that volunteers and practicum students play in the effective operation of JHSLM; their enthusiasm and passion contribute directly to our success. Many are later hired.

Population Served

The Volunteer and Practicum Student Program serves a diverse population of students and citizens wanting to make a positive contribution. We had **26 practicum students and volunteers** in 2011 (up from the previous year's 21)—19 female and 7 male, ranging in age from 19 to 60. Collectively, they had attended Kwantlen Polytechnic University, Vancouver Community College, Simon Fraser University, the University of British Columbia, Lund University in Sweden, the University of Victoria, the University of British Columbia Okanagan, and Douglas College, in the areas of study represented:



21 were Caucasian, 2 were South Asian and 2 were Asian.

Community Needs Assessment

Our Volunteer and Practicum Student Program is a benefit to the individuals served by JHSLM. Participants with diverse backgrounds bring fresh ideas and new spirit to our work.

Some of this year's challenges included:

- lack of office space and increased demand on our Community Services Office
- lack of continuity of project supervision due to volunteer turnover

Program Goals

- recruit volunteers and practicum students that reflect the diversity of persons served
- provide volunteer and practicum students opportunities in all areas of JHSLM
- facilitate community members supporting persons served by JHSLM

Review of Last Year's Goals

Action	Outcome
Recruit volunteers and practicum students with educational backgrounds new to JHSLM	Achieved; law and legal studies represented for the first time
Hire and train a program coordinator	Achieved
Update interview questions for participants	Not achieved
Revise and update training manual for volunteers and practicum students	Achieved; Community Services policy and procedure manual also updated in 2012
More training opportunities for volunteers and practicum students	Achieved; institutional visits, visiting/touring more community resources and Downtown Eastside, attending seminars
Recruit volunteers for other programs	Achieved
Meet standards of Commission on the Accreditation of Rehabilitation Facilities (CARF)	Achieved

Effectiveness

Our goal is to provide positive experiences for students/volunteers and increase our service capacity. We are well-known to the many institutions and community organizations that refer volunteers and practicum students. All successful applicants are given positions matching their areas of interest.

Efficiency

Within a week of initial contact, the applicant is sent a position description that fits their focus before a formal interview is conducted. If successful, the applicant must pass a criminal record check. Performance reviews are conducted regularly to ensure performance standards are met or exceeded. Exit interviews are conducted with the Program Coordinator (though all practicum students and volunteers will also meet with the Director of Community Services), which is an opportunity for each individual to provide feedback and evaluate their experience.

SUMMARY

In this past year, volunteer and practicum student participation extended to include the Employment Preparation Program and Outreach at Miller Block in addition to working at the Community Services Office, Guy Richmond Place, Hobden House, and with the Homelessness Partnering Strategy program. All were given the opportunity to participate in other JHSLM programs through site visits.

Our participants were a diverse group from local colleges and universities, as well as from the famous Lund University in Sweden—which supplied 4 our students, who contributed at Guy Richmond Place and the Community Services Office.

Participants were also given more project responsibility, including the updating of the JHSLM *Family's Guide to Federal Corrections* and *Planning for Success* guides, and facilitation of the support groups Mothers Offering Mutual Support (MOMS) and Finding Independence Together (FIT).

This year we hired 5 of our volunteers and practicum students (the same as in the previous year); this program therefore allows JHSLM to train, cultivate, and evaluate future employees.

Next Year's Goals

- increase volunteer recognition and appreciation
- have research projects completed continuously throughout the year
- maintain or increase the number of volunteer and practicum students
- better understand the experience of participants

Volunteers

We sincerely thank all of our volunteers for their invaluable commitment, dedication, and passion:

Mihai Beschea, Jesse Choo, Helen Dunn, Kelsey Grimm, Marie Hamal, Melissa Kelly, Suzanne Leduc, Steven Lui, Candice Martell, Samantha Rapoport, Nasary Shaba, Katie Steinmann, Deborah Sullivan, Rebecca Ward, Donna Wiebe.

Practicum Students

We thank our practicum students for their much-appreciated time and talents:

Fanny Carlstrom, Lauren Fullwood, Lina Hansson, Tera Holmes, Kelsey Larson, Erica Morai, David Persson, Axel Serheden, Andrew Wong.

Voluntary Board of Directors 2011-12

Our board members provide invaluable long term support in the direction of JHSLM. We simply could not do our work without their consistent dedication and conscientious efforts to uphold our mission and core values. We thank them accordingly:

Pat Alexander, Jayce Allen, Lyle Dixon, Michael Johnson, Amber Katzel, Pamela Smith-Gander, Tim Stiles, and Iryna Witt

Pamela Flegel

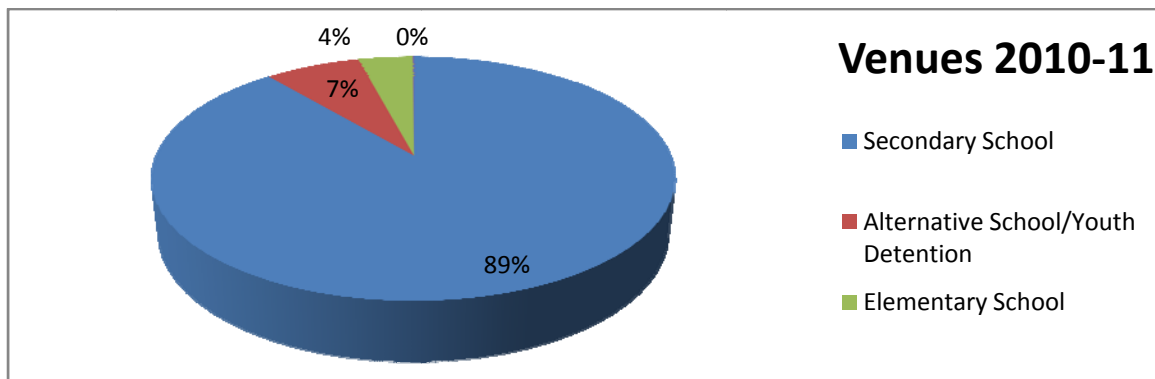
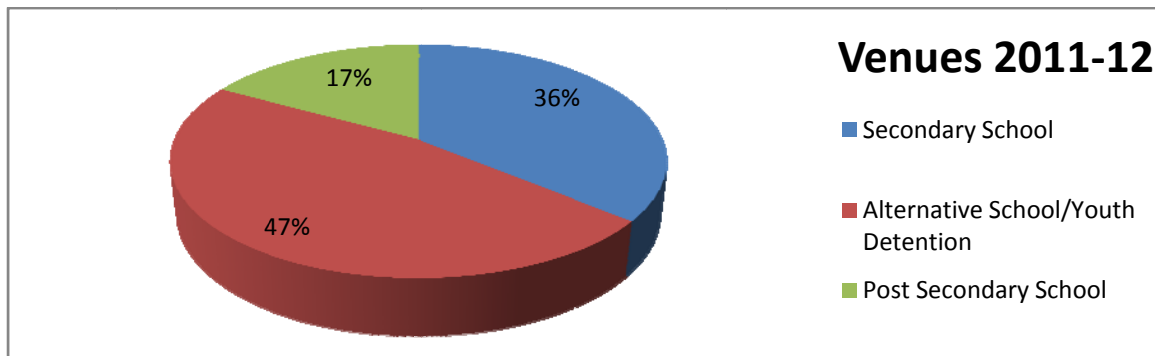
The Choices and Consequences Program educates youth aged 9 to 18 who may be “at-risk” about the impacts of crime, gang life and bullying, usually in a classroom setting at a regular or alternative school, or at a youth detention or community centre. Speakers impacted by criminal justice share their personal stories of the pivotal moments that led them into contact with the law, while also offering a message of hope and showing how they have learned to make positive choices.

Admission Criteria

Teachers, instructors, professors, and community groups can book a speaker by contacting JHSLM’s Choices and Consequences Program Facilitator. Organizations are asked to make a small donation towards the facilitation of the program.

Population Served

The funding and the reach Choices and Consequences have varied considerably over the past 4 years. These charts show the percentages of the different venues to which we have brought the program:



Changes in Service

The program hit a low point in 2011 due to a lack of funding and suitable speakers. However, towards the end of this reporting year (*April 1st 2011 to March 31st 2012*), new speakers were found and increased funding came through from the **B.C. Ministry of Public Safety and Solicitor**

General’s Gaming Policy and Enforcement Branch (“Charitable Gaming”). We have received an increased amount of feedback as a result of sending out self-addressed stamped envelopes to instructors and teachers.

Community Needs Assessment

There is a need for more personalized talks to smaller groups of young people (perhaps especially at the Burnaby Youth Custody Services Centre) providing greater opportunity for interaction. Such intimacy alerts the speaker to the specific needs of the group and enables them to speak more directly to their audience’s concerns.

Program Goals

- utilize a diverse pool of speakers varied in age, ethnicity and socio-economic backgrounds
- speak to a variety of youth and community groups throughout the calendar year to educate and inform them about the consequences of criminal activity
- provide youth with information to help them make informed choices and break the stereotyping that makes gang affiliation look attractive
- provide an opportunity for Choices and Consequences speakers to use their experiences positively and give back to the community
- inform youth that there are many consequences to even the most minimal negative behaviours or involvement in questionable activity

Review of Last Year’s Goals

Action	Outcome
Obtain more funding	Achieved; from \$14,000 in early 2010 (fiscal year 2009-10) to \$6,000 in 2011, we received \$20,000 in funding from the B.C. Ministry of Public Safety and Solicitor General’s Gaming Policy and Enforcement Branch in early 2012
Improve satisfaction survey return rate	Achieved
Host a community forum	The Choices and Consequences Program Coordinator spoke at the JHSLM community forum funded by the Correctional Service of Canada in March 2012
Recruit more speakers for the program in 2011-2012	Achieved

Effectiveness

A program facilitator works one day a week to recruit new speakers and schedule presentations.

Efficiency

The Choices and Consequences Program ensures it remains relevant to the youth it serves.

We routinely survey the Integrated Gang Task Force, educators, parents, politicians, community leaders, teachers and students, for input and feedback which is carefully considered.

Satisfaction Surveys

Out of 154 youth served in 2011, 66 returned satisfaction surveys. Please note the percentage of surveys returned out of total youth and educators served:

2011-12	43%
2010-11	1.5%
2009-10	15%

Overall how satisfied are you with the Choices Program?

	Very Satisfied	Satisfied	Dissatisfied
2011-12	65%	32%	3%
2010-11	83%	17%	0
2009-10	76%	24%	0.1%

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

	Very Helpful	Helpful	Not Helpful
2011-12	70%	27%	3%
2010-11	67%	33%	0%
2009-10	72%	28%	0.7%

How well did the speaker(s) present the information?

	Very Well	Somewhat Well	Not Well
2011-12	82%	17%	1%
2010-11	91%	9%	0%
2009-10	98%	2%	0%

Was the information provided easy to understand?

	Yes	Somewhat Well	No
2011-12	89%	11%	0%
2010-11	93%	7%	0%
2009-10	100%	7	0.03%

How likely is it that the presentation will influence your choices?

	Very Likely	Likely	Not Likely
2011-12	48%	44%	8%
2010-11	66%	21%	0%
2009-10	96%	4%	0.3%

SUMMARY

In 2011, the program reached a wide variety of youth in high school law classes, at the Burnaby Youth Custody Services Centre, in alternative programs in secondary schools, and foster care youth attending day programming. We see more value in doing presentations with smaller groups with more interaction. Despite the inconsistency over the past 4 years in funding, human resources, and satisfaction survey returns, the Choices and Consequences Program is a key aspect of the JHSLM mission to educate the public on the costs and consequences of criminal activity, and is easily scalable with increased (or reduced) funding.

Next Year's Goals

- contact more schools and set up more talks
- contact more day programs for at-risk youth across Greater Vancouver
- continue to improve return rate of satisfaction surveys
- increase the number of youth reached while maintaining a focus on smaller groups
- develop a policies and procedures manual for the program
- update the program's strategic plan
- secure increased funding for the program

Pam Flegel

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

Admission Criteria

Male youth incarcerated in Burnaby Youth Custody Services Centre.

Population Served

Male youths incarcerated inside the Burnaby Youth Custody Services Centre. The Youth Advocate (YA) had **464 contacts with 183 individual youth** in 2011-12 (*April 1st 2011 to March 31st 2012*).

Community Needs Assessment

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

Program Objectives

- increase awareness of advocacy available to youth while in custody and in the community
- increase self-advocacy skills for youth in custody
- increase advocacy related activities for youth

Changes in Service

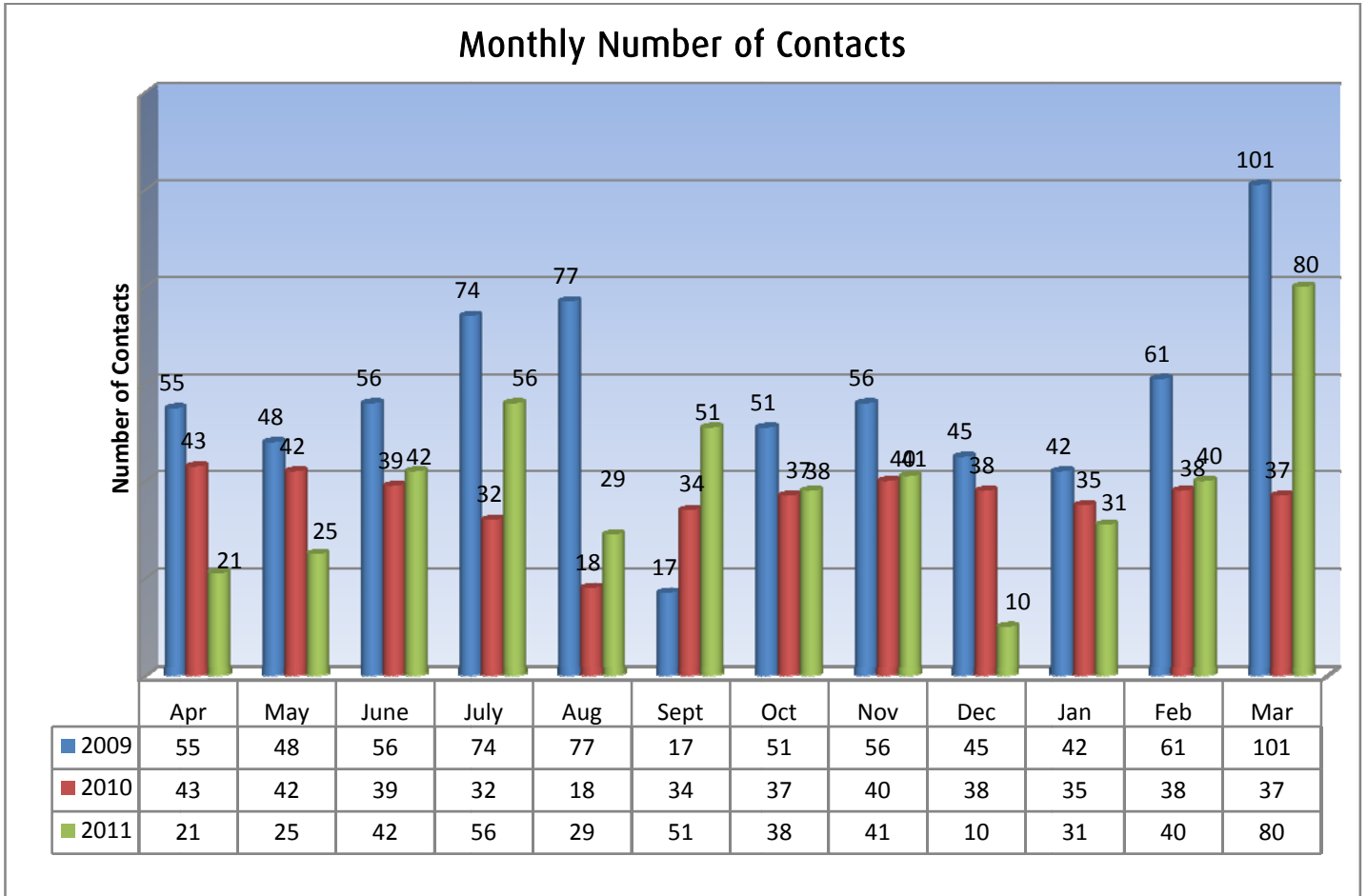
The YA now provides consistent support on Wednesdays and Fridays. This year, the YA delivered the *Rights to Success* workshop 4 times and had 2 Choices and Consequences speaking events.

Review of Last Year’s Goals

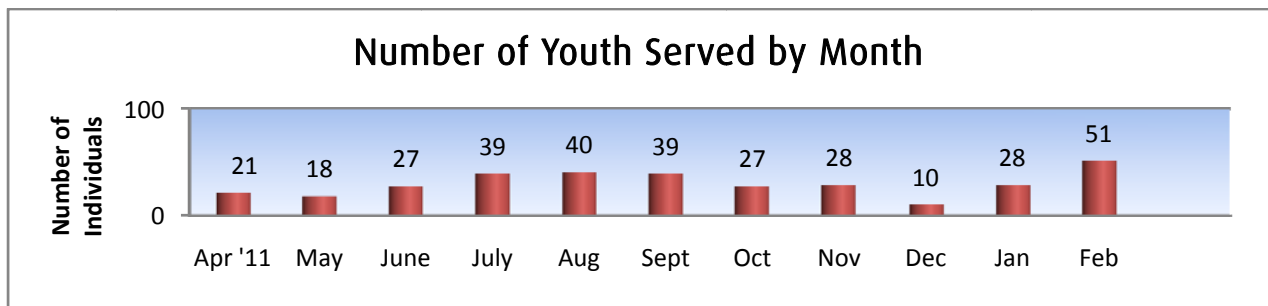
Action	Outcome
Increase the satisfaction survey return rate to 50%	Not achieved; 24 surveys were completed—7% ; survey questions recently changed to accommodate literacy challenges
Quarterly teleconference with all JHS BC Youth Advocates	Partially achieved; 2 conference calls and one meeting
Improve data collection and recording	Not achieved due to confidentiality restrictions, though month end reports completed as usual
3 Rights to Success workshops	Achieved and exceeded; 4 workshops held

ANALYSIS

We have improved the quality and consistency of statistical data, which is newly and clearly defined in our reporting templates. We anticipated a substantial statistical change, though the number of youth contacts changed only slightly (any instance of an advocate interacting with an individual youth). The YA had more youth contacts this year—464, compared to 433 in the previous year.



In 2011-12, the YA met with 183 individual youth, a significant increase from 146 last year. This chart shows the number of youth met with each month (*note: some youth are counted each month*):



SUMMARY

Ten different areas of **requests** of direct advocacy and their outcomes are listed here:

Type of request	# of requests	Outcome summary
<i>Programming</i>		
Youth wanted more programming and more time in the multipurpose room (MPR). Youth would also like more physical activity.	4	YA spoke to BYCSC staff about more programming for youth. They said they would look at making more time in the fitness room for interested youth
Youth reported being banned from the cooking room weeks previous and wanted to know when this would be lifted and if he could do anything to make this happen	1	Youth Advocate emailed the Program Supervisor, who had met with the youth and lifted the ban
Youth reported that Narcotics Anonymous (N.A.) meetings no longer taking place (only Alcoholics Anonymous)	1	Email was forwarded to the Elizabeth Fry Volunteer Coordinator, who said that she would look into restarting N.A. for the boys
<i>Food and Clothing</i>		
Many youth wanted changes made to the canteen offerings	7	YA got youth to compile a list from all detention units for those who decide food choices based on nutrition, cost, and purchasing location; ongoing
Many youth share one water bottle in the fitness room—this is unhygienic	2	Youth addressed issue at the Youth Advisory Meeting (YAM); further discussed at the supervisors' meeting. Water bottles were ordered for youth to use in the fitness room
Youth expressed that they were not satisfied with the amount of food that they receive for their meals	2	Youth informed that BYCSC follows the Canada Food Guide—the food has appropriate amount of calories, carbohydrates, protein, to maintain a healthy body weight and daily energy
<i>Phone Calls</i>		
Youth wanted his girlfriend on phone list	1	YA explained BYCSC rules: girlfriend could not be on his phone list. He could address this with his Probation Officer or Case Manager
Youth inquired about his rights regarding recording of phone calls	1	Youth Advocate gathered information and met with the youth to answer questions
Youth wanted to phone his parents (had been taken into custody the previous night and not spoken to them)	1	Youth Advocate spoke to unit staff, who said they would facilitate a phone call by the end of their shift
<i>Legal Concerns</i>		
Youth had questions about legal concerns including legal terminology	1	Youth Advocate explained the terminology for the youth and assisted with other questions
Youth concerned his lawyer was not informed that he was in custody; it had been 2 weeks before he was able to speak with his lawyer (youth called himself); youth felt that his Social Worker or Probation Officer should have done this	1	YA spoke with BYCSC Social Worker to clarify responsibility of contacting the youth's lawyer. Worker reported that the youth is under a Voluntary Care Agreement: it is the parent's responsibility to contact the lawyer; said she would follow up on this issue
Youth was concerned about his custody being transferred to his mother's care as opposed to his father's	1	YA recommended youth speak with his personal lawyer about concerns and offered assistance to make this call; YA offered information on learning about rights; youth spoke with his lawyer first

<i>BYCSC Staff</i>		
No complaint forms available	3	YA confirmed no forms available on any units; emailed BYCSC staff; forms available soon after
Youth complained that a staff person refused to give them a complaint form and would not allow them to contact the Ombudsman	1	YA notified appropriate staff; staff person in question was new and had been informed of correct procedure
A youth reported that he was locked in his room because he was filling out a complaint form after a disagreement with staff—the youth felt that this was a punishment for “telling on” the staff; youth also disclosed that the same staff member had called him “perverted” after he greeted her by nodding	1	YA emailed Assistant Directors of Operations (ADOs), who reported they would like to investigate the complaints; YA returned to the youth to obtain his consent that his name be used, but the youth had been released from custody so the investigation could not take place
<i>Building Maintenance</i>		
Youth expressed that they would like shower mats to increase safety	2	Youth Advocate spoke with the Program Supervisor; safety mats were placed in showers
Youth told YA that the shower curtain needed to be replaced	1	YA spoke to BYCSC staff and curtain was replaced
<i>Release and Transfers</i>		
Youth told he may be relocated to another custody centre in the province though he wanted to remain at BYCSC	3	YA educated the youth about the complaint process and why youth are moved to other custody centres, helped youth fill out forms; Representative for Children and Youth became involved—YA liaised
Youth wanted assistance changing community Social Worker upon release	1	YA informed youth that if the conflict with his social worker was not resolved, then the youth had the right to speak to the supervisor of that worker; if still not resolved, they could file a complaint with Ombudsman; YA offered to help
Youth reported that he was mistakenly placed in secure custody when he was sentenced to open custody	1	YA emailed the ADOs for clarification and received no response; YA encouraged youth to contact his lawyer to gather further information, but youth did not want to call; YA contacted BYCSC Case Managers for sentencing information, who responded that youth is currently on remand and was confused (he had previously been in open custody). Youth was very upset by this information. YA arranged for Case Manager to clarify reasons directly to youth. YA then discussed with youth the upcoming court date and what to expect
Youth informed that he was likely to be released from custody out of court in Kamloops; wanted to know what would happen to his clothing	1	YA spoke with BYCSC staff in Records department who reported that his clothing would be sent with the youth to court; Youth informed by YA
Youth wanted to attend a treatment program upon released from custody. He said his Social Worker said he could not go	1	Youth Advocate emailed the BYCSC Social Worker so she could look further into this
Youth concerned that he had not been informed of release schedule (including time of release and transportation details)	1	YA spoke with the Records department who reported that plans were not yet confirmed. Youth informed by YA
<i>Complaint Process</i>		
Youth expressed concern with the	3	YA addressed this concern with the BYCSC Program

complaint process and felt that they could not give a complaint to staff without being reprimanded. Also a concern as to whether other complaints were being addressed appropriately or at all		Supervisor and Director, and the staff person who handles complaints. It was explained that youth could give complaints to <i>other</i> staff (not to the staff youth may be complaining about), supervisors, the YA, or could place them in the available boxes. Complaints are to be addressed in 2-3 days—if not, youth are to speak to a Supervisor or the YA. Youth informed by YA
Other		
Youth Advocate noticed an unusually high number of youth in the separate confinement unit	1	YA found out that 2 youth had been taken into custody overnight and released in the morning, 1 youth had been placed there before moving to Inpatient Assessment Unit (IAU), and 2 youth were there for behavioural issues—a fight the previous evening
Youth needed assistance with making an appointment to see mental health worker at the custody centre	1	YA contacted requested the appropriate BYCSC forms needed, assisted in completing them, and submitted the request on youth's behalf
Youth reported he was not given his prescribed medication, had distress and trouble sleeping since admission the previous day	1	YA asks BYCSC Health Services to make an appointment with the youth to resolve his concerns. Health Services sees him later that day
Youth needed assistance with getting his eyeglasses fixed; had requested help from BYCSC Health Services numerous times and not received a response	1	YA spoke with BYCSC Health Services coordinator about the youth's concern. YA informed the youth had to save \$40 towards the frames first. YA discussed this with youth

Effectiveness and Efficiency

Incarcerated youth are given a description of the roles of the Youth Advocate, the Representative of Children and Youth, and the Ombudsman, and a package with contact information, rights, and anticipated information that a youth may request.

The youth can informally meet the YA each week or call them directly, and a formal request form is available at BYCSC. The YA also receives both informal and formal requests from BYCSC staff. Some requests take longer to address than others depending on their complexity—some may involve policies that may need to be reviewed by the custody staff team before an issue may be resolved.

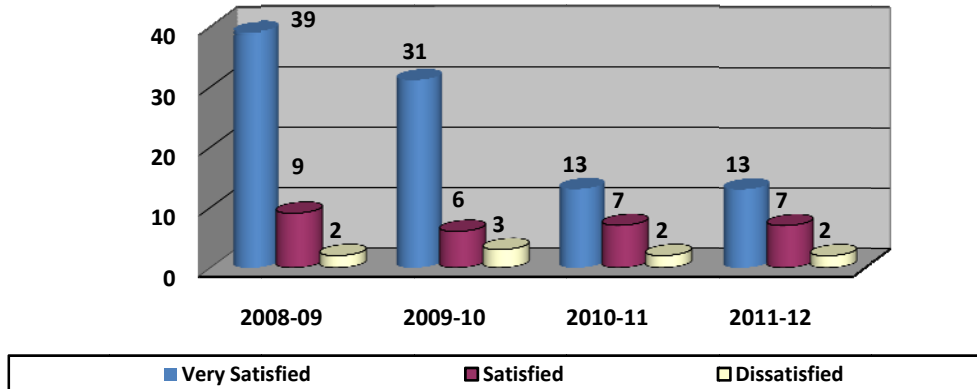
Strong working relationships have been developed among the YA, youth, and correctional staff, which has ensured effective service. The YA works cooperatively with staff at all levels to promote a case management team approach and facilitate workshops, Community Resource fairs, and other events at BYCSC. The YA also helps facilitate Youth Advisory Meetings and Birthday Club events.

Satisfaction Surveys

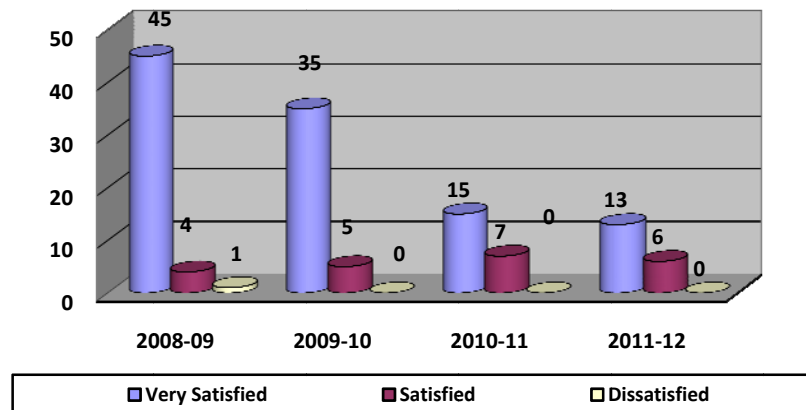
Overall, our satisfaction surveys indicated that the youth are very satisfied with the Youth Advocate's ability to respond to requests (though the survey return rates were lower than desired). The literacy levels of many of the youths are quite low, so the surveys were altered so youth would be more able to provide feedback. (The revised questions are: "Are you happy with the Youth Advocate's

help?” with a numbered scale from Very Helpful (1) to Not Helpful (5) and “Do you have any suggestions of how they could help more?”) When the YA observes that the youth is having difficulties with the survey, feedback is solicited verbally and noted on the form.

Are you satisfied with the YA’s ability to address your concerns?



Are you satisfied with your level of trust with the Advocate?



Review of Last Year’s Goals

Action	Outcome
Monthly Youth Advisory Meetings (YAM) for the youth	Achieved; YAMs are held every 4 th Wednesday at BYCSC; youth can raise concerns to an Assistant Director of Operations/ Program Supervisor, other custody staff, the YA, and a member of the Citizen Advisory Board. YA provides minutes and outcomes to youth and custody staff
Meetings and conference calls for B.C. youth advocates for information sharing and support	Achieved; YA meeting was held February 1 st and 2 nd , 2012 with Youth Advocates, the Director of Advocacy for the B.C. Ministry of Children and Family Development, and representatives from JHSLM and JHSBC; addressed ways to build community practice amongst the Youth Advocates, an email list to ensure easy and efficient contact
Improvement in the Rights to Success workshop	Achieved; Youth new to the BYCSC are prioritized; material was revised to be more straightforward
YA to attend BYCSC consistently, weekly	Achieved; YA is at BYCSC 2 days a week consistently

SUMMARY

The Youth Advocate:

- ensured that each youth was aware of their rights
- provided information to youth about their experience and their future
- was inclusive, considering all points of view, and ensuring the voices of the youth we serve were heard and considered valuable

The Youth Advocate supported and encouraged youth to find their own voice through self-advocacy and promoted healthy relationships.

Next Year's Goals

- weekly JHSLM Choices and Consequences speaker facilitating connection at the BYCSC
- increase the satisfaction surveys to 15% of youth served
- hold the Rights to Success workshop 4 times and have other educational speakers such as Nutritionists or the Ombudsperson

Julia Harris with Pam Flegel

Our Homelessness Partnering Strategy Program (HPS) prevents individuals released from correctional facilities from becoming homeless by connecting them to resources (regular and supportive housing, mental health and outreach services, shelters) so they can find and maintain safe, affordable housing. **Human Resources and Skills Development Canada (HRSDC)**, in partnership with **Metro Vancouver** and the **Vancity Community Foundation**, funds our two full-time employees to assist with the pre-release plans of individuals in North Fraser Pretrial Centre, the Fraser Regional Correctional Centre, and the Surrey Pretrial Services Centre.

The HPS workers research housing placements; advocate for individuals when meeting with potential landlords; assist with information on food banks, furniture, home starter kits, and any other items that will promote successful (re)integration; and assist individuals' access to services.

We have strong working relationships with correctional and parole and probation office staff as well as shelters throughout Greater Vancouver, resulting in more frequent professional contact with individuals served. The HPS program is known to halfway houses (Community Residential Facilities, or CRFs), treatment centres and other residential community housing programs.

Admission Criteria

The HPS program accepts referrals from the Integrated Offender Management Teams, Mental Health Liaisons, and other correctional staff, as well as direct requests made through institutional referral forms, letters, telephone calls, and through the JHSLM Community Services Office.

Population Served

The HPS program processed **4344 requests** from **932 individuals** in fiscal year 2011-12 (*April 1st, 2011 to March 31st, 2012*), up from 3451 in the previous year. These individuals are transitioning from the correctional system and are, or at risk to become, homeless. They may also have developmental disabilities and/or mental health and/or substance misuse issues. We also assist them in obtaining medical and/or social insurance cards, birth certificates; landlord tenant mediation services; employment or education program referral; and substance misuse treatment information. The JHSLM Community Services Office (CSO) provides follow-up assistance and is a place to use computers and the phone, have coffee and get individual support, and is where the HPS team works.

Changes in Service

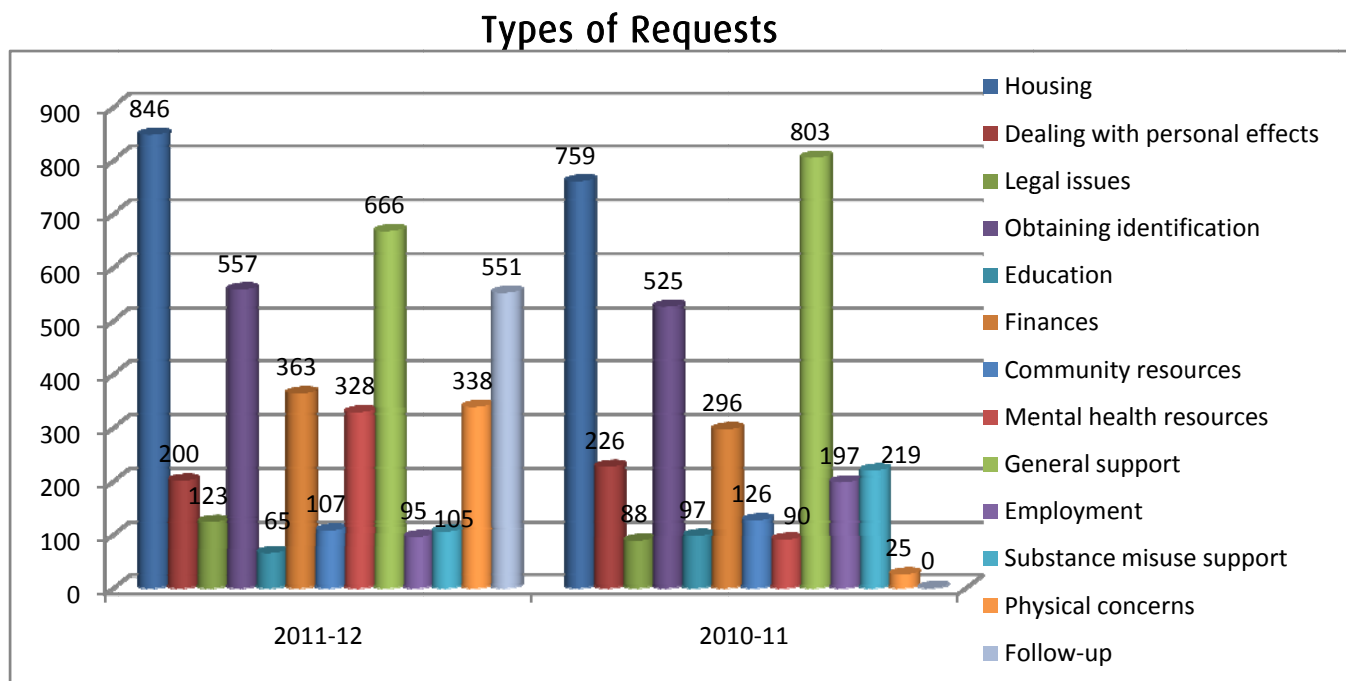
One of the two HPS positions transitioned to a new member of staff.

Community Needs Assessment

The HPS program works with:

- persons incarcerated at provincial correctional facilities
- individuals released from federal and provincial institutions into the community

There continues to be a need for HPS support benefiting both the individuals themselves as well as the community they are in. The following chart details the type of HPS requests:



Ongoing challenges faced by the HPS program include:

- incarcerated individuals are eager to work on pre-release planning, but are more daunted by the tasks they face upon release
- low vacancy rates in Greater Vancouver rental apartments (1.4% in October 2011, according to Canada Mortgage and Housing Corporation) and the scarcity of affordable housing options, which are typically at capacity, have long wait lists, and low turnover
- individuals from a correctional institution on income assistance are not perceived favourably
- individuals are sometimes released on a weekend or holiday, when services are unavailable
- institutional issues: lock downs, transfer of inmates
- applying for income assistance is difficult for those with uncertain release dates
- having to wait to receive the deposit for landlords from the Ministry of Social Development

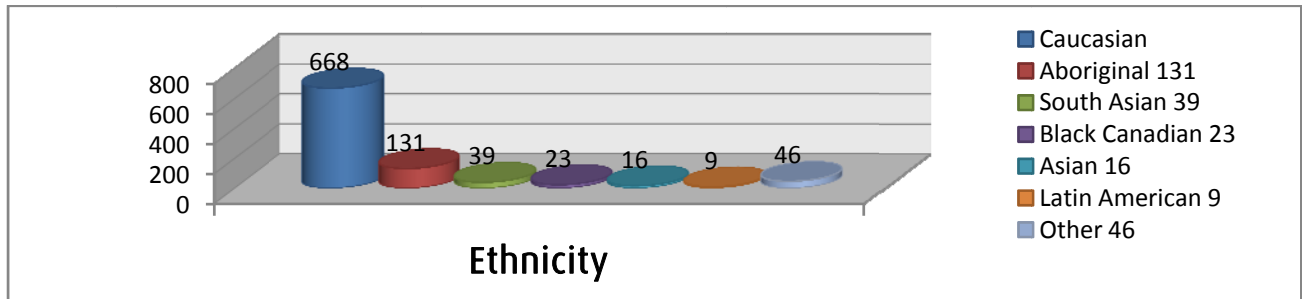
Program Objectives

Despite the ongoing challenges, our HPS workers:

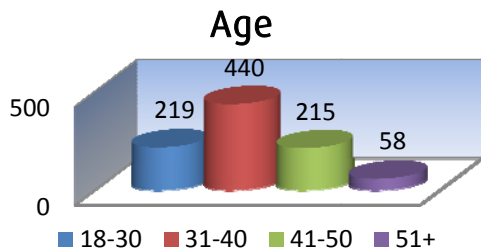
- prevent homelessness for those released from federal and provincial correctional facilities
- connect with housing providers
- link with networks of addiction services
- provide linkages to existing services in the community
- provide a venue to resolve conflict with service providers
- create networks with mental health services

- provide landlord tenant mediation services
- provide individuals with tenant rights information
- provide ongoing community support for individuals
- advocate for the people we support as needed
- provide release planning for incarcerated individuals; follow-up support in the community

Demographics of Persons Served



72% of the individuals supported by HPS were Caucasian, while the second-most represented ethnic group is Aboriginal at 14%.



47% of the individuals served were between the ages of 31 and 40, and 23% between 18 and 30 in increase in the former category of 8% and a decrease in the latter category by 5% in comparison to the previous year.

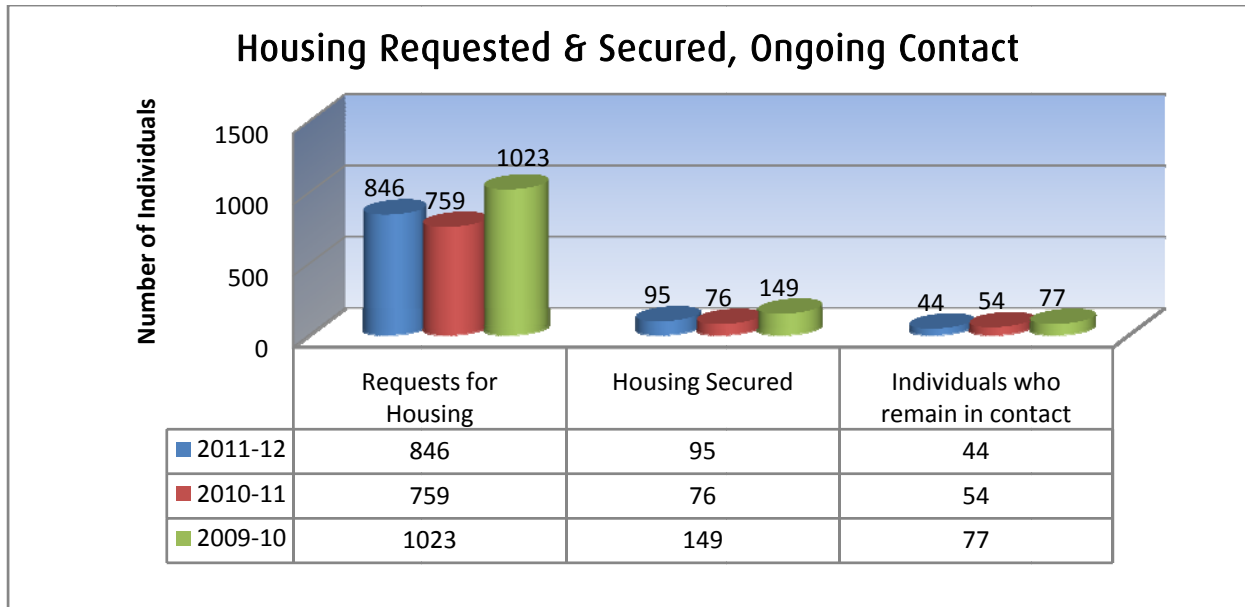
ANALYSIS

Review of Last Year's Goals

Secure funding for HPS after March 2011	Achieved; contract was renewed to March 31 st , 2014
Increase the number of individuals housed	Ongoing
Host a public forum on homelessness	Not achieved; JHSLM hosted a forum funded by the Correctional Service of Canada on halfway houses
Continue to develop partnerships with organizations in Greater Vancouver	Achieved and ongoing; we continue to work closely with shelters and other organizations regularly
Improve statistical information collected	Achieved and ongoing
Improve return rate of satisfaction surveys	Ongoing

Effectiveness

This table shows the numbers of requests for housing, successful placements, and individuals that remain in contact with us:



Assisting incarcerated, at-risk, or homeless individuals find safe and secure housing involves:

- researching potential housing placements
- scheduling appointments with landlords
- advocating for individuals when meeting with landlords to ensure that they receive accurate information, are informed of their rights and tenancy agreements, and are treated fairly
- communicating with landlords
- assisting individuals fill out proper forms for the B.C. Ministry of Social Development

HPS achieves the following:

- The HPS team picks up individuals immediately upon their immediate release from correctional institutions. Individuals must first go to their probation office and meet with their probation officer to be given their release conditions (they can be charged with “breach of conditions” if this is not done within 24 hours upon release). In order to obtain necessities like food, clothing, and hygiene products, they sometimes must apply to the B.C. Ministry of Social Development for income assistance. After these are addressed, the HPS workers assist with all the problems that arise to ensure a successful release.
- The first day is the most important: finding housing, shelter or a recovery house/treatment facility on that very day reduces the chances of the individual becoming homeless and makes them easily locatable for ongoing support.
- HPS workers go to the correctional institutions to learn what is needed for individuals’ pre-release planning, to learn about their lives and things affecting their ability to find housing.
- HPS workers respond to requests in the following areas: legal information, identification, education, employment, community programming, substance misuse issues, mental health services, personal effects, and general support—the most common requests, though the HPS team will assist in anything that an individual needs.
- Individuals served by HPS benefit from our knowledge of community resources to assist them in maintaining housing—from food banks to furniture and home starter kits.

- We also provide landlord-tenant mediation and assistance in getting to places that provide them with services connected with employment, education, mental health and addiction help (including Alcoholics Anonymous and Narcotics Anonymous meetings).

Efficiency

Referrals were handled promptly and all of them were processed; the number of contacts with other services providers increased.

Satisfaction

Correctional staff and supported individuals have verbally expressed a high degree of satisfaction, recognizing the importance of assisting individuals in securing long term, affordable housing. As for the feedback received from the people we have supported, only 3 out of 31 people expressed dissatisfaction with our service.

SUMMARY

The HPS team has two outreach workers who work collaboratively with effective communication to assist offenders, offering strategies and solutions to each individual plan. It has succeeded in addressing the homelessness risk for many individuals released from correctional institutions. Mental health issues request have increased by more than 200.

Next Year's Goals

- continue to improve collection of statistical information
- improve satisfaction survey return rate
- increase the number of individuals housed
- continue to expand community partnerships with organizations in Greater Vancouver
- increase ongoing support after housing is secured
- become a referral organization, which expedites the process for individuals applying to BC Housing

Emin Dhaliwal
Jill Gabriel

EMPLOYMENT PREPARATION PROGRAM

The Employment Preparation Program (EPP) provides instruction on job-hunting skills and community resources for employment to incarcerated individuals at the Fraser Regional Correctional Centre (FRCC), and is made up of three day-long (9am - 3pm) sessions. Individuals who do not attend can have up to 5 days added to their sentence.

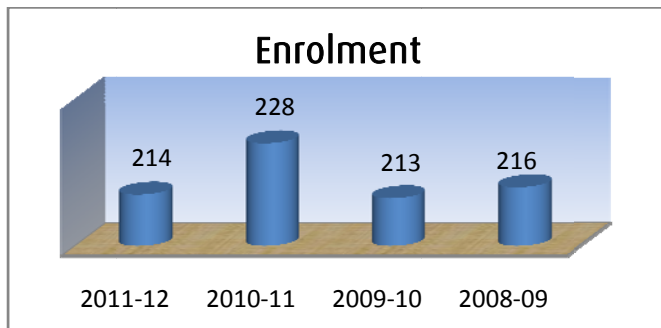
Admission Criteria

Individuals must:

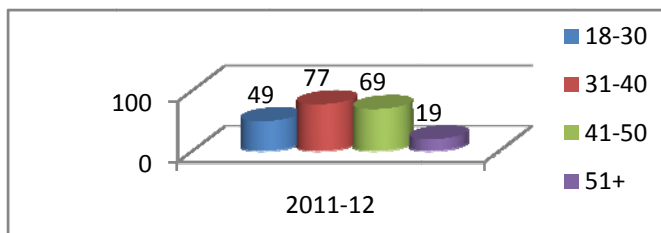
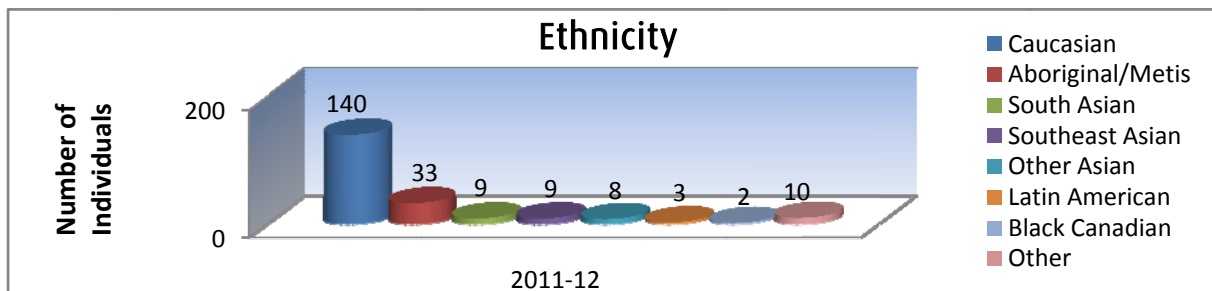
- reside at the Fraser Regional Correctional Centre
- be in an open custody unit
- be classified as minimum security
- be within 30 days of release
- be in a protective custody unit

Population Served

In fiscal year 2011-12 (*April 1st, 2011 to March 31st, 2012*), 214 provincially incarcerated males were served (this figure was 228 in 2010):



65% of EPP enrollees were Caucasian and 15% were Aboriginal/Métis (see below).



Age: The majority of the individuals enrolled into the program were between the ages of 31-40.

Changes in Service

The curriculum was reviewed and updated based on participant feedback and facilitator research in the areas of employment services, responding via email to online job postings, filling out applications for potential job opportunities.

Community Needs Assessment

With basic skills in job hunting, participants released from correctional institutions have a better chance of finding sustainable employment—essential to reintegration and a pro-social lifestyle.

Program Objectives

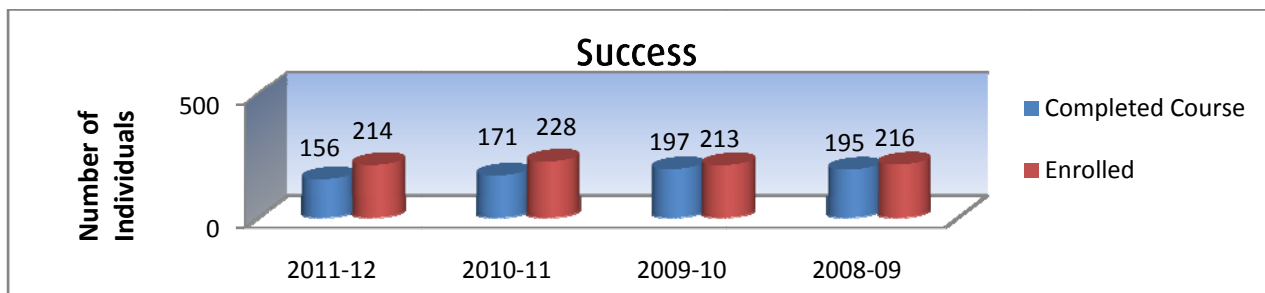
- offer a job skills training to incarcerated persons nearing release into the community
- provide updated information reflecting current labour market trends
- serve a diverse population
- facilitate individuals sharing their experiences and learning from each other
- ensure participants are aware of community resources available to them upon release
- assist in developing personalized release plans

ANALYSIS

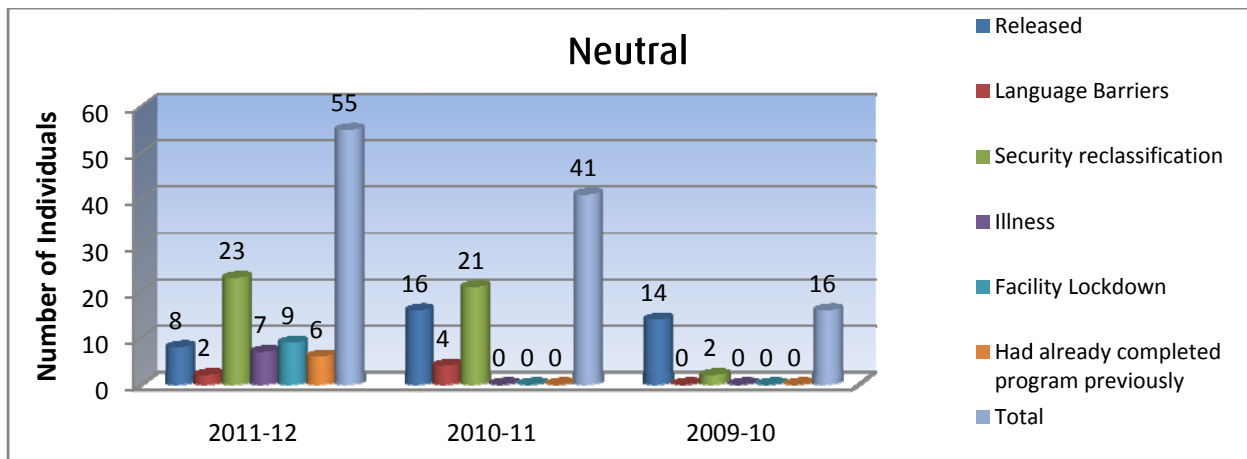
Review of Last Year's Goals

Action	Outcome
Review and update the curriculum	Achieved; curriculum revised as per similar work training programs and input from participants
Create orientation training manual for new EPP facilitators	Not achieved and ongoing; the needs of the program are changing and affect content of manual
Meet standards of Commission on Accreditation of Rehabilitation Facilities	Achieved
Improve collection of statistics	Achieved; month end reports have improved data

Effectiveness

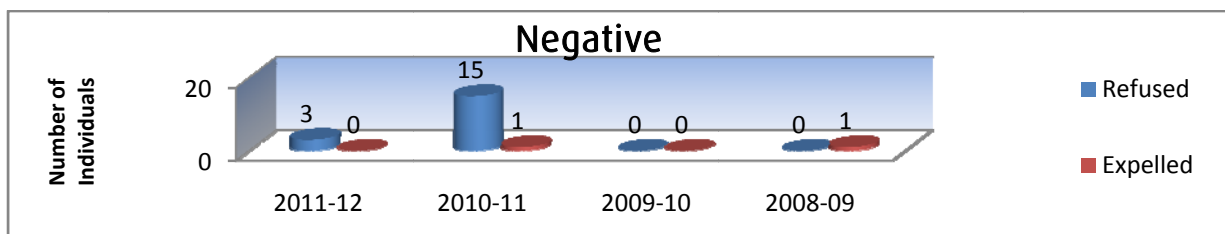


156 participants (73% of enrolment) graduated this year (this was 171 or 75% in 2010-11).



In 2011-12, 55 enrolled individuals could not complete the course (compared to 41 in 2010-11).

8 participants completed their sentence and were released; 2 individuals were unsuccessful at completing the full program due to language barriers; and 23 individuals were unable to complete EPP due to security reclassification (which results from behavioural or safety concerns). A lockdown at the institution meant 9 individuals were unable to complete the program that day. 6 enrolled individuals had taken EPP within the last year and successfully completed it and so were exempted. 3 participants refused to complete EPP:

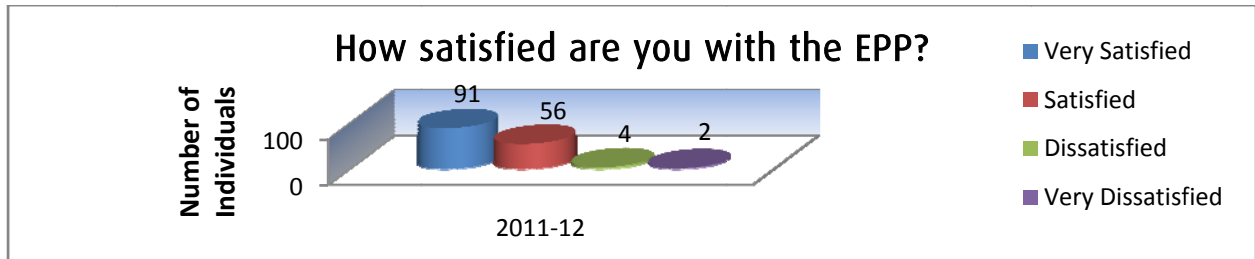


Efficiency

We spent 70 days in the correctional institution this past year, ensuring 156 individuals were given key tools to assist in their search for employment. Despite the transition of a new facilitator, the EPP program continued to provide the 3-day workshop with minimal disruption. We will continuously improve the information presented to reflect the changing needs of the population we serve and current employment trends.

Satisfaction Surveys

94% of the 156 individuals who completed EPP said they were "very satisfied" or "satisfied" with it:



1. What did you like about the course?

- "doughnuts"
- "the group discussions"
- "entrepreneurship"
- "interview techniques and tips"
- "budgeting"
- "the fact that a female can run such a program with 10-12 inmates and not be judgemental"
- "it was all very helpful tips, methods to seek employment upon prison release"
- "the information on the online aspect"

2. What did you like least of the course?

- "length of the program"
- "mandatory attendance"
- "the amount of reading and writing that was required"
- "there is not anything in this program I did not like"
- "attending the program with people who did not want to be here"

Next Year's Goals

- build more community partnerships
- improve collection of statistical information
- continue to review and update the course materials as needed
- provide more opportunities for interaction between persons served and facilitator
- develop an orientation training manual for new facilitators

Emin Dhaliwal
Jill Gabriel

The Mental Health Outreach Program assists adults supervised by the **Correctional Service of Canada (CSC)** acquire the social and educational/vocation skills needed to live with more independence as responsible citizens by facilitating their use of community resources in the Fraser Valley Parole Area.

The Mental Health Outreach Worker (OW), with a CSC parole officer, assists individuals in developing an person-centred care plan (budgeting, meal planning, problem solving, health or medication issues, obtaining housing and anything else identified), and refers them to community-based:

- life skills programs
- job search programs
- mental health services
- support groups
- recreational programs
- educational programs
- volunteer programs

Admission Criteria

Individuals we support:

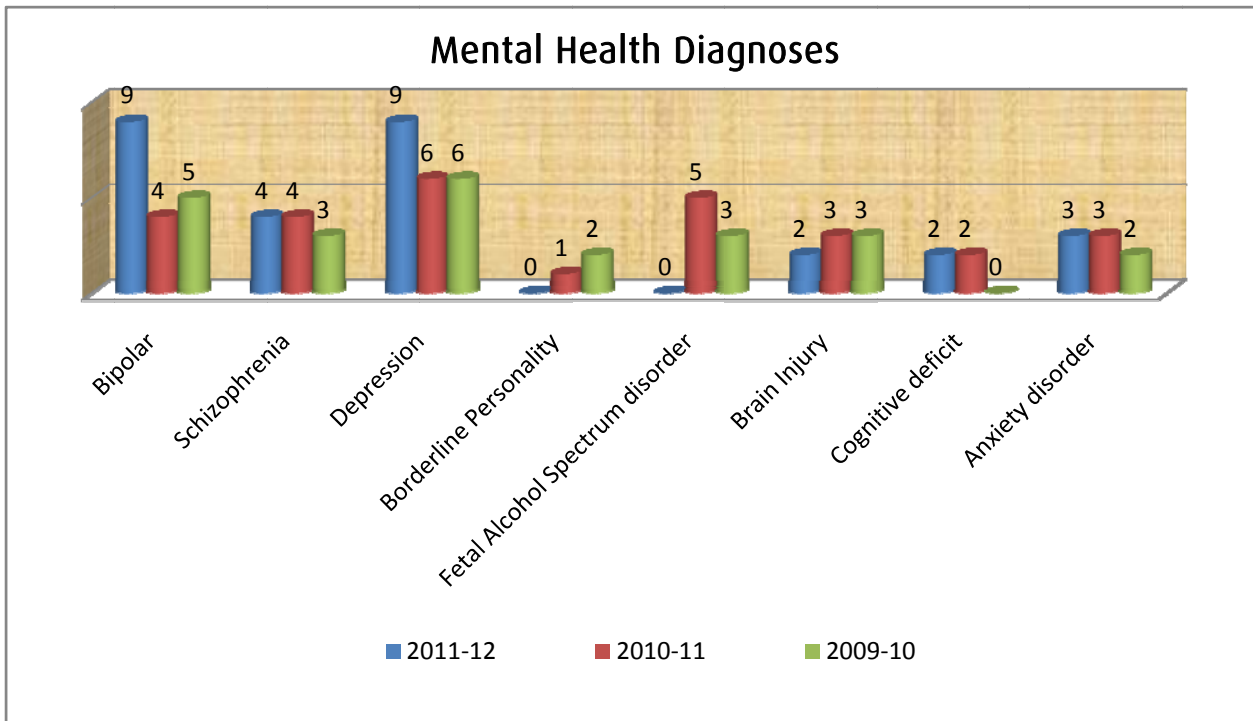
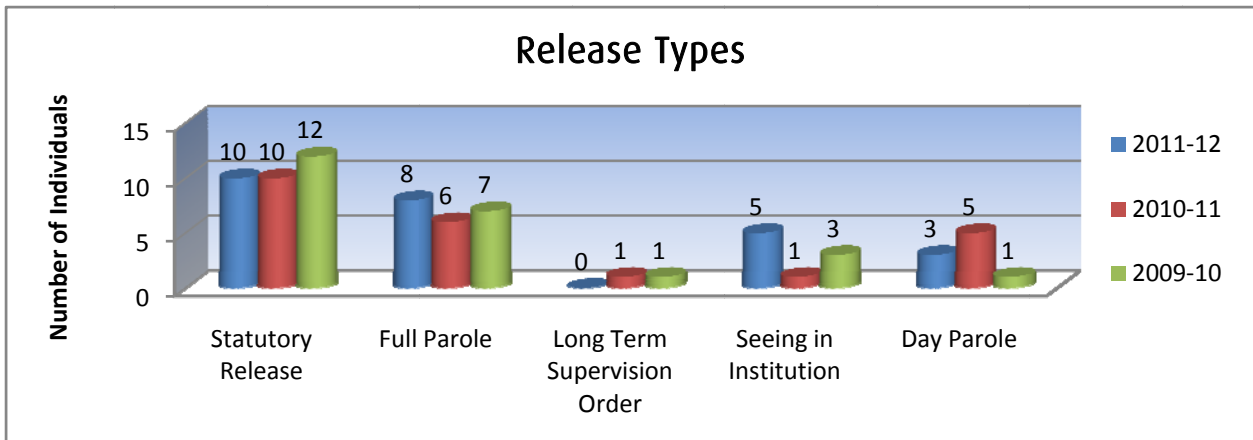
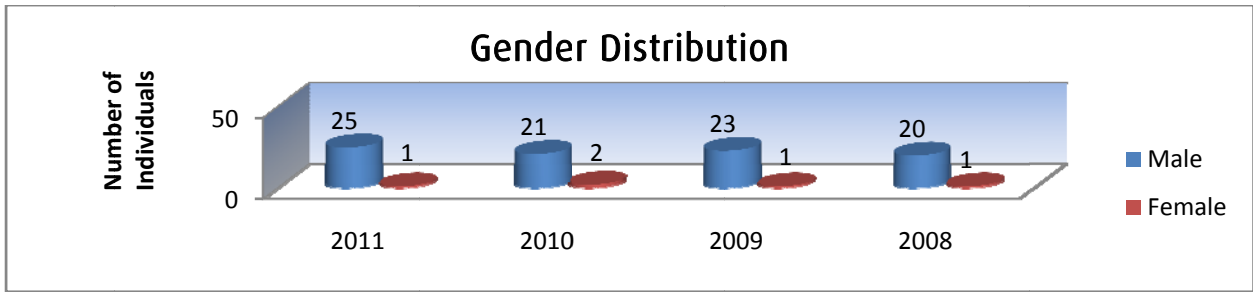
- must be 19 years of age or older
- must be on parole and supervised by the Fraser Valley Parole Area
- must be referred by the Correctional Service of Canada
- must have been diagnosed with mental health problems
- may be from any ethno-cultural group
- may have substance misuse issues
- may have medical concerns

The Program is not an appropriate placement for individuals:

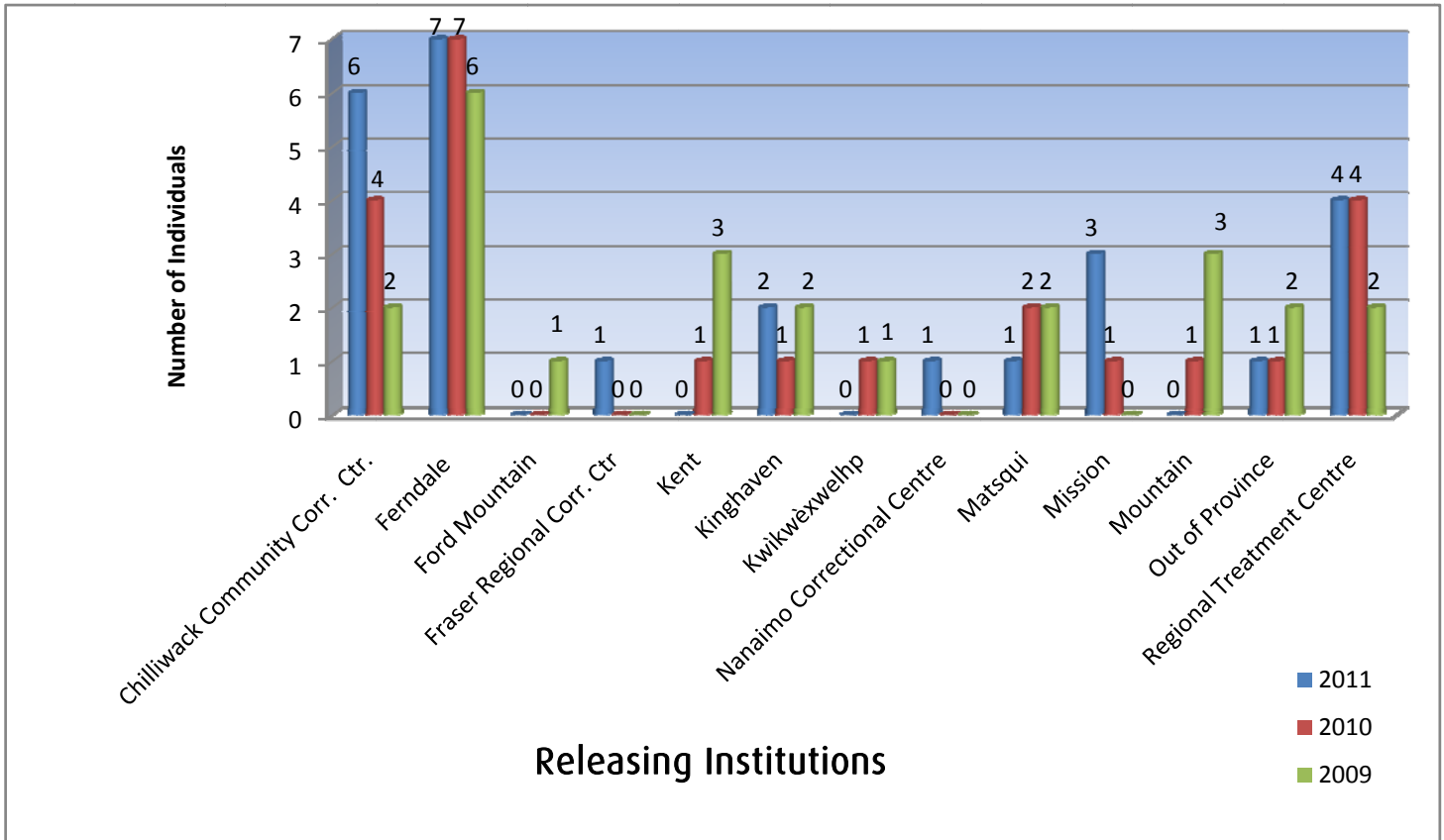
- participating in significant and untreated substance abuse
- severely abusive of others with a history of chronic violence
- refusing treatment for mental health issues

Population Served

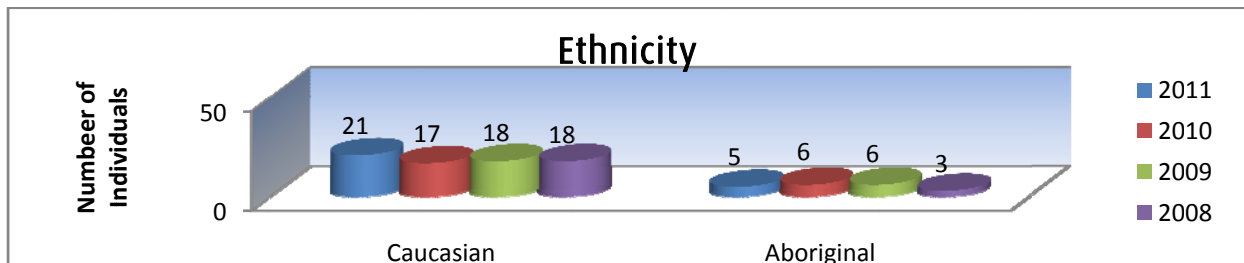
The Mental Health Outreach Program served **26 individuals** (25 male and 1 female) in the reporting period of 2011-12 (*April 1, 2011 to March 31, 2012*)—14 new referrals and 12 ongoing from the previous year. Referrals come from community parole officers and discharge planners in correctional institutions; all referrals were accepted. The OW supported an average of 10 to 14 individuals at any given time in this past year. 10 individuals were on Statutory Release, 8 were on Full Parole, 5 were yet to be released, and 3 were on Day Parole.



The individuals we support have a variety of mental health concerns (some more than one) and cognitive issues. Many individuals also have substance misuse issues.



11 individuals (42%) were released from Ferndale and the Regional Treatment Centre (RTC). 6 individuals (23%) came from the Chilliwack Community Correctional Centre. 9 other individuals (35%) came from 6 different institutions (and one from outside of the Pacific Region).



The OW's office is at JHSLM's Tims Manor in Abbotsford, where 4 of the persons supported lived and 3 continue to reside; the others lived in Chilliwack, Mission, Maple Ridge, Langley and Abbotsford.

Community Needs Assessment

All newly referred individuals were released from correctional institutions with medical coverage and enough medication to last until they could get a new prescription with one exception which was fixed with a phone call to the institution's psychiatric nurse (the psychiatrist phoned the prescription in to the local pharmacy). Several individuals required assistance in applying for what is called "Plan G" psychiatric medication coverage.

There were two instances where a referral was received from the institutional discharge planner, but the community parole officer was unaware that the individual had mental health concerns.

While in the past, individuals were being released to the community without any identification or the financial means to acquire any, this has not been a problem this year.

A major concern has been the difficulty of finding jobs for older, unskilled individuals. One individual we serve, a dedicated and hard worker, has been actively looking for work for more than 10 months and has made ongoing use of the services of Career Assistance and Resources for Employment (CARE). A criminal record continues to be a big barrier to employment when the individual is unskilled, especially when approaching the senior years and the physical demands of general labour or landscaping are too overwhelming. One of the only remaining options is janitorial work, which generally requires a criminal record check due to unsupervised access to facilities. It would be beneficial if CSC could inform particular employers about the realities of released individuals and the success of their reintegration; for example, a lifer who has never committed theft or fraud could be considered for an unsupervised janitorial position.

Program Goals

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

ANALYSIS

Review of Last Year's Goals

Action	Outcome
Attend Business and Issue (B&I) meetings at parole offices	Achieved; OW attended 6 B&I meetings in Abbotsford, 3 in Chilliwack, and 1 in Maple Ridge
Ensure referral forms are completed quickly	This goal requires adjustment. Referrals from parole offices include a goals such as "find a family doctor" or "support them with their issues" but the most valuable insight comes from completing the intake paperwork with the individual concerned. Access to the Correctional Service of Canada's Offender Management System (OMS) and 3 days' training in risk assessment enabled the identification of prominent concerns.
Complete monthly reports	Achieved; all reports sent to JHSLM Director of Programs
Complete CSC bi-annual reports	Achieved
Complete monthly statistics	Achieved (number of phone calls and actual contacts)
Provide service promptly	Achieved; all individuals are contacted within a week of the referral for an intake meeting and needs assessment
Work closely with the volunteer	Mostly achieved; the CSC Volunteer Coordinator was able to

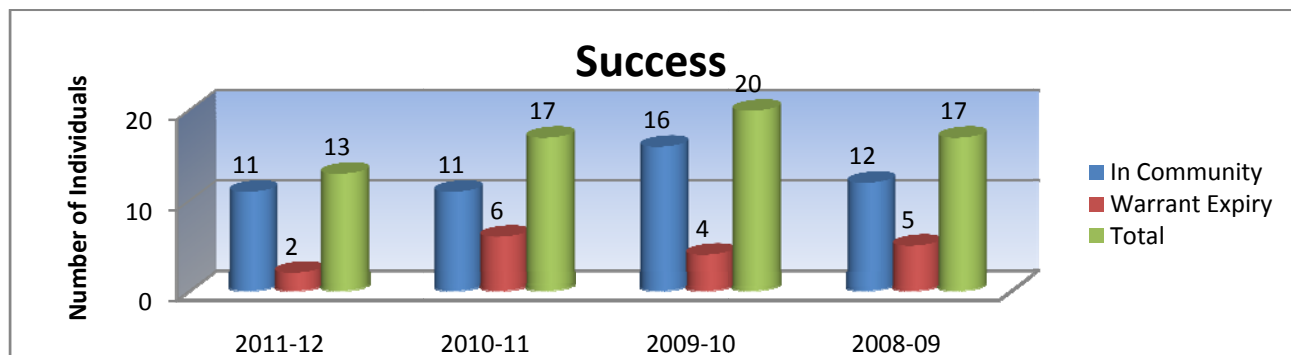
coordinator to assist individuals	secure a volunteer in 4 out of 5 of instances. OW sought a volunteer to help a quadriplegic person access community services after their Warrant Expiry Date (WED)—after which JHSLM no longer provides service—but the Volunteer Coordinator contract was moved to a different agency which also discontinues service upon WED
Arrange Offender Management System (OMS) access for OW	Achieved; Abbotsford Parole is very accommodating whenever we need to access OMS on their system
Distribute satisfaction surveys	Achieved

Outcomes, Effectiveness and Satisfaction

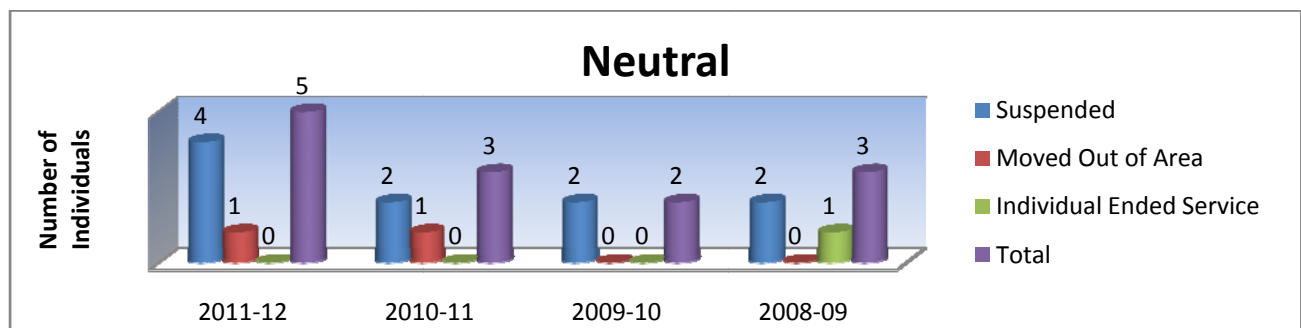
Success is defined by an individual not returning to a correctional facility and positive feedback from persons served. Of the 26 individuals served, 4 were suspended, 3 had their parole revoked—2 of those went Unlawfully at Large (UAL) before revocation, 2 reached Warrant Expiry and 1 moved out of the area. We omit the 5 people yet to be released—they have not yet had the chance to succeed.

Outcomes

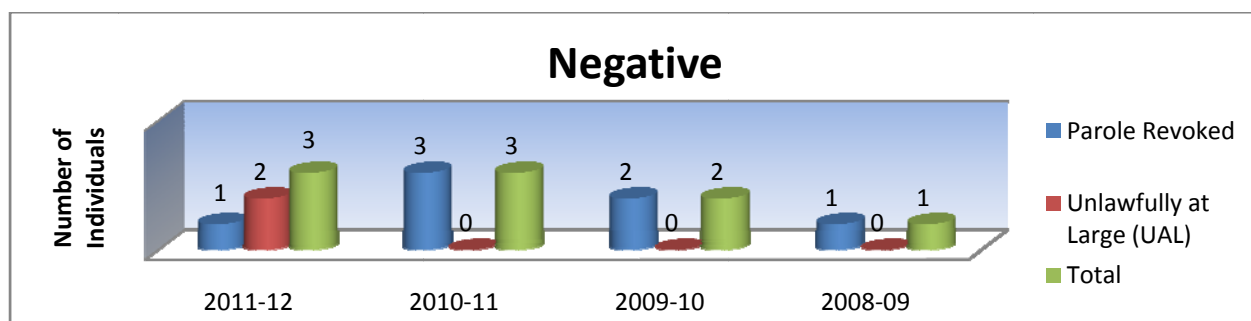
13 of 21 persons served reached their Warrant Expiry date or remained stable in the community (omitting the 5 individuals yet to be released)—a success rate of **62%**:



5 individuals (24%) had a neutral outcome. 2 of the 4 suspended individuals were re-released and rejoined the program:



3 individuals (14%) had a negative outcome; the 2 persons that went UAL had their parole revoked:



Efficiency

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

Satisfaction Surveys

8 satisfaction surveys were distributed to the people we support. 7 (87.5% of those distributed, 27% of all persons served) were completed and returned, rating their experience on a scale of 1 (lowest) to 7 (highest). Please note that no surveys were returned last year and the last two questions were not asked in previous years. Below are the results:

Question	2011	2010	2009	2008
What is your level of trust with the staff?	6.14	x	6.2	6.2
Are you satisfied with staff's ability to address your concerns?	6.7	x	6.5	5
Your ability to live independently is?	5.29	x	7	6
What is your level of hope for the future?	5.86	x	x	x
What is the level of control you feel you have over your life?	6.14	x	x	x

The following questions were asked:

1. *Where do you think we can improve?*

"I don't. I believe that the staff here are trustworthy, honest, genuine and outgoing."

"Walking beside me as I transition back into society (day parole) and eventually onto full parole"

"The person I work with meets all the needs I require of them at this time."

"Nowhere. It's all good."

"Volunteer drivers between Chilliwack C.C.C. and Abbotsford" (to attend post-secondary course(s) at University of the Fraser Valley)

2. *What do you think that we do well?*

"They are concerned about our well being and are willing to help us in many different

ways.”

“Operating clean, safe halfway houses. No negative judgements of our criminal past.

Assistance to parolees and prisoners. Treating people with respect and kindness.”

“Listen. Talk to me. Give me advice and practical help such as rides to the foodbank, etc.”

“Listen non-judgementally. Advice when asked. Support and encouragement. Acceptance for who I am. Reliability. Personal space. Trust and honesty. Respect.”

“You’re there.”

“Address all issues that I need to be addressed, i.e. budgeting”

“Emotional support. A listening ear, helpful feedback. Build relationships. Access to community supports.”

3. *What can we do differently to help you reach some of your goals?*

“The help I am receiving is helping me reach my current goals. However as my goals evolve I hope this help I receive will adapt. Also, I sometimes require extra time before becoming used to new ideas.”

“Assist with possible alternate sources of post-secondary education. (ex. Possible funding that CSC might have for parolees or other federal/provincial grants, etc.)

Next Year’s Goals:

- continue to attend Business and Issues meetings
- complete all required JHSLM and CSC reports
- complete monthly statistical reports
- continue to provide service efficiently

SUMMARY

Having access to the Correctional Service of Canada’s Offender Management System has greatly improved our service since it can be better tailored to the needs of the individuals we serve (many thanks to Abbotsford Parole). The Chilliwack Community Correctional Centre staff has also allowed us to use their offices for one-on-one meetings, which is essential for individuals to feel comfortable in opening up. There has been a huge increase in the number of individuals released with appropriate identification and medications. However, individuals continue to need assistance in accessing community programs while on Conditional Release once they reach their Warrant Expiry Date.

Christina Beaupre

Tims Manor provides safe and affordable housing to those who have multiple barriers challenging their ability to live more independently in the community. The building has 10 two-bedroom units, 6 of which are furnished and accommodate 12 individuals on Conditional Release from the **Correctional Service of Canada (CSC)** whom are offered JHSLM outreach services. The other 4 units are for or individuals, couples, or families in need of affordable housing.

The Tims Manor Outreach Worker assists in developing an individual-centred care plan with each of the tenants referred by CSC in collaboration with their parole officer. This care plan is a path each individual uses to obtain services, and it assists the Outreach Worker in learning the goals of each individual and what kind of support and service they will need to attain them, which may include:

- budgeting and money management: bills, saving money, and opening a bank account
- nutrition and food preparation: food purchasing and preparation, menu development
- health management: attending all necessary medical appointments, taking medication
- recreational/social events: to build community, positive relationships, and wellness
- social skills: positive behaviour, managing conflict appropriately, developing and maintaining friendships, acting appropriately in social settings

Admission Criteria

Residents must:

- be on conditional release from the Correctional Service of Canada
- be at risk of homelessness
- be able to live independently
- qualify for income assistance or earn less than the government's definition of low income
- have rent that exceeds 30% of their income
- have a willingness to work with the Outreach Worker to achieve personal goals

Some may also have mental and/or physical health concerns and/or substance misuse issues.

Tims Manor is *not* appropriate for individuals:

- participating in significant and untreated substance misuse
- requiring wheelchair accessibility
- refusing treatment for violence issues

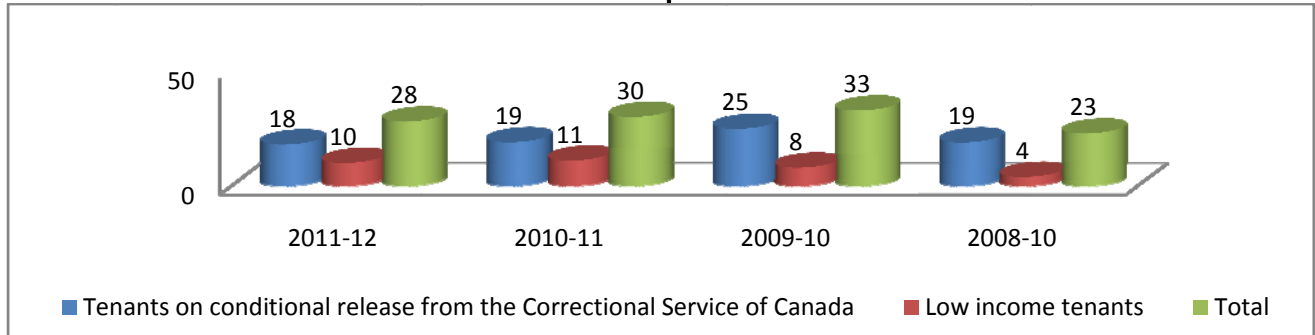
JHSLM assesses each applicant's need for housing based on criteria including their income, current living situation and personal and family requirements. Priority is given to those with greatest need.

Population Served

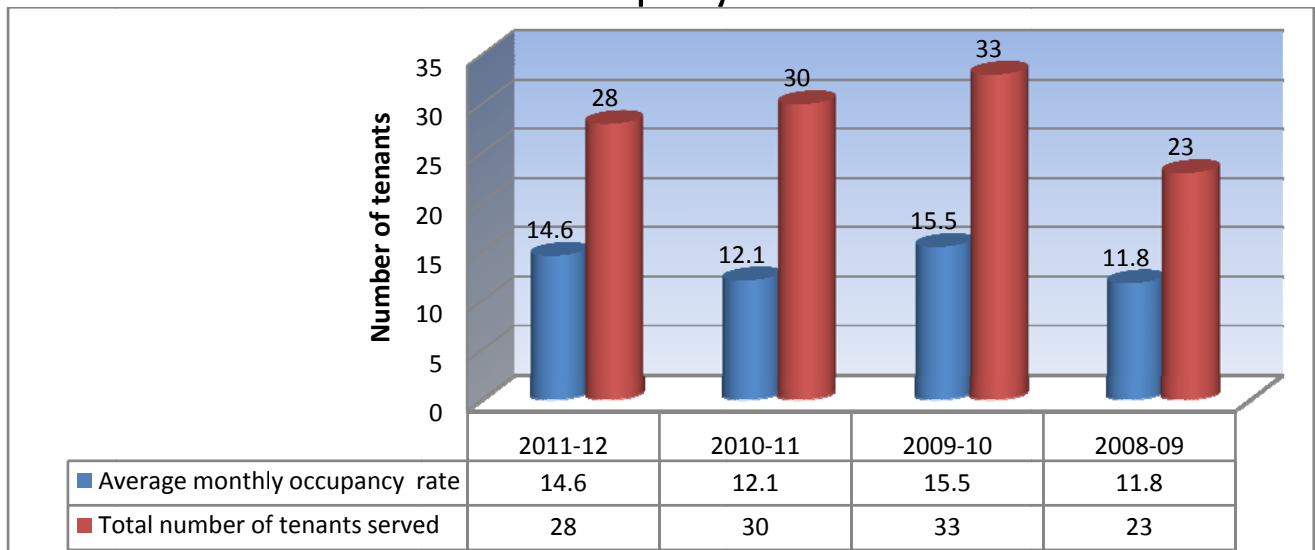
In reporting year 2011-12 (April 1st 2011 to March 31st 2012) we served 18 CSC tenants and 10 non-CSC tenants, **28 residents in total** (25 male, 3 female). Their average age was 41, ranging from 23

to 69 years old. None of the CSC tenants reached Warrant Expiry (WED), which would allow them to move into a non-CSC suite (one tenant did this last year). Space was limited and the non-CSC suites remained consistently full throughout the year.

Tenant Comparison

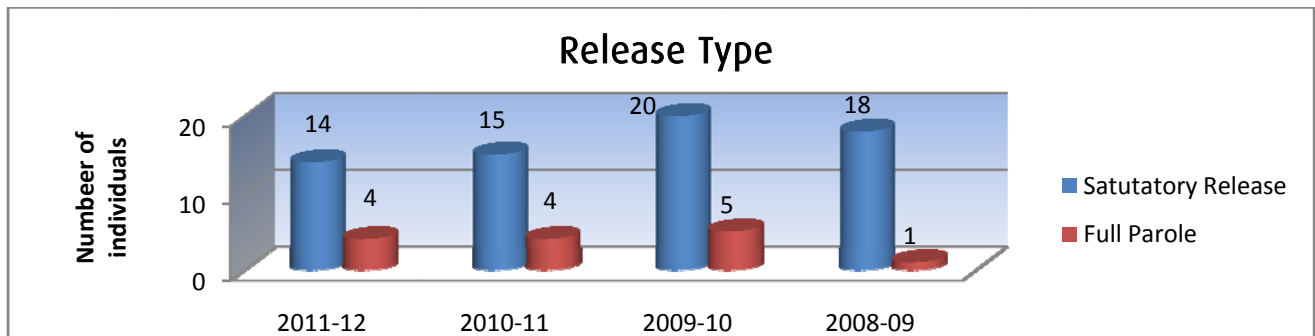


Tenant Occupancy Rate

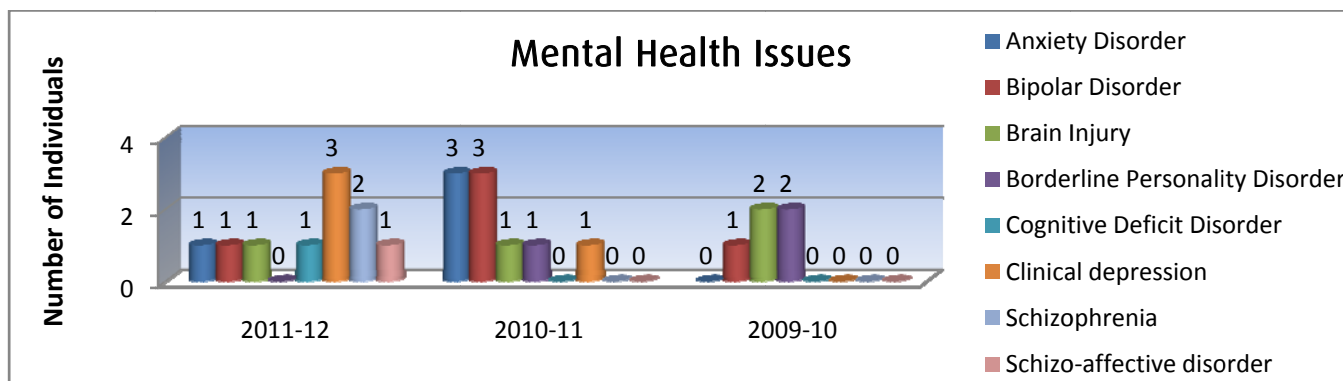


While our average monthly occupancy rate this past year was up by 21% from the previous year, there was considerably less turnover in tenants compared to previous years.

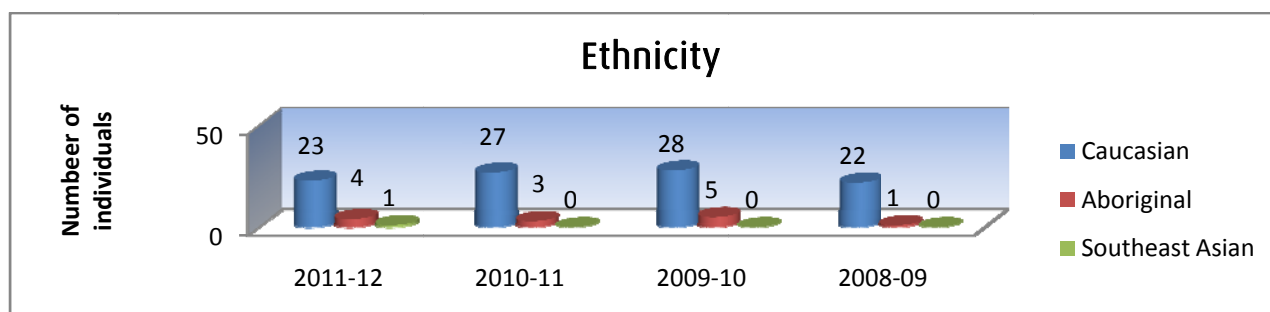
Release Type



4 residents were on Full Parole (one less than last year). Having more residents on Full Parole will be a goal for next year since they have some experience being in the community and are more stable; they tend to be the most successful and have a positive impact on other residents.



10 residents (36%) had mental health concerns this year, an increase of 6% over the previous year. The mental health issues included a brain injury, schizophrenia and depression, as well as disorders of anxiety, bipolarity, borderline personality, and cognition deficit. JHSLM employs a full-time Mental Health Outreach Worker to assist Tims Manor residents with mental health concerns, who are the more stable tenants in terms of residency.



The majority of our tenants have been Caucasian.

Changes in Service

A new staff member was hired to fill in when the full-time Outreach Worker is on assignment or on leave. The ongoing challenges at Tims Manor remain compatibility of roommates, substance misuse, money mismanagement, smoking in the building, and tenants bringing in overnight guests. The building itself is in good physical shape. The carpets in several of the units as well as all common areas were professionally cleaned and were replaced in some areas.

Community Needs Assessment

The following concerns from this year are similar to last years' issues:

- People smoking in the building (including marijuana) continues to be an issue

- Tenants bringing in overnight guests—a breach of their tenancy agreement
- A few vulnerable individuals are taken advantage of by others borrowing or taking things from them, leaving them to struggle financially.
- Many tenants were unable to budget and had to use the food bank regularly
- Lack of legal identification needed to open a bank account and cash cheques
- Substance misuse issues
- Tenants who are suspended or go Unlawfully at Large leave possessions, which are itemized and stored by staff at the building, and are sometimes not retrieved

While the B.C. Ministry of Social Development’s funding application process continues to be difficult, our improved working relationships with Ministry staff have been beneficial for residents.

Review of Last Year’s Goals

Goal	Outcome
To maintain 85% occupancy rate	Not achieved; occupancy rate 73%
Continue to work closely with the Abbotsford Parole Office	Achieved
Recruit volunteers	Not achieved
Decrease tenant turnover	Achieved; this was the most successful year to date: although fewer tenants were served, more remained in the building or successfully moved out (as opposed to going UAL or being suspended)
Update the strategic and training plans	Achieved
Facilitate more group activities	Achieved
Collect more statistics	Achieved
Increase the number of families residing at Tims Manor	Not achieved
To increase the number of tenants on Full Parole to promote stability	We had the same number of residents on Full Parole as last year

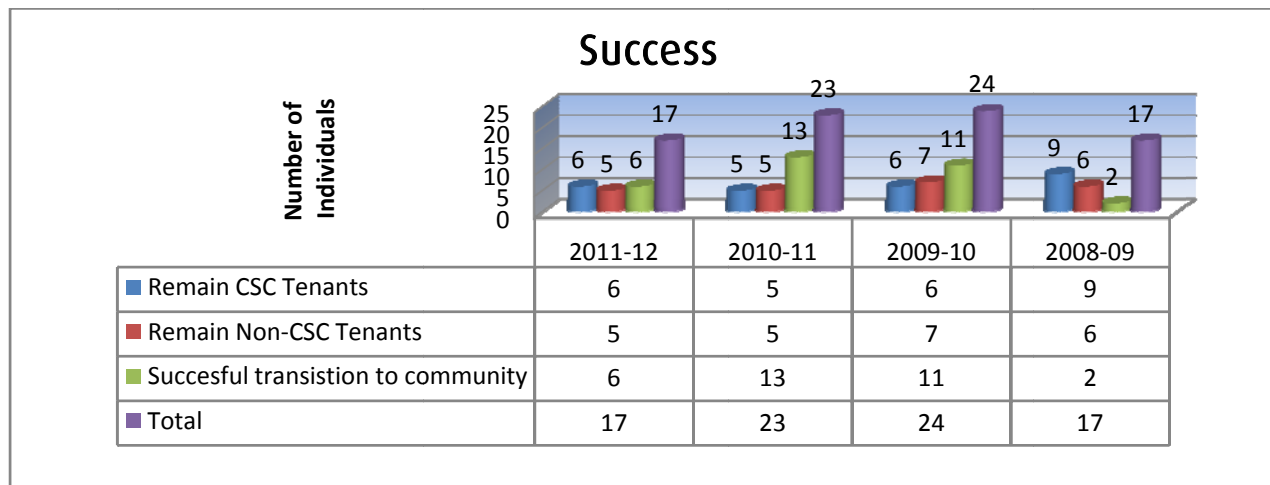
Program Goals

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

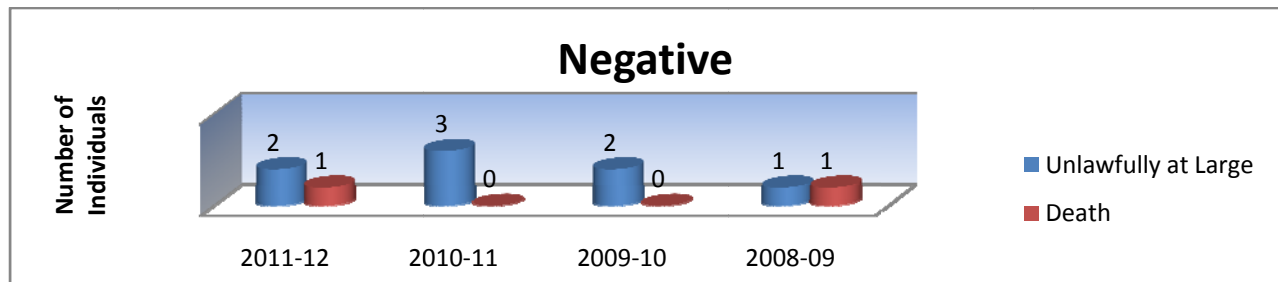
Effectiveness and Efficiency

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

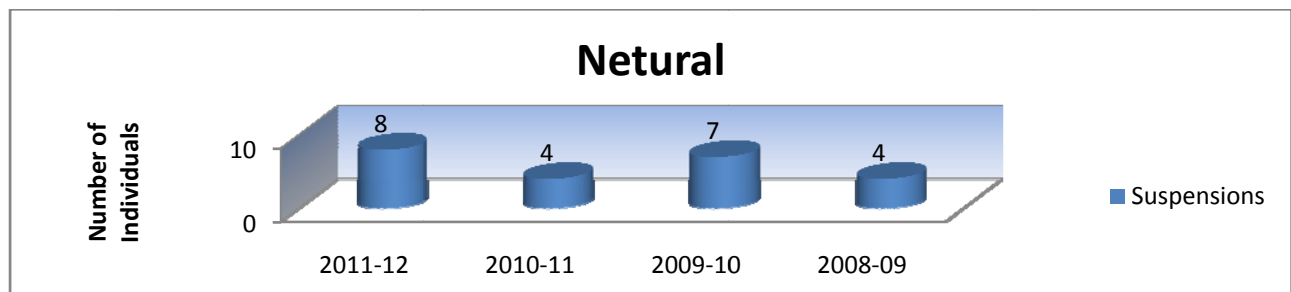
17 of 28 tenants remained at Tims Manor or successfully moved out into the community without being suspended or going Unlawfully at Large—a **61% success rate** (76% in 2010 and 73% in 2009):



In 2011, 2 residents went Unlawfully at Large (UAL) and one resident died:



The graph below shows that 8 tenants were suspended (up from 4 from last year and higher than any previous years) due to tenants returning to substance misuse (cocaine and methamphetamine):



Satisfaction Surveys

11 satisfaction surveys were given to residents of Tims Manor; 6 were returned. Tenants were asked to rate 7 questions on a scale of **1 (lowest)** to **7 (highest)**. The results indicate that tenants are very satisfied with our service. Tenants were also asked to comment on where JHSLM can improve, what they think JHSLM does well and what the organization can do differently to help them reach their goals. Responses indicated that residents feel that they are treated with respect despite their past mistakes and that staff are helpful and encouraging in getting them settled in the community. Comments also included hope for more unit upgrades, and for pets to be allowed for therapeutic reasons. Please note that the last three questions were not asked in previous years.

	2011	2010	2009
What is your level of trust with staff?	6.3	6.6	6.9
What is your level of safety at Tims Manor?	6.8	6.5	6.8
Are you satisfied with staff's ability to address your concerns?	6.8	7	7
Are you satisfied with your care plan?	7	6	5.6
What is the level of control you feel you have over your life?	6	x	x
What is your level of hope for the future?	6	x	x
What is your ability to live independently?	6.1	x	x

ANALYSIS

Tims Manor is in its 5th year of operation. While 8 individuals were suspended and 2 went UAL this year, 17 were successful—either moving out into their own residence or remaining in the building for the entire year. Feedback continues to be very positive from residents and community partners. While in previous years drug use had been a major problem, this year it was manageable. Despite the increase in drug-related suspensions for our CSC tenants, in the past there had been more cumbersome drug-related issues with our non-CSC low income tenants.

Next Year's Goals

- to not fall below an 85% occupancy rate
- continue to work closely with the Abbotsford Parole Office
- continue to update the strategic and training plans
- increase number of tenants on Full Parole
- increase the number of families residing at Tims Manor
- increase the number of female tenants
- continue to improve working relations with The Ministry of Social Development
- increase the number of group activities

Melanie Jarvis

STAFF & BOARD LIST (on March 31st, 2012)

JHSLM Board of Directors 2011-2012

Pat Alexander
Jayce Allen
Lyle Dixon

Michael Johnson
Amber Katzel
Pamela Smith-Gander

Tim Stiles
Iryna Witt

Guy Richmond Place & Hobden House Community Residential Facilities

Terence Au
Harjit Basra
Christina Bateman
Brandon Bob
Peter Bowser
Rajveer Braich
Jennifer Cupello
Candice Dearden
Suraj Dhariwal
Andrei Grigorescu

Ashley Henry
Kayla Horan
Jessica Kauhausen
Harvey Kirsch
Stephanie Lee
Kailey LeMoel
Alix Logie
Jenni Martin
Heinrich Nemetz
Aatif Nanji

Vijay Rana
Jessica Singh
Tim Scott
Robert Syms
Taryce Wong

CRF Residence Managers:

Pat Gilbert
Ryan Jamieson

Tims Manor Outreach

Melanie Jarvis
Michelle Segovia

Mental Health Outreach

Christina Beaupre

Vancouver Apartment

Nicholas Anderson
Leah Chandler
Sahara Chiang
Michael Connerly

Alexandra Everitt
Ryan Grubb
Melissa Maxwell
Susie Moose

Robert Pasion
Patrick Semple
Robert Syms
Emily Zuberbier

Vancouver Apartment and Community Outreach Manager: Alanna Parker

Community Outreach

Deea Bailey
Sandra Battilana
Jelena Brown
Michelle Cooper
Shayne Forster

Marvin Latusus
Michelle Marasco
Josh Morabito
Jesca Nabwire
Sebastian Olaru

Barry Skinner
Latie Steinmann
Rebecca Ward

Community Services

Director: Jen Hirsch
Coordinator: Pam Flegel

Homelessness Partnering Strategy

Emin Dhaliwal
Jill Gabriel

Youth Advocacy

Julia Harris

Regional Office Administration

Dale Lutes
Cora Penafloida
Jo-Anne Pilkey
Carmen Roig-Torres
Craig Stewart
Tim Veresh

Director of Programs
Financial Administrator
Director of Finance & Administration
Administrative Assistant
Manager of Community Development
Executive Director

MANY THANKS TO OUR GENEROUS SUPPORTERS

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

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

All people have the right to safe and affordable housing.

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

All people have the potential to become responsible citizens.

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

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

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



**Correctional Service
Canada**

**Service correctionnel
Canada**



British Columbia Ministry of Children and Family Development
British Columbia Ministry of Justice
British Columbia Ministry of Public Safety and Solicitor General
BC Non-Profit Housing Association
BC Yukon Halfway House Association
Canada Housing and Mortgage Corporation
Coast Capital Savings Credit Union
Commission on Accreditation of Rehabilitation Facilities
Community Social Services Employers' Association
Fraser Regional Correctional Centre
Human Resources and Skills Development Canada
John Howard Society of British Columbia
John Howard Society of Victoria
Provincial Association of Residential and Community Agencies
United Community Services Co-op
Vancouver City Savings Credit Union (Vancity)
Vancouver Police Department

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

Vancouver, B.C.

FINANCIAL STATEMENTS

March 31, 2012

INDEPENDENT AUDITOR'S REPORT

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

Report on the Financial Statements

We have audited the accompanying financial statements of The John Howard Society of the Lower Mainland of British Columbia, which comprise the balance sheet as at March 31, 2012, and the statement of revenues and expenditures, statement of changes in fund balances and statement of cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian generally accepted accounting principles, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditor's Responsibility

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

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

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

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of The John Howard Society of the Lower Mainland of British Columbia as at March 31, 2012, and its financial performance and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.

Report on Other Legal and Regulatory Requirements

As required by the Society Act of British Columbia, we report that, in our opinion, these principles have been applied on a basis consistent with that of the preceding year.

Wolrige Mahon LLP

CHARTERED ACCOUNTANTS

August 10, 2012
Vancouver, B.C.

THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF BRITISH COLUMBIA

STATEMENT OF REVENUES AND EXPENDITURES

For the year ended March 31, 2012

	Operating Fund \$	Capital Fund \$	2012 \$	2011 \$
Revenues, Schedule 1	3,268,778	18,000	3,286,778	3,159,797
Property rental	38,787	427,578	466,365	306,439
	<u>3,307,565</u>	<u>445,578</u>	<u>3,753,143</u>	<u>3,466,236</u>
Expenditures				
Staffing				
Employee benefits	400,319	-	400,319	378,177
Salaries	1,815,338	-	1,815,338	1,643,203
Training and development	75,050	-	75,050	71,073
Travel	70,798	-	70,798	62,775
	<u>2,361,505</u>	<u>-</u>	<u>2,361,505</u>	<u>2,155,228</u>
Operating				
Accommodations	356,296	80,105	436,401	452,217
Client support	52,772	-	52,772	56,270
Food and supplies	100,164	-	100,164	93,153
Furnishings	35,171	3,610	38,781	46,031
Insurance	9,431	34,359	43,790	44,757
Interest	-	64,705	64,705	76,621
Miscellaneous	4,031	-	4,031	2,934
Programme needs	70,890	-	70,890	36,447
	<u>628,755</u>	<u>182,779</u>	<u>811,534</u>	<u>808,430</u>
Administration				
Advertising	7,760	-	7,760	2,796
Audit and banking	14,041	-	14,041	11,973
Board	9,105	-	9,105	9,527
Office and miscellaneous	59,686	18,441	78,127	79,924
Purchased services	8,410	1,662	10,072	17,468
Telephone	32,310	-	32,310	28,051
Volunteer programme	37,608	-	37,608	34,427
	<u>168,920</u>	<u>20,103</u>	<u>189,023</u>	<u>184,166</u>
Total expenditures	<u>3,159,180</u>	<u>202,882</u>	<u>3,362,062</u>	<u>3,147,824</u>
Excess of revenues over expenditures before non-cash items	148,385	242,696	391,081	318,412
Amortization	-	(151,629)	(151,629)	(156,727)
Forgiveness of debt (Note 7)	-	37,867	37,867	106,100
Unrealized gain on investments	6,250	-	6,250	8,872
Excess of revenues over expenditures	154,635	128,934	283,569	276,657

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

STATEMENT OF CHANGES IN FUND BALANCES

For the year ended March 31, 2012

	Operating Fund \$	Internally Restricted Fund \$	Capital Fund \$	2012 \$	2011 \$
Balances, beginning	254,883	522,051	2,010,783	2,787,717	2,511,060
Excess of revenues over expenditures	154,635	-	128,934	283,569	276,657
Interfund transfers:					
Purchase of property and equipment	(30,883)	-	30,883	-	-
Mortgage repayments	(249,966)	-	249,966	-	-
Excess of revenues over expenditures before non-cash items	242,696	-	(242,696)	-	-
Internal restrictions (Note 8)	(43,306)	43,306	-	-	-
Balances, ending	328,059	565,357	2,177,870	3,071,286	2,787,717

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

BALANCE SHEET


March 31, 2012

	2012 \$	2011 \$
ASSETS		
Cash	1,052,614	947,404
Grants and other receivables	205,423	145,489
Investments	77,929	71,679
Prepaid expenses and deposits	19,769	17,431
	<u>1,355,735</u>	<u>1,182,003</u>
Property and equipment (Note 5)	4,716,371	4,837,117
	<u>6,072,106</u>	<u>6,019,120</u>
LIABILITIES		
Accounts payable	63,398	48,612
Accrued wages, salaries and holiday pay	342,508	317,063
Accrued employee relations fund	23,032	29,470
Deferred revenue	33,381	9,924
Mortgages payable (Note 6)	1,130,145	1,380,112
Forgivable loans (Note 7)	1,408,356	1,446,222
	<u>3,000,820</u>	<u>3,231,403</u>
FUND BALANCES		
Capital Fund	2,177,870	2,010,783
Operating Fund		
Internally restricted (Note 8)	565,357	522,051
Unrestricted surplus	328,059	254,883
	<u>3,071,286</u>	<u>2,787,717</u>
	<u>6,072,106</u>	<u>6,019,120</u>

Contingencies (Note 9)

Approved by Directors:





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

STATEMENT OF CASH FLOWS

For the year ended March 31, 2012

	2012 \$	2011 \$
Cash flows related to operating activities		
Excess of revenues over expenditures	283,569	276,657
Adjustments for items not affecting cash:		
Amortization	151,629	156,727
Forgiveness of debt	(37,867)	(106,100)
Unrealized gain on investments	(6,250)	(8,872)
	<u>391,081</u>	<u>318,412</u>
Changes in non-cash working capital:		
Grants and other receivables	(59,934)	3,474
Prepaid expenses and deposits	(2,338)	(810)
Accounts payable	14,786	(5,062)
Accrued wages, salaries and holiday pay	25,445	(29,147)
Accrued employee relations fund	(6,438)	9,001
Deferred revenue	23,457	(9,270)
	<u>386,059</u>	<u>286,598</u>
Cash flows related to investing activities		
Purchase of property and equipment	(30,883)	(62,861)
Cash flows related to financing activities		
Mortgage advances	-	657,000
Mortgage repayments	(249,966)	(748,005)
	<u>(249,966)</u>	<u>(91,005)</u>
Net increase in cash	105,210	132,732
Cash, beginning	947,404	814,672
Cash, ending	1,052,614	947,404
Supplemental cash flow information:		
Interest received	12,843	11,097
Interest paid	64,705	76,621

THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF BRITISH COLUMBIA

NOTES

For the year ended March 31, 2012

Note 1 General

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

Note 2 Significant Accounting Policies

Fund Accounting

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

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

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

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

Financial Assets and Liabilities

The Society accounts for its financial instruments in accordance with Section 3855 of the Canadian Institute of Chartered Accountants ("CICA") Handbook, Financial Instruments – Recognition and Measurement. This section requires all financial instruments to be classified into one of the following five categories: held for trading, held-to-maturity, loans and receivables, available-for-sale financial assets or other liabilities. All financial instruments are measured at fair value except for loans and receivables, held-to-maturity investments and other financial liabilities, which are measured at amortized cost. The section also specifies how financial instrument gains and losses arising from changes in fair value are to be recognized. Depending on the financial instrument's classification, changes in fair value are either recognized in the excess of revenues over expenditures or directly in fund balances. The Society's designations are as follows:

Cash and investments are designated as held for trading and are measured at fair value.

Grants and other receivables are designated as loans and receivables and are measured at amortized cost using the effective interest rate method.

Accounts payable, accrued wages, salaries and holiday pay, accrued employee relations fund, mortgages payable and forgivable loans are classified as other financial liabilities and are measured at amortized cost.

The Society has chosen to continue to apply CICA Section 3861, Financial Instruments - Disclosure and Presentation rather than apply Section 3862, Financial Instruments - Disclosure, and Section 3863, Financial Instruments - Presentation, as allowed by Canadian generally accepted accounting standards for not-for-profit organizations.

THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF BRITISH COLUMBIA

NOTES

For the year ended March 31, 2012

Note 2 Significant Accounting Policies (continued)

Property and Equipment

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

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

Building - Guy Richmond Place	-	8 years	straight-line
Building - all others	-	4%	declining balance
Equipment	-	20%	declining balance
Computer	-	30%	declining balance
Vehicles	-	20%	declining balance
Software	-	100%	declining balance

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

Revenue Recognition

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

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

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

Deferred revenue relates to restricted contributions for which no corresponding restricted fund is presented and is recognized as revenue in the period in which the related expenses are incurred. Funds collected in advance that relate to the next fiscal period are recorded as deferred revenue.

Contributions of materials or services are recognized when fair value can be reasonably estimated and when the materials or services are used in the normal course of the Society's operations and would otherwise have been purchased.

Foreign Currency Translation

Monetary assets and liabilities which are denominated in foreign currencies are translated at the exchange rate in effect at the balance sheet date. Revenue and expense items are translated at rates of exchange prevailing on the transaction dates. All exchange gains and losses are recognized currently in earnings.

Use of Estimates

The preparation of financial statements in conformity with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates.

THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF BRITISH COLUMBIA

NOTES

For the year ended March 31, 2012

Note 3 Financial Instruments

Items that meet the definition of a financial instrument include cash, grants and other receivables, investments, accounts payable, accrued wages, salaries and holiday pay, accrued employee relations fund, mortgages payable and forgivable loans. The fair values of these items approximate their carrying values. It is management's opinion that the Society is not exposed to significant interest rate risk or credit risk arising from these financial instruments.

Currency Risk

The Society is exposed to currency risk where purchase and sale transactions are undertaken in foreign currencies, and from fluctuations in foreign exchange rates on its U.S. dollar denominated investment. As at March 31, 2012, investments of \$48,293 (2011: \$42,133) are denominated in US dollars and translated into Canadian dollars.

Note 4 Capital Management

The Society considers its capital structure to consist of its fund balances. The Society is not subject to external restrictions on its fund balances.

The Society maintains adequate cash to meet current payment obligations and planned program expenditures. Pending actual disbursements for budgeted programme expenditures, funds are invested in securities designed to maximize return, while minimizing risk and maintaining flexibility. The investment objectives are set by the Board of Directors to provide maximum current income within the approved risk parameters.

Note 5 Property and Equipment

	Cost \$	2012 Accumulated Amortization \$	Net \$	Cost \$	2011 Accumulated Amortization \$	Net \$
Guy Richmond Place						
Land	206,231	-	206,231	206,231	-	206,231
Building	507,480	506,538	942	507,480	504,652	2,828
	<u>713,711</u>	<u>506,538</u>	<u>207,173</u>	<u>713,711</u>	<u>504,652</u>	<u>209,059</u>
Vancouver Apartments						
Land	247,288	-	247,288	247,288	-	247,288
Building	130,035	28,867	101,168	130,035	24,652	105,383
	<u>377,323</u>	<u>28,867</u>	<u>348,456</u>	<u>377,323</u>	<u>24,652</u>	<u>352,671</u>

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

NOTES

For the year ended March 31, 2012

Note 5 Property and Equipment (continued)

	Cost \$	2012 Accumulated Amortization \$	Net \$	Cost \$	2011 Accumulated Amortization \$	Net \$
Hobden House						
Land	265,090	-	265,090	265,090	-	265,090
Building	199,318	58,249	141,069	199,318	52,371	146,947
	<u>464,408</u>	<u>58,249</u>	<u>406,159</u>	<u>464,408</u>	<u>52,371</u>	<u>412,037</u>
Miller Block						
Land	457,173	-	457,173	457,173	-	457,173
Building	2,179,158	571,595	1,607,563	2,179,158	504,613	1,674,545
	<u>2,636,331</u>	<u>571,595</u>	<u>2,064,736</u>	<u>2,636,331</u>	<u>504,613</u>	<u>2,131,718</u>
Tims Manor						
Land	211,869	-	211,869	211,869	-	211,869
Building	1,069,648	176,557	893,091	1,069,648	139,345	930,303
	<u>1,281,517</u>	<u>176,557</u>	<u>1,104,960</u>	<u>1,281,517</u>	<u>139,345</u>	<u>1,142,172</u>
752 Kingsway						
Land	126,142	-	126,142	126,142	-	126,142
Building	170,036	28,490	141,546	170,036	22,593	147,443
	<u>296,178</u>	<u>28,490</u>	<u>267,688</u>	<u>296,178</u>	<u>22,593</u>	<u>273,585</u>
756 Kingsway						
Land	70,180	-	70,180	70,180	-	70,180
Building	165,544	21,202	144,342	165,544	15,188	150,356
	<u>235,724</u>	<u>21,202</u>	<u>214,522</u>	<u>235,724</u>	<u>15,188</u>	<u>220,536</u>
Equipment	230,377	173,710	56,667	230,377	159,543	70,834
Computer	71,284	55,420	15,864	58,997	51,254	7,743
Vehicles	37,221	7,075	30,146	18,625	1,863	16,762
Software	16,125	16,125	-	16,125	16,125	-
	<u>6,360,199</u>	<u>1,643,828</u>	<u>4,716,371</u>	<u>6,329,316</u>	<u>1,492,199</u>	<u>4,837,117</u>

THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF BRITISH COLUMBIA

NOTES

For the year ended March 31, 2012

Note 6 Mortgages Payable

	Current \$	Long-term \$	2012 \$	2011 \$
Canadian Western Bank Balance fully repaid on May 3, 2011	-	-	-	163,213
Coast Capital Savings Payable in monthly instalments of \$3,673 including principal and interest of 5.92% per annum, due November 1, 2012, secured by a first charge on 752 Kingsway and Guy Richmond Place	18,145	433,394	451,539	468,585
Coast Capital Savings Payable in monthly instalments of \$2,481 including principal and interest of 5.00% per annum, due April 1, 2015, secured by a first charge on 756 Kingsway	26,155	58,846	85,001	109,881
Coast Capital Savings Payable in monthly instalments of \$3,296 including principal and interest of 4.50% per annum, due March 1, 2016, secured by a first charge on Miller Block	21,716	390,866	412,582	432,000
Coast Capital Savings Payable in monthly instalments of \$3,000 including principal and interest of 5.44% per annum, due July 1, 2015, secured by a first charge on Hobden House	26,727	154,296	181,023	206,433
Total mortgages	92,743	1,037,402	1,130,145	1,380,112

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

	\$
2013	92,743
2014	97,641
2015	102,795
2016	80,386
2017	82,073
Thereafter	674,507
	<u>1,130,145</u>

THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF BRITISH COLUMBIA

NOTES

For the year ended March 31, 2012

Note 7 Forgiveable Loans

	\$
B.C. Housing Management Commission	1,018,000
Canada Mortgage and Housing Corporation	203,467
Canada Mortgage and Housing Corporation	186,889
	<hr/>
	1,408,356
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During 2008, the Society entered into an agreement with the British Columbia Housing Management Commission ("BCHMC"). Under the terms of the agreement, BCHMC agreed to contribute up to \$1,018,000 for costs incurred in the purchase and renovation of Tims Manor. BCHMC paid \$18,000 in costs relating to the purchase of the apartments directly, with the balance of \$1,000,000 being received on December 6, 2007. The loan is forgivable over a period of 25 years, commencing in the 11th year, provided that the Society meets certain conditions specified in the agreement.

During 2005, the Society entered into an agreement with the Canada Mortgage and Housing Corporation ("CMHC"). Under the terms of the agreement, CMHC agreed to contribute up to \$336,000 for costs incurred in renovating the Miller Block apartments. The loan is forgivable over a period of 15 years, provided that the Society meets certain conditions specified in the agreement. In fiscal 2006, the Society received a total contribution of \$285,600, with the balance of \$50,400 received on April 7, 2006. During the year, \$22,400 (2011: \$22,400) was forgiven.

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

THE JOHN HOWARD SOCIETY OF THE LOWER MAINLAND OF BRITISH COLUMBIA

NOTES

For the year ended March 31, 2012

Note 8 Internally Restricted Funds

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

The Property Development Fund balance is as follows:

	\$
Opening balance	338,282
Transfer from Operating Fund	200,000
Interest earned	2,566
Repayment of mortgage	(161,762)
	<hr/>
	379,086

The Sick Pay Fund balance is as follows:

Opening balance	183,769
Interest earned	2,502
	<hr/>
	186,271
	<hr/>
Total internally restricted funds	565,357

Note 9 Contingencies

The Society and its employees contribute to the Municipal Pension Plan (the "Plan"), a jointly-trusted pension plan. The Plan's Board of Trustees, representing Plan members and employers, is responsible for overseeing the management of the Plan, including investment of the assets and administration of the benefits. The Plan is a multi-employer contributory pension plan. Basic pension benefits provided are defined. The Plan has about 156,000 active members and approximately 60,000 retired members.

Every three years an actuarial valuation is performed to assess the financial position of the Plan and the adequacy of the Plan funding. The most recent valuation as at December 31, 2009 indicates an unfunded liability of \$1,024 million for basic pension benefits. The next valuation will be as at December 31, 2012 with results available in 2013. The actuarial valuation does not attribute portions of the unfunded liability to individual employers. During the year, the Society paid \$96,685 (2011: \$80,934) for the employer's share of contributions to the Plan.

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

Schedule 1

REVENUES

For the year ended March 31, 2012

	Operating Fund \$	Capital Fund \$	2012 \$	2011 \$
Federal Government	1,594,405	18,000	1,612,405	1,503,058
Provincial Government	1,308,176	-	1,308,176	1,230,686
Grants and other income	287,600	-	287,600	333,432
United Way of Lower Mainland	76,607	-	76,607	77,750
Charitable Gaming	1,990	-	1,990	14,871
	3,268,778	18,000	3,286,778	3,159,797