



Phoenix
Human Services Association

13th ANNUAL GENERAL MEETING

September 10, 2019

**1095 Joan Crescent
Victoria, BC V8S 3L3**

ACCREDITED BY THE COMMISSION ON ACCREDITATION OF REHABILITATION FACILITIES



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Phoenix
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13th ANNUAL GENERAL MEETING AGENDA

**At 1095 Joan Crescent, Victoria, BC V8S 3L3
Tuesday, September 10, 2019**

4:00 – 5:00 Meet and Greet

5:00 – 6:00 Business Meeting

- 1. Welcome to Members and Guests**
- 2. Call meeting to order**
- 3. Establish Quorum**
- 4. Approval of Agenda**
- 5. Approval of previous Minutes**
- 6. Business arising from previous Minutes**
- 7. Presentation of the President's Report**
- 8. Motion to adopt the President's Report**
- 9. Presentation of the Auditor's Report**
- 10. Motion to adopt the Auditor's Report**
- 11. Appointment of the Auditor**
- 12. Presentation of the Executive Report**
- 13. Motion to adopt the Executive Report**
- 14. Other Business**
- 15. Election of Directors**
- 16. Motion to Adjourn**

PRESIDENT'S REPORT

September 10, 2019

It's my pleasure to offer the President's report for 2018–2019, another exceptional year for Phoenix Human Services as we continue to grow and expand our services.

In 2019, the Board of Directors extended the search for a new Executive Director. We were so fortunate to find Scott Bradford and made the excellent decision to hire him as our new E.D. It has been my pleasure to work with Scott over the last six months. His approach has been one of sensitivity and caring. Scott clearly has a vast knowledge of this sector and will lead PHSA new and exciting places.

As of the AGM, I will be stepping down from my position as President of the Board of Directors due to health issues. I will continue to sit on the Board as a Director and I look forward to exciting times for Phoenix Human Services Association.

I want to thank Joan and my fellow Board members for their hard work and commitment, their support and trust over the last few years. To each of the staff, thank you for being so kind and welcoming. Keep up your good work. It has been a joy working with all of you.

Joanne Hurtig
Board President

MESSAGE FROM THE EXECUTIVE DIRECTOR

I am excited about the future for Phoenix. I joined the team nearing the end of the fiscal year and through meetings with managers, staff teams, Board and external stakeholders, I am confident in expressing enthusiasm for what the next few years hold for the agency based on what I have heard. We end the fiscal year in stable financial health and staff report a strong desire to find ways to add value to the great work currently being done. A leadership change creates opportunities for new discussions and new ways of looking at things. We have a highly talented team of professionals at Phoenix and I am looking forward to what lies ahead.

Scott Bradford
Executive Director

PROGRAM UPDATES

CHILD, YOUTH AND FAMILY PROGRAMS

FAMILY DEVELOPMENT PROGRAMS

Core Victoria Team

The Family Development Program continues to be very busy; the program provides service to a variety of geographical areas for the Core Victoria region. We have 3 Family Development teams assigned to the Core Victoria Area, with one team consisting of 2.25 FTEs assigned to the Saanich MCFD team and the other 3.75 pooled to provide service to 2 of the other MCFD Teams that serve all of Core Victoria from Fernwood to View Royal. The Core Victoria team has been very busy this year despite being short-staffed due to maternity leaves; they provided service to 84 families which was an increase from the previous year of 69. Despite being short-staffed, the team rose to the challenge and took on extra duties to ensure that the program continued to run smoothly, and continued to provide exemplary service to the clients we serve. In addition to the referrals from the allocated MCFD teams, referrals were accepted from the MCFD Regional Domestic Violence Program and service was provided above and beyond their regular referred caseloads.

Out of Care Provider Program

The Out of Care Provider (OCP) Program consists of 1 FTE that provides voluntary support to Caregivers (extended family and friends) who are caring for children that have been placed in their care by MCFD with the potential outcome of permanency in those homes. The OCP program has moved to a regional program assigned to the MCFD Resource Team, and is currently providing services to caregivers from Sooke to Saltspring Island. This change quickly increased the number of Caregivers being referred and has greatly increased the requests for service from this program. However, this program faced challenges as the 1 FDC assigned to this program had to take some time away from her post due to unforeseen circumstances. Recently, an FDC from another program stepped in on a temporary basis and the program is back on track. Despite having the position vacant for periods of time in the year, the program provided service to 22 families, which is an increase from 17 last year.

West Shore Team

The West Shore Team consists of 4.5 Family Development Counsellors assigned to 2 MCFD teams who have pooled their resources to have global access to the FDCs. Within the allotted FDCs, one FT position is assigned to the Foundations Parenting Program, which allows the other 3.5 FTEs to provide service to the 2 MCFD teams. This team also experienced some brief staffing issues due to a maternity leave and another leave. This position was quickly filled, but subsequently, that person left to work for MCFD and we were fortunate to fill it again with only brief gaps affecting service delivery. Overall, the 3.5 FTEs provided service to 41 families by either providing supervised visits or working on reducing identified risks within the family home, which is a slight increase over last year. This team also runs the Foundations Parenting Program with Lorraine Kahan and Heather Leung facilitating the program this year, both providing part time hours to the equivalent of 1 FTE. This program runs 3 times a year for 10 weeks and provided service to 21 individuals last year. This parenting program is highly regarded by the West Shore MCFD teams and well received by the participants that are referred by the Social Workers. The

West Shore team continues to see a vast increase in referrals to the FD program, which has resulted in long wait times for services; this appears to be a trend that may continue as the population for that region is quickly expanding.

Overview:

The Family Development Team, which encompasses Core Victoria, West Shore, Foundations Parenting Program and the Out of Care Support Program, provided service to 168 families this year. The program continues to be at capacity with referrals waiting and being prioritized by MCFD Team Leaders during our monthly liaison meetings. We continue to have strong collaborative working relationships with our funders from the Contract Manager and the Team Leaders, to the individual Social Workers. The program interfaces with 6 different regional team leaders, as well as the Regional Domestic Violence Unit Social Worker, which keeps us all busy.

In addition, the FDC program represents our agency across a variety of venues. We are represented on the Camosun College Community, Family and Child Studies Advisory Committee, the Greater Victoria Shared Assessment Committee, Children's Foundation OSH and Tenancy meeting, the Wale Road Community Kitchen Committee and the Parking Lot Committee at the Children's Foundation, as well as being requested to participate in the panel on the Intimate Partner Violence Conference last October in Victoria.

At this time, I would like to thank all the staff within this program who continue to demonstrate a commitment to the work we do and have gone above and beyond to ensure the programs run smoothly, despite staffing shortages, while practicing with professionalism and integrity. Also, I would like to thank all the staff that have supported this agency through various agency committees such as Health and Safety, Joint Labour Management, Wellness and Quality Assurance. I would like to acknowledge that the success of this program is due to the hard work and diligence that each of the Family Development Counsellors bring in delivery service and representing the agency both internally and externally.

*Written by Laurie Hill
Program Manager
Family Development Programs*

CHILDREN AND YOUTH WITH SPECIAL NEEDS PROGRAMS

The Children and Youth with Special Needs (CYSN) program is a busy team that consists of 6 FTEs along with 1 part-time staff. In February, the team said goodbye to Program Manager Jody Lambert and welcomed Cheryl Sanders to the position. The team has been wonderful and supportive during this transition.

The program has been short-staffed this past year, as we had one staff take an educational leave and another staff take a temporary position in the Family Development program. In addition to our regular staff, we have 7 casual staff providing coverage for groups and in the spring, 2 of our casual staff ran an additional group. During the summer months, we had 3 returning Summer Fun staff and hired one new summer staff member. We would be pleased to see all 4 staff return for Summer Fun 2020!

This past year, the team identified areas for our programs to grow and develop. One of the areas identified was a gap in services in the West Shore, the result of which was a Cooking group that was run out of the Wale Road facility. Groups have been running out of all three PHSA locations (Joan Crescent, Wale Road, as well as McKenzie). In addition, we have expanded on the summer group pilot that occurred during July and August 2018, adding a second group in 2019, which received high praise from both participants and their caregivers. Our Transition Workshops have continued to grow and topics continue to be adjusted based on feedback from participants and their families.

We continue to see many participants who have a co-occurring mental health diagnosis such as anxiety and/or depression. Four members of the CYSN team were able to attend a workshop presented by CTRI: Anxiety - Practical Intervention Strategies, which will be of benefit as we continue to see participants who are experiencing varying levels of anxiety. Increasingly, we are seeing referrals to the CYSN program which consist of complex children and youth who are at risk and struggling due to mental health, poverty, and addictions.

Overall, we served 123 clients in 2018/2019 (43 through Individual Services and 80 through Group Services), which is similar to previous years. In addition, we provided service to 38 Summer Fun camp participants during the months of July and August. Our plan this year is to continue to expand on the group services we offer, as groups are most often identified as the greatest need by our participants, their families and their support systems.

Our CYSN team continues to be a strong team that has excellent relationships with participants, their families and our community partners. The team is active within Phoenix with team members participating in committee work and identifying opportunities to move both our program and the agency forward. They are a fantastic group of people committed to the participants and the services that they provide!

*Written by Cheryl Sanders
Program Manager
Children and Youth with Special Needs Programs*

MENTAL HEALTH OUTREACH TEAM PROGRAM

The demand for services from the Mental Health Outreach Program (MHOT) has been high again. The team, consisting of 7 family counsellors, served 85 clients this past year.

The majority of the new referrals came from the Ministry's Child and Youth Mental Health branches (64%), while 23% came from other mental health programs (the majority from Anscombe). The remainder came from the Ministry's Protection and Guardianship streams (5%), the school system (4%), and parents referring their children 4%.

All referrals for MHOT go through Saanich Child and Youth Mental Health, who do an initial screen for eligibility. Clients identified as fitting service criteria for the program are added to the waitlist.

A continuing trend from the previous few years is the rise in anxiety disorders amongst young people. Anxiety and gaming preoccupation appear to be a factor in a relatively high number of youth unable to attend school.

The second largest group of client diagnosis we saw this year are the mood disorders, followed by a smaller than usual number of clients with ADHD.

Many clients present with a history of trauma and about 25% of referrals identify aggressive behaviour either at school and/or at home. Aggressive behaviour presentations also appear to be on the rise in the program.

The team is very well connected in the community with partner agencies and other service providers. This is a crucial part of our service in helping families navigate the system and to make appropriate referrals for diagnostic assessment and additional supports.

In the past year, the Ministry has invited the MHOT team to join them in their quarterly Capital Region district-wide information sharing and educational meetings, which was very well received by the team.

As mental health concerns for children and youth appear to be on the rise in general, other Phoenix programs are noticing this trend as well. Although these programs have their own specific service focus, their interventions regularly require additional support to address the mental health concerns their clients encounter. Likewise, there seems to be an increase in clients with a dual diagnosis of developmental disability and mental health. Thanks to the different client populations the organization works with, the programs are able to consult with one another to serve their clients better.

For clients discharged over the past calendar year, the average length of stay was 13 months, an improvement from last year, however, still higher than the program's mandate of 6-9 months.

The program manager attends monthly CARFhiles meetings with partner agencies for the organization. This team addresses accreditation standards and how they can be implemented within their organizations for excellence in service.

The family counsellors on the MHOT team are highly skilled and dedicated to providing a high standard level of care for children and youth on their caseload. They possess a tremendous passion for what they do each day to make a difference in the lives of our client population.

*Written by Sabine Vanderispaillie
Program Manager
Mental Health Outreach Team*

YOUTH SERVICES PROGRAMS

Youth Protection and Guardianship Services

The Youth Services Program is comprised of 3 full time Family Counsellors and overseen by the Manager who also supervises the Mental Health Outreach Program. The staff also have monthly external clinical consultations where they are able to explore additional approaches.

All staff work with referrals from Protection Social Workers, as well as Guardianship Social Workers.

Over the past service year, the team worked with a total of 39 youth. We received 23 new referrals, 4 from the Guardianship stream, and 19 from the Protection stream. However, 5 referrals did not materialize in service. The reasons for this varied from being in youth detention centres or drug rehab, to being unable to connect with the youth. We noticed a shift from predominantly Guardianship files to more Protection files. These protection files are quite complex with a high number of youth displaying mental health and addiction concerns. These observations were discussed with the Ministry teams, who stated that these complex protection files require the high level of skill which our youth services team possesses, while the Guardianship youth's skills development can also be done by staff from other agencies.

The Guardianship files tend to remain open for quite a long time. The family counsellors' involvement shifts from an initial focus on overall wellness and support, to preparing them for independent living before they age out. Files from the Protection stream are more focused on stabilization, skill development and increasing parental capacity.

We had 16 youth transition out this year (11 Protection, 5 Guardianship).

There appears to be a trend of increased mental health concerns with multiple of our youth requiring specialized mental health hospitalizations and assessments, as well as services needing to be put on hold to allow the youth to attend rehab.

The Fentanyl crisis in BC remains a fact and our staff were given extra training last summer, and the option of carrying a Naloxone kit with them as they go out in the community.

Staff continue to work with other community partners and are well respected by their peers in other organizations. They bring ongoing optimism for the work that they do with kindness and compassion.

*Written by Sabine Vanderispailie
Program Manager
Youth Services Team*

ADULT PROGRAMS

COMMUNITY LIVING SERVICES FOR ADULTS – COMMUNITY INCLUSION AND OUTREACH

Community Living Services for Adults continues to provide healthy and stable programs. Referrals come to our program through word of mouth, through CLBC's preferencing system (an unbiased referral system that lists all agencies in town) and through internal referrals from our children and youth programming participants who enter adult services. Our Group Programs are continually full with a short waitlist, and Individual Services has welcomed new faces in addition to individuals we've worked with for many years.

In November 2018, we added another full-time, permanent position to the staff team to assist with a growing number of client hours and the need for consistent staffing for clients. This brought our staff team to a total of 8 permanent positions and 6 dedicated casuals.

Individual Services are divided into two streams; Outreach and Community Inclusion. Outreach clients live independently and have supports to help them do this successfully. Community Inclusion clients generally live with family or a caregiver with service that facilitates involvement in the community. We also have a temporary contract with CLBC to provide a small number of Personal Supports Initiative (PSI) service hours, which is similar to our Community Inclusion service. We are waiting for approval from CLBC to become a permanent vendor for this programming. Our Group Services are accessible to all CLBC clients through their case manager.

Individuals served continue to have increasing, complex needs, particularly in mental health. Individuals frequently request further support for challenges with mental illness, including requests for counselling and psychiatric assessments. In June, five members of the CLS team attended an in-house workshop addressing anxiety to better work with these increasing support needs.

Another ongoing challenge for our clients is finding appropriate housing. While the tight Victoria housing market can be navigated for independent clients, we have a number of clients who require some degree of supported housing and do not fit into the group home or shared accommodation (Home Share) models offered by CLBC. Through BC Housing, Island Health, CLBC funding, and family support we address each need on a case by case basis to create the best solution we can.

The CLS Adults team are a gracious, competent group of people who have been patient and welcoming to an interim manager while the program manager, Stephanie Saunders, was away on maternity leave. With Stephanie's recent resignation, Beth continues as Acting Manager in the position.

We look forward to this coming year with new energy and a new Director to inspire new action, programs, and innovation in our service to the diversely-abled population.

*Written by Beth Cowin
Program Manager
Community Living Services for Adults*

COMMUNITY LIVING SERVICES FOR ADULTS – COMMUNITY INCLUSION DAY PROGRAMS

We offer three Community Inclusion programs tailored to a person's strengths, needs, abilities and preferences in order to help them increase their independence, develop new skills and be a part of the communities they live in.

In 2018-2019, the program teams provided services to 38 individuals and included activities such as sensory and music therapy, dance and music programs, facilitated involvement in local recreation classes, local tours, leisure activities, involvement in a self-advocacy group and assisting clients with personal shopping to maintain their independence. Staff members also provide ongoing supports in areas of access and referral to resources such as counselling, transportation and respite services. On an as needed basis, staff will participate in case consultation with the Developmental Disability Mental Health Team, behavioural consultation, medication reviews, and involvement in developing medical and behavioural protocols.

The program's biggest challenge is supporting the mental health challenges of our participants. With the increased spotlight in our society regarding mental wellness, it is no surprise we are seeing the same issues of anxiety and depression with those we work with. The management team is addressing the increasing Mental Health needs of participants across the organization with the aim of creating support solutions both internally and with its partners.

The team of full time staff and on call/casual employees are an amazing group of people. Their energy, skill and care for the participants are critical elements to the success of the program. We are truly grateful to them for their daily commitment to the work they do.

*Written by Scott Bradford
Executive Director*

COMMUNITY LIVING SERVICES FOR ADULTS – EMPLOYMENT SERVICES

Expanding people's community, belonging, and confidence through employment – this is the new motto of the Phoenix Employment Program. We recognize that although money is an essential piece of working, employment offers much more than a monetary reward. For many individuals employment promotes a greater sense of community, belonging, and confidence. Our goal as the Phoenix Employment Program is to match participants with long-term jobs that support the individual and promote all of the benefits employment has to offer.

Megan is the perfect example of our motto in action. This summer we were able to help Megan achieve her first paid employment position. Megan's mother has commented on how employment has affected her life, stating that she is a "happier and more creative person". Megan celebrated her first pay cheque by doing a small family photo shoot. Megan is working towards being independent in her new employment role. She is becoming more confident in her abilities every shift. Employment influences all aspects of life and we are grateful for the opportunity to support Megan along her journey.

The CLS Adults Employment Program continues to create lasting relationships with employers and our participants. This past year, the program has served 34 individuals and successfully obtained paid employment for 27 people. Out of the seven people who are currently looking for employment, six are new to the program within the past three months and are progressing through the various stages of pre-employment on schedule. Maintaining lasting relationships is critical to the program's success and one third of our participants have maintained employment for two years or longer.

Employer surveys prove that our service is valuable to both the participants and their employers. We continue to work closely with our employers to train excellent employees who are often recognized for their contributions to the work site. We had two participants this year win employee of the month status at their place of work, with one individual winning two months consecutively.

In an effort to encourage inclusive hiring and build new community partners, the employment program has started an employer recognition initiative. We recently presented our first award to a fabulously kind and inclusive employer, Adriana's – The Whole Enchilada. The next award will be given to Imagine Café. We will be highlighting these businesses in our upcoming newsletter. The Employment Program also created new rack cards and marketing materials to present a more professional appearance when approaching new community partners. Both the marketing materials and diversity award have been well received, they are helping to build brand awareness, and they are creating lasting community partners.

*Written by Bradley Blois
Program Manager
Employment Services*

RISE UP YOUTH EMPLOYMENT PROGRAM

The Rise Up Youth Employment Program has continued to show its value within the Greater Victoria Area. This past year, Rise Up has worked closely with community partners to serve some of the most vulnerable youth in our community, providing much needed employment services to help youth obtain their goals.

We are proud to acknowledge that ten percent of the youth served this year were referred through Threshold Housing. The youth who access Threshold have aged out of government care and have little support or funding. Two youth that were supported this year were on social assistance before entering the program. They now have full time employment and are saving to move into their first independent apartments. One youth from Threshold obtained work as a line cook in a restaurant that is run by a Red Seal Chef, now the youth has decided to work towards achieving a similar career.

This year we reflected on the application process for the Rise Up Youth Employment Program. It was found that all referrals to the program were being made by parents, caregivers, or professionals. After contemplating how to reduce yet another barrier youth face, our application process, we are excited to announce we are working on a new website for the program. Through this website, a youth can self-apply for the program by any means that access the internet. The website is designed to work with computers, tablets, and cell phones. This will allow us to reach youth who do not have the support systems in place that seek services like ours. We are also proud to announce that all of the photographs used on the website were taken and edited by a youth in the Rise Up Program, Micaella. This is Micaella's first professional, paid photography contract as we assist her through writing quotes and billing customers.

There were 36 youth that were screened as eligible to participate in the program this year. A majority of the participants left with paid employment or work experience. All participants completed the assessment phase and left with increased skills. The program continually maintains a manageable waitlist and is looking at increasing efficiency within the program to serve the expected increased interest created by the website and marketing.

We would like to extend our gratitude to **RBC**, **Coast Capital**, and the **Phoenix Board** for funding the program this year. Through their support we were able to support youth like Alan. Alan is 23 years old and lives in a home share with other adults with diversabilities. Alan had never worked before coming into the Rise Up Program. When the Vocational Counsellor first met Alan and asked about his interests, Alan replied he liked to watch YouTube. After a few months in the program Alan obtained two jobs. During the final meeting between Alan and his Vocational Counsellor, Alan shared over 500 pictures on his phone from staff gatherings, basketball games, and parties.

*Written by Bradley Blois
Program Manager
Rise Up Youth Employment Program*

Mission

Phoenix Human Services provides programs that recognize individuals' uniqueness and creates opportunities to enhance their strengths and resourcefulness.

Vision

Phoenix is recognized as a community leader in providing accessible and meaningful services to children, youth, adults and families.

Values

Respect and Dignity	We believe in honouring our differences and respecting people's individual needs.
Potential to Thrive	We believe that every person deserves the opportunity to shine.
Recognizing Capability	We believe in building from people's strengths.
Goal-oriented	We believe in supporting and assisting individuals in fulfilling their unique goals.
Inclusiveness	We believe in supporting individuals to develop strong relationships and a sense of belonging within their communities.
Social Responsibility	We believe in developing our combined strengths as a collaborative force for positive change.
Diversity	We believe in honouring diversity and recognizing that differences strengthen communities.
Caring	We believe in creating environments that are safe, welcoming, and compassionate.
Genuineness	We believe in being accessible, transparent, and fair.
Fun	We believe in the transformative power of play, that appropriate humour heals, and in not taking ourselves too seriously.