

ANNUAL OUTCOMES REPORT

2014-2015

BUILDING
COMMUNITY
INSPIRING
HOPE



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Mission, Vision and Values



MISSION

We are a diverse organization, united in the purpose of helping people to help themselves, and promoting safe, healthy, vibrant communities.

VISION

We inspire hope and belonging for all.

VALUES

Helping People Help Themselves

We are dedicated to strengthening individuals, families and communities.

Diversity

At Options Community Services (OCS) everyone has a voice. We are inclusive, respectful and fair.

Integrity

We are accountable, honest and compassionate.

Resourcefulness

We are creative, flexible and innovative.

Collaboration

We work collaboratively as partners and teams within the organization and broader community.

Excellence

We go above and beyond ordinary and strive towards the exceptional and extraordinary.

DIVERSITY STATEMENT

The diversity of our community takes many forms. OCS is committed to celebrating the rich diversity of our community. We are guided by the principle that celebrating diversity enriches and empowers the lives of all people.

Who We Are ...

Options Community Services Society (OCS) is a non-profit society and registered charity dedicated to strengthening individuals, families and communities. OCS has been serving the communities of Surrey, Delta, White Rock, Langley, Cloverdale and many areas of the Fraser Health Region community since 1969. OCS also operates a sister society: Habitat Housing Society, which operates affordable housing complexes for low income families and mentally ill individuals.

OCS delivers over 80 programs for people of all ages and cultures. Our primary areas of service include: employment services, immigrant settlement services and supports, homeless shelters and outreach, supported housing, “Stopping the Violence” programs including transition houses for women fleeing abuse, suicide prevention and sexual abuse counselling, family counselling and intervention programs, clubhouses and programs for adults living with a mental illness, youth services, elementary and secondary school-based programs, child care and child care resources, and the Fraser Health Crisis Line. We are constantly developing, adapting and improving our services to meet the constantly shifting needs within the communities we serve. Many of our services are provided in partnership with government and other community-based agencies.

OCS is currently governed by a committed and hard-working volunteer Board of Directors representing the diversity of Surrey. This year we employed approximately 420 staff and over 415 volunteers.

OCS is fully accredited under the Council on Accreditation (COA). We received our fifth 4 year certification in June 2015. We are proud to share that our accreditation status was expedited this cycle due to being in complete compliance with close to a thousand distinct standards at the time of the review. COA’s program of quality improvement is designed to identify providers that have met high performance standards and have made a commitment to their stakeholders to deliver the very best quality services. OCS has been recognized as an “outstanding provider”. Maintaining our accredited status is a demonstration of our commitment to quality, client-centered services and our accountability to the community.

OCS seeks out and values many positive community relationships and partnerships, and is a leader in building collaborative approaches to getting things done. We are especially proud of our tradition of hard work, caring and integrity.

Our Services

OCS offers programs in Surrey, Delta, White Rock and Langley, as well as the Fraser Health Crisis Line which serves the entire Fraser Health Region from Tri-Cities to Boston Bar.

We provide programs in many areas including:

- Child Care Resource and Referral
- Children Who Witness Abuse
- Community Housing Services
- Early Childhood and Parenting Groups and Services
- Family and Children's Support Services including: Quick Response, Supervised Access, Family Strengthening and Development, and Family Support Outreach
- Family Counselling
- Family Resource Programs
- Fraser Health Crisis Line
- Homeless Shelters and Homeless Outreach Services
- Immigrant Settlement and Supports for Vulnerable Newcomers
- Mental Health and Supported Housing/Living Services
- Pregnancy Support and Nutrition Services
- Services for Children and Youth with Special Needs
- Sexual Abuse Counselling
- Suicide Prevention Counselling
- Supported Living and Supported Housing
- Transition Houses for women and their children
- Vocational Rehabilitation and Clubhouse Services (for adults living with mental illness)
- Volunteer Opportunities
- WorkBC Employment Services
- Youth and School-based Services



*Tim Beachy
Board Chair*

Message from the Chair

Thinking About Resilience ...

Options Community Services (OCS) is very resilient. As Chair, I see resilience everywhere throughout the organization: from the committed governance work of the Board right out to the program operations. We are grateful and thankful for our management and staff leadership and the very special OCS volunteer and staff workforce.

This past year we experienced the unfortunate passing of Darrell Ferner, one of our founding staff members, at the age of fifty-nine. Darrell was sometimes referred to as “Mr. Options” because he exemplified commitment to the core values of Options and he was a great ambassador for our work and our organization. Darrell, as one of the staff leaders, worked closely with the Board of Directors, City officials, government funders, partner organizations, staff at all levels and directly with clients. He was everywhere, he was effective, he was resilient, and he typified the best of the character of Options Community Services.

That spirit of resilience is alive and well. In the last year we have:

- continued to expand and deepen the services we offer children, youth and families throughout the community;
- achieved a superb accreditation cycle in which OCS scored maximum points across the board and won fast-track approval for the first time;
- developed concrete and dynamic strategic plans, matched by detailed operational plans that will bring significant change to OCS;
- renewed our commitment to engagement, a revitalized membership and community participation in our planning;
- invested in infrastructure, program development, training and program growth;
- Implemented focused leadership development programs from the Executive Director right through to front-line supervisors - a commitment to be the best we can be;
- enhanced Board governance policies and practices and continued development of a diverse and community-representative Board; and,
- been led by a dynamic, adaptable Executive Team of high quality and committed performers who know how to lead and to change.

Last January, OCS organized a well-attended memorial event to honour Darrell Ferner’s life and his work with OCS. But more than that, every single day our management, staff and volunteers exemplify those values, character and resilience. It is that resilience that will stand the test of time and the challenges we will face in the years ahead.

Message from the Executive Director

This Year in Reflection ...

So much takes place at Options Community Services (OCS) throughout the course of a year! A read through of program and department annual reports provides just a snapshot of what takes place. I am humbled to witness the energy, care, and resourcefulness that are contributed through staff, volunteers, community partners and funders who provide a helping hand to people in their time of need and to building the kind of community that we are all proud to be part of.



Christine Mohr
Executive Director

In 2014/2015 we experienced a loss that shook our OCS family to the core when Darrell Ferner, Deputy Executive Director, passed away unexpectedly. Darrell had been with us for 33 years and, while not the “founder” of OCS, he was undeniably core to our foundation, contributing to our culture and growth like no other. Quite simply, Darrell is woven into the fabric of who we are. While the year has been overshadowed by this great loss, we are resilient and have accomplished much. I know that Darrell is with us as we continue on the path.

We celebrate several long-time staff moving to management roles, baring witness to our leadership development efforts. As well, we are very pleased to welcome a new Deputy Executive Director, Lori Dennis, to our Executive Team. This next year we will develop a 5-Year Plan to foster ongoing leadership development throughout OCS.

In many ways, this year has been one of enhancement and polishing as we prepared for our 4th accreditation with the Council of Accreditation in June 2015. The implementation of our electronic client database was completed across the organization; we further developed the use of our online staff training platform, and refined our performance quality improvement processes and reporting. These efforts have been significant and all contribute to the improvement of our services.

We are very pleased to be successful in our bid to be one of the 26 new Early Years Centres (EYC) across the province, (Newton Early Years Centre). The purpose of this new provincial initiative direction is to enhance and coordinate access to early childhood services for parents of children ages 0-6 years. Other important early years work begun this year includes collaborating with non-profit childcare provider partners, the Surrey Board of Trade and others to lay the groundwork for how best to approach the development of a plan to achieve affordable, quality, non-profit childcare services for Surrey.

As with our work to enhance early years services, we have done important work in other key service areas; mental health, where we have completed the application process to become an assisted living service provider and in housing services, where we have worked closely with

several partners under the joint Federal Housing and Provincial Government Housing First Model to tailor an approach that will work for our community. In addition, we have worked along-side our colleagues from Surrey Urban Mission and Richmond CHIMO to lay the groundwork for an innovative model of housing the homeless that we will continue to pursue this next year.

Having completed a new strategic plan, we look forward to the next years and addressing our three key directions: growth to remain relevant to communities that we serve, community engagement, and continuing our tradition of collaborative partnership.

My sincerest thank you to our staff for the talent, energy, innovation and inspiration that they bring to their work every day. As described by one of our clients, “you are a blanket that wraps around people when they need it.”

To our volunteers, thank you for your big heartedness, skill and the gift of time.

Thank you to our Board of Directors who so willingly share their expertise, time and care to govern OCS. A special thank you to Tim Beachy, Board Chair, whose energy, passion and support seem to have no bounds. A special thank you as well goes to Dave Woods for his time with us as a Director. Dave stepped down from the Board when he was elected to Surrey City Council. Our loss is the City's gain.

To our funders and donors, thank you for your trust in us to shepherd and make good use of the resources that you provide on behalf of the communities we serve.

Volunteers and Donors

Thank You Volunteers!

In 2014-2015, volunteers contributed more than 32,000 hours of service to the community through their affiliation with OCS programs. While this is a decrease of 13% in total hours from last year, we have experienced an increase in skilled volunteers offering their abilities in support of our clients and programs. This year's volunteer contribution equates to more than \$622,000.00 in donated service/wages.

OCS employed 415 volunteers in 2014-15, with approximately 320 in active service at any given time. In addition, we employed 30 practicum students across disciplines. More than 240 of these volunteers worked weekly shifts for the Fraser Health Crisis Line, which operates 24 hours a day, every day. OCS volunteers are involved in many other areas of our organization as well, and engage in a range of activities including supporting children and parents, painting and repairing our facilities, providing administrative support, gardening, cleaning, teaching, tutoring, and greeting clients and guests. Many of OCS's programs would struggle to operate without the commitment and dedication of those individuals who generously share their time, expertise and commitment with us.

Options makes an effort to make volunteers feel like part of the family through ongoing recognition activities. Volunteers receive Milestone pins for giving 200, 400, 600, 800, and 1000 hours of their time. Between April 1, 2014 and March 31, 2015, 39 volunteers received pins (*Figure 1*).

In addition to the Milestone Pins, Options celebrates National Volunteer Week every year. In 2014, our more than 300 volunteers received an OCS branded water cup and a Spirit Kit. The kit contained items to remind us to focus on the small-but-so-very-important things in life.

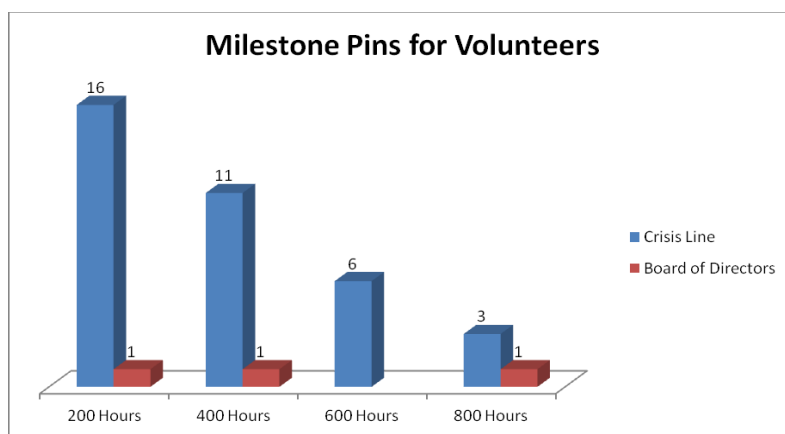


Figure 1

If you would like to volunteer, OCS would like to meet you!!

Donations are also core to many OCS programs and services. OCS has many regular donors who support us every year to provide material goods, expertise, time and money to ensure that:

- Hundreds of families have a happier holiday season and a warmer winter;
- Women fleeing abuse have food to eat and a kitchen to cook in;
- Individuals living with mental illness experience lives of dignity, fun, friendship and respect;
- Homeless individuals have clothing and food and a warm place to live;
- Children who have experienced abuse have the therapeutic tools they need to heal;
- Parents have the support and supplies they need to safely care for their children;
- Individuals re-entering the workforce have needed transportation and proper workwear;
- Youth transitioning to independence have the tools they need to enter the workforce or continue their education;
- And countless other examples that mean the world to us!

Several amazing events and opportunities were made possible by **both volunteers and donors** this year. Sometimes the donors are also volunteers, and vice versa. Here are a few shining examples:

Champers Salon

Champers Hairdressing and Spa at Fleetwood Village Park Mall held a very successful 2nd Annual “Tis the Season” fundraising event for Surrey Clubhouse on December 1. They paired up with Surrey Beauty School and many other businesses in the Fleetwood area and provided free shampoos and haircuts for many Clubhouse members, as well as a meal and a gift bag for each individual. Fresh St. Market provided hot dogs for sale and donated the funds to the Clubhouse as well. Champers raised close to \$5,000 in cash, food, gifts, and more to support the Surrey Clubhouse and their members.

Solaris Management Consulting

Solaris graciously hosted a HUGE summer barbeque for all of the Surrey Clubhouse members in support of Mental Health Week, providing all of the food, volunteers, set up, clean up, and a wonderful sunny day of music and friendship. More than 250 people attended this special event.

Xcess Consulting

In British Columbia the BC Government has proclaimed the month of May as Child Care Month to celebrate the work of thousands of caring and committed child-care operators and early childhood educators throughout the province. On May 7, OCS celebrated the event with a very successful appreciation evening to honour the dedicated and valuable child care providers of Surrey, Delta and White Rock. For the second year in a row, Lucky Bola, owner of Xcess Contracting, along with his father Avtar, delivered and provided a wonderful Indian dinner for all the child care providers in attendance. Without Lucky’s generous support this event would not have been possible.

Thank You Donors!

Donors make a difference to everyone we serve in so many ways. A sincere thank you goes out to the following:

- Alex Wiktorowicz
- Blackstone Capital Partners
- Canadian Women's Foundation
- Caring Hearts Knitters
- Changers Salon
- Chartwell Imperial
- Chief Sess Theatre/Kevin Statham
- Choices Market South Surrey
- Costco Surrey
- Delta Youth Support Link Society
- Dora Martin
- Dr. Howard and Debbie Bittner
- Earls Restaurant Guildford
- Forever Yours Lingerie
- Freida Varo
- Glamsquad604 - Karan Bola
- Global Change for Children
- Guildford Park Carpentry Class
- GVC Credit Union
- Houle Electric
- Jaskirat Sahni (Girls Empowered)
- Jen Sutherland
- Jeremy's Memorial Foundation
- Joyce DeVos
- Kenneth H. Volkenant
- Knights of Columbus
- Kristine Bodnark
- LA Matheson Secondary School
- Lafarge Concrete
- Lillah Martin
- Lina Friscioni
- London Drugs
- Mary Kay
- Meriko Kubota
- Ottens Landscaping
- Overwaitea
- Patrice Trainor
- Peace Arch Hospital Foundation

- Robyn Funk
- Rotary - Surrey Guildford
- Royal LePage Shelter Foundation
- Sandra Ball
- Save-On Foods Newton
- Selena Miller
- Solaris Management Consulting
- Soroptomists of Surrey
- Soup Sisters and Broth Brothers, and Bistro 72 at Old Surrey Restaurant
- Southridge School
- Starbucks - Sunshine Hills, Strawberry Hills, Scott Road and 72nd
- Surrey Community Schools - Tzu-Chi
- Surrey Firefighters Association
- Surrey School District
- Surrey Urban Mission
- Symcor Inc. in honor of Saveendra Pal Singh who lost her mother in January 2015
- Telus
- Toskan Casale Foundation
- Winners
- Xcess Consulting - Lucky and Avtar Bola

And many more Thank you so much!

A very special thank you to the many individuals and organizations who sponsored families for our annual Christmas Hamper Program:

- Amberleigh Neighbours - Maria Fiorentino , organizer (2 families)
- CIBC - Grandview Corners South Surrey Branch
- City of Surrey, City Management Department
- Danyluk, Ann and Doug
- Diane Lee & Associates Physiotherapy Clinic
- Don Christian Elementary PAC
- Fleetwood Fastpitch Association
- Foster, Jessica and Jonathan Broomfield
- Future Students' Office, Kwantlen Polytechnic University
- Homelife Peninsula Property Management (2 families)
- ICBC Road Safety Team (2 families)
- Janzen Family
- LaFarge Canada - Natasha Ishmail, contact (26 families)
- Leibenzeder Family
- Ministry of Forest, Lands and Natural Resource Operations
- Morgan Creek Golf Course (3 families)
- Nikola Tusek - Vohora and Company Chartered Accountants (2 families)

- RAMMP Hospitality Brands Inc.
- Rare Manufacturing Inc.
- RBC - Sullivan Branch
- RCMP BC Headquarters - Employee Management Relation (3 families)
- RCMP E Division HQ - Brenda Petunia, contact (4 families)
- Response Tek(3 families)
- Royal LePage, Northstar
- Solaris Management Consultants Inc. (6 families)
- Southridge School - Jo-Ann Murchie, contact (17 families), plus \$2000 for additional hampers for programs with great needs
- Stirling, Margaret
- Surrey Crime Prevention Society
- TD Canada Trust, Branch 9287
- TD Canada Trust, White Rock
- The Bay, Guildford
- Thomas, Clare
- Weiss Family
- West Coast Avalanche Midget AAA Hockey Team
- Williamson Family

Accreditation 2015

To ensure we comply with the highest industry standards, OCS maintains accreditation status with the Council on Accreditation, an international accrediting body dedicated to high quality human service delivery.

Maintaining our accredited status means a lot to us at OCS. Since our last review in 2011 we have been making ongoing quality improvements, adapting to community needs, staying up to date with research regarding the best ways to deliver services, and purposefully living into our values of diversity, integrity, resourcefulness, collaboration and excellence. Our services are evidence-based, continuously measured, closely evaluated, and always improving.

Accreditation reviews occur on a four-year cycle. In June 2015 we were reviewed by a team of experts and peers from across North America, receiving an expedited certification because we are in full compliance with all applicable standards. This was our fourth successful review, and 12th year being fully accredited. The following is an overview of organizational strengths provided by our COA peer reviewers following our 2015 review.

Organizational Strengths

Options Community Services Society

Administrative and Management Standards

Ethical Practice (ETH), Financial Management (FIN), Governance (GOV) or Administration & Management (AM) (for Public State Systems), Human Resources (HR), Performance and Quality Improvement (PQI), Risk Prevention and Management (RPM)

CA-ETH The organization has a very rich tradition of thinking about ethics and has put into practice ethical education for staff. Staff were well able to discuss ethics and represent their professional ethical codes well. The Board and Executives were well able to discuss organizational ethics and their risk management strategies were reflective of ethics.

CA-FIN Options Community Services provides a wide range of services within the community through funding via a variety of contracts and community partnerships. The organization has developed resourcefulness and creativity in managing and accounting for the various pockets of funding. The Society is also committed to establishing responsibility for effective cost management and it has developed mechanisms and control systems that allow it to act accordingly.

CA-GOV The organization is benefiting from having a Board of Directors who come with many years of both professional and community volunteering experiences. The Board is vested in the well-being of the organization. Board members are active participants

in various committees geared towards the promotion of the mission of the organization.

- CA-HR The organization has a strong workforce of tenured employees who value the agency for its mission and values. There is a strong cohesion between employees and managers which contributes to the successful delivery of services to individuals and families.
- CA-PQI OCS has fully incorporated the concept of PQI into the organizational culture and PQI processes are embedded at every level. The organization is now in a position to support and share such best practice with other community service providers.
- CA-RPM OCS has implemented a risk identification and mitigation system within each of its programs and administrative structures. Such departmental risks are collated and weighted on a quarterly basis, a process that allows the organization to identify themes and in turn prioritize its response strategies.

Service Delivery Administration Standards

Administrative and Service Environment (ASE), Behavior Support and Management (BSM), Client Rights (CR), Training and Supervision (TS)

- CA-ASE The organization has made some significant and overt efforts at having not only a palatable service environment, but to also respond to issues quickly. They have organized themselves to be hospitable, diverse, and welcoming.
- CA-BSM The organization has a well-developed training process so that all direct service staff are consistent in their approach to behavioral management that meets all the elements of the standards.
- CA-CR OCS is an organization that excels at informed, ethical, empowered, and respectful treatment of client rights in the best sense. They use education, motivation enhancement and engaged interpersonal validation and education with some of the most vulnerable 'persons with lived experience'. It is amply in evidence across programs that client rights are advocated, developed, and important to this organization. All levels of the organization, from the Board to line staff, articulate the principles at the base of these standards. Front line staff have made a difference in health outcomes by joining with clients to validate and advocate for change.
- CA-TS The organization makes excellent use of technology to deliver training in multiple formats to all staff for efficiency. Flexibility is provided to staff in seeking training to meet their needs and interests. Managers and supervisors have an open door policy for supervision and written documentation was also found in records to demonstrate guidance provided.

Service Standards

- CA-CRI OCS is a major provider of Crisis Response Services to the community. The goal of the service is to assist callers to better cope with the immediate identified crisis and, where appropriate, to provide information or referrals that may assist the caller to better cope in the future. The service is very heavily staffed with volunteers supervised by experienced staff.
- CA-CSE The organization does an excellent job with the numerous programs under this service section. In spite of a wide range of conflicting contract requirements and service level expectations, services are delivered with professionalism and ultimate respect for all clients.
- CA-DV Domestic violence services are provided by a dedicated team of experienced professionals. Aftercare and outreach services in particular are exceptional. While shelter resources are limited, they are both diligent and creative in seeking ways to address clinical as well as facility needs.
- CA-ECE The ECE programs are well-developed and child-centric. The 'Growing Together' program in particular is exceptional for both its childcare setting as well as for its empowering services to young mothers.
- CA-PS Program provides a vital pre- and post-natal support service to a diverse group of mothers in the community. One of the program's greatest strengths is its value in reaching at-risk mothers-to-be and providing them with pre-, peri- and post-natal support for the healthy care of newborns.
- CA-SCL The clubhouse program ethics and philosophy is truly a profound place that represents a community that is seamless and has the stated goal of not being able to discern who is staff or who is a client. The programs work hard to build community and expression of the self through art and it's exciting to see art and poetry everywhere.
- CA-SH The organization is a sensitive provider of shelter services with apt, adroit experienced managers who responded to funding, government funding, and community mandates with a view toward stabilizing and promoting growth among their residents. Most interesting were the employed ideas of architecture and adult education in an empowerment model that meets clients where they are.

Approaching 50% of residents are seniors and Options has responded to their needs in a developmentally rich way. One senior resident stands with enthusiasm that he is finishing his HS diploma and feels relevant and current in terms of his development.



CREDIBILITY • INTEGRITY • ACHIEVEMENT

OCS Human Resources Report

OCS's busy HR team of two works with management staff to ensure high quality HR services are provided throughout OCS; ensures compliance with HR policy and accreditation standards, provides consultation to supervisory staff on performance management and all other HR issues, participates in recruitment and selection, orients new staff, and works with senior leadership to ensure OCS aligns with HR best practices.

Additional support for OCS regarding human resource issues is provided by:

- **Community Social Services Employer Association (CSSEA):** ongoing training and education on Labour Relations trends and the Collective Agreement
- **McCarthy Tetrault LLP:** ongoing training and support re: legal trends, policies and personnel issues
- **BC Human Resources Association:** ongoing training and education on HR trends

Achievements in 2014-15

- The OCS HR team have become the experts on the Relias platform, and are a valuable resource to staff who use Relias on a regular basis
- Developed a system to manage all job postings (formerly done by managers)
- Issue staff photo IDs
- Complete regular file audits of personnel files to ensure all relevant documentation is in place and current
- Provide support to the payroll department in responding to 3rd party requests and processing WorkSafeBC claims
- Full review of all agency policies. Revisions made to reflect changes in legislation and practice, as well as advances in the use of technology. All policies further reviewed by agency lawyers and the board governance committee.
- Partnership with the Staff Training Committee to implement "Wisdom Within", a TED Talk-style Lunch and Learn event for and by staff that has been extremely popular.
- Successful hiring of a new Deputy Executive Director, as well as a key management role in WESC.

Quality Improvements

- Full deployment of Relias platform to provide, track and remind staff of training and policies; used system to effect a 30% improvement in the timely completion of employee performance reviews.
- Significant improvements to Criminal Record Check process to be compliant with new provincial process, as well as to ensure OCS staff have undergone rigorous screening.
- Developed a new and improved "New Staff Orientation" presentation and process, which is also available online.

- Seniority Lists required by the Collective Agreement are now provided on a regular basis. Some reports are generated every 2 months while others are provided annually (January) or bi-annually (January and July).
- Review of Executive and Senior Management Team job descriptions in collaboration with an external consultant

Employee Recognition

Staff recognition is important at OCS and has become formalized in policy in the past year to ensure that its importance is not underestimated. Our Staff Survey results indicate a high level of employee engagement, and staff feeling supported and respected. We want to maintain and grow this appreciative culture! Staff receive formal service recognition every 5 years. A total of 49 individuals received a service award in 2014 (*Figure 2*). The award consists of a certificate, small gift, and letter acknowledging the years of service and signed by the Executive Director and a member of the Board of Directors. After 25 years of service, employees also receive a plaque specially picked out by their supervisor. Managers are encouraged to present the award publicly, and individualize the presentation.

Figure 2 shows the number of service awards given out in 2014. A total of 49 individuals received an award, most of them for 5 years of service.

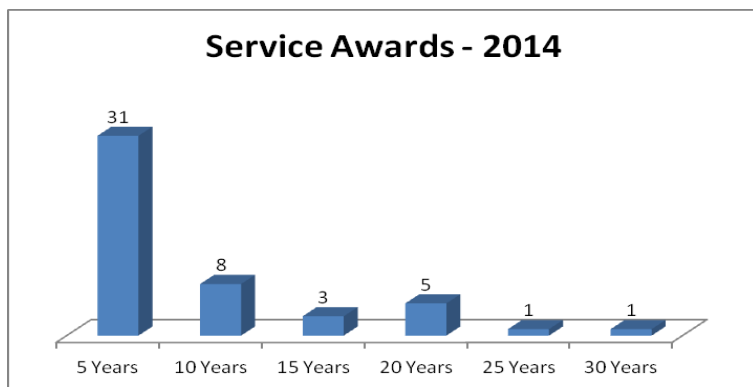


Figure 2

Staff at OCS are also encouraged to regularly, publicly and informally appreciate each other's efforts. In 2014, some additional examples included:

- Team meeting recognitions, and acknowledgements of birthdays and special events
- Collections, cards and more for support of staff who have experienced losses and illnesses
- Regular draws for gift cards via compensation committee and at staff lunch events
- Family Weekend BBQ: Board of Director members were cooking up burgers and hot dogs and there were games for kids and adults alike
- Children's Christmas Party for staff, kids and grandkids
- Staff Christmas Party complete with amazing door prizes and draws

2014 Turnover Report

Turnover Analysis January 1 to December 31

	2014	2013	2012
• Number of Active Employees	391	396	390
• Number of Permanent Positions	310	313	300
• Number of Employee Separations	83	65	47
• Number of Permanent Positions Vacated	45	38	19
• Number of Other Positions Vacated	38	27	28
• Percentage of turnover (<i>permanent positions</i>)	14.5%	12.1%	6.3%
• Percentage of turnover (<i>casual, temporary positions</i>)	46.9%	32.5%	31.1%

Reasons for Separation

	2014	2013	2012
• Didn't like my job	0	0	0
• Discharged for cause	5	5	2
• Education (return to school)	4	5	13
• Increase in hours of work	5	4	4
• Increase in wages/benefits with new employer	3	4	1
• No Longer Available	13	10	5
• Other	2	10	12
• Personal or family issues	13	8	2
• Program Closure	0	1	3
• Promotion with new employer	8	4	1
• Retirement	2	3	0
• Temporary Assignments	13	4	3
• Terminated for lack of contact with OCS	11	0	
• Transfer/move to new community	6	7	7
• Working conditions are better with new employer	4	4	0
<i>Note: Total does not include Program Closure and Temporary Assignments</i>	76	65	47

Separation within the first 90 days		Gender Analysis	
Increase in hours of work	1	Male	14
Personal or family issues	2	Female	69
Top Position Losses		Length of Service	
Shelter Worker	7	Under 1 year	27
Transition House Worker	6	1 - 5 years	36
Child and Youth Care Counsellor	6	6 - 10 years	14
Crisis Line Support Worker	5	over 11 years	6
Early Childhood Educator	5		
Manager/Executive Position Analysis		Age Profile	
Deputy Executive Director	1	<26	13
Program Coordinator	1	26-35	33
		36-45	17
		46-55	9
Program-Specific Losses			
Shelters	9		
ISP	7		
SSCF	6		
Transition Houses	6		
Fraser Health Crisis Line		5	
Healthiest Babies		5	
Exit Interview/Survey Analysis		Other Information	
Interviews/Surveys Done	28	Number of Postings	101
Completion Percentage	34%	Number of New Hires	127

Note: Hires include summer students (18); some positions had multiple hires

While the overall number of employee separations has increased this year, it is notable that many of these positions were casual or temporary positions within the agency who either left for more permanent positions, or were terminated for not being available to work casual shifts for very extended periods of time. Some programs struggle to find applicants with appropriate qualifications for the work, given that the wages are much higher when working in similar positions directly within government, school districts and local health authorities. Many of our programs are considered “training” grounds for employees seeking experience prior to applying for more lucrative provincial government positions.

Staff Satisfaction

Every year, OCS surveys employees to ensure that we are living up to our values, providing the best services to our clients, and ensuring that OCS remains a positive, supportive and engaging place to work.

In 2014, we chose to utilize a new staff survey tool, which is an abridged version of a mass survey created by Professor Tony Schwartz and Associate Professor Christine Porath of Georgetown University's McDonough School of Business, and whose comprehensive results will be published on the Harvard Business Review website. The survey focuses on 5 categories which include:

1. Employee health and well-being
2. Trust and safety
3. Satisfaction
4. Focus and priorities
5. Meaning and significance

OCS staff reported:

- “moderate” to “high” levels of stress
- “above average” to “extremely high” ability to balance work and home life
- “high” to “extremely high” sense of community at work

One of the most significant results was regarding staff's “level of engagement at work”.



*“At OCS approximately **80%** of staff report an above average to extremely high level of engagement with their work and an equally high likelihood to stay within the organization.”*

This is significant because according to Gallup, worldwide only 13-20% of employees report being engaged in their work, and in North America, engagement in 2014 was measured at 31.5%.

Level of Engagement at Work

Response	Chart	Percentage	Count
Extremely Low		0.6%	1
Very Low		0.6%	1
Limited		4.4%	7
Moderate		11.2%	18
Above Average		27.5%	44
High		38.1%	61
Extremely High		13.8%	22
Opt Out/Don't Know		3.8%	6
Total Responses			160

Results were very positive across all domains, except in the area of compensation, where 43.6% of staff do not believe they are paid adequately for the work they do. Many staff noted that they understood this to be a sector-wide issue, and made note of the training, benefits, flexibility and positive culture of Options that keep our retention rates higher than average.

The Positives

Positive themes throughout the survey included: appreciation of the flexibility afforded to people, appreciation of the frequent and varied training opportunities, solid team work, fair and clear policies, a focus on work-life balance, good sick leave and HR policies, the focus on being a respectful workplace, openness to integrating staff feedback, and a strong commitment to diversity.





Manager/Supervisor Treats You with Respect

Response	Chart	Percentage	Count
1. Never		0.6%	1
2. Rarely		1.3%	2
3. Occasionally		1.3%	2
4. Sometimes		4.4%	7
5. Frequently		6.3%	10
6. Usually		15.2%	24
7. Always		70.3%	111
8. Opt Out/Don't Know		0.6%	1
Total Responses			158

The Challenges

The primary challenges described by staff were in relation to the inability to provide pay increases that keep up with the cost of living, the desire for greater levels of communication throughout teams and management, and a desire for more IT and administrative supports. Some staff noted that they would appreciate more supervisory support and individual time for performance development planning.

Are you paid fairly?

Response	Chart	Percentage	Count
Yes		35.3%	55
No		43.6%	68
Not sure		19.2%	30
NA / Opt Out		1.9%	3
Total Responses			156

The Response

Several initiatives were put into place at both a practical and a strategic level. An additional IT staff person was hired and a technology plan is being developed to address the ongoing technology needs at OCS. Supervisory processes were reviewed and improved, and performance review reminders were added to our Relias online training portal to ensure they aren't missed. From June 2014 to June 2015, the performance review completion rate went from 36% to 60%. We continue to make adjustments with an ongoing goal of 100%.

Client and Stakeholder Satisfaction - All Programs

Client Feedback	2011/2012	2012/2013	2013/2014	2014/2015
• Percentage of clients satisfied with OCS programs	96.0%	97.8%	96.5%	96.9%
• Percentage of clients who felt welcomed and respected	96.9%	97.6%	95.7%	97.2%
• Percentage of clients who felt their goals were met	93.0%	92.7%	90.9%	91.1%

Funder and Community/Partner/ Stakeholder Feedback	2011/2012	2012/2013	2013/2014	2014/2015
• Percentage of stakeholders satisfied with OCS programs and staff's skills and service	97.2%	98.2%	97.3%	97.5%
• Percentage of stakeholders who felt the programs were welcoming and respectful	97.2%	97.0%	97.2%	97.3%
• Percentage of stakeholders who would recommend an OCS program/refer to it again	86.7%	98.1%	97.8%	94.8%

~results include "always" and "almost always" responses

Programs and Services

Counselling Services (CS)

OCS's Counselling Services are comprised of the following three program areas:

1. Family Counselling (FC)
2. Suicide Prevention, Education and Counselling Program (SPEAC)
3. Sexual Abuse Counselling Centre (SAC)

We have a strong and culturally diverse team of men and women with Master's level training in counselling psychology and art therapy/expressive therapies. The team works very collaboratively with one another and with our community partners to provide an integrated approach to service delivery. Our underlying service philosophy is steeped within a strengths-based and solution-focused model. The team strives to help their clients find hope and to see their strengths and resilience, as well as to build upon these going forward. We provide placements for Master's level internship students on an ongoing basis throughout the year.

Outcomes in Counselling Services this Year

OCS's Counselling programs served almost double the number of clients in 2014-15 than in the previous year, with the same staffing numbers.

2014-15 .. 565 clients *(not including additional family members who occasionally attended)*
2013-14 .. 300 clients

Due to the transition to electronic outcomes tracking this year, data for the 2014-15 year has not been aggregated. The outcomes being measured and transitioned into the electronic system are listed below.

1. Family Counselling (FC)

Short-term Outcomes

- Increased self-awareness
- Increased awareness around family dynamics
- Increased coping skills
- Increased communication skills
- Decreased isolation

Intermediate Outcomes

- Increased personal responsibility
- Decreased family conflict
- Increased family harmony
- Increased community connectedness
- Increased resilience

Long-Term Outcomes

- Decreased domestic violence incidents
- Decreased child protection interventions

2. Suicide Prevention, Education and Counselling (SPEAC)

Short-term Outcomes

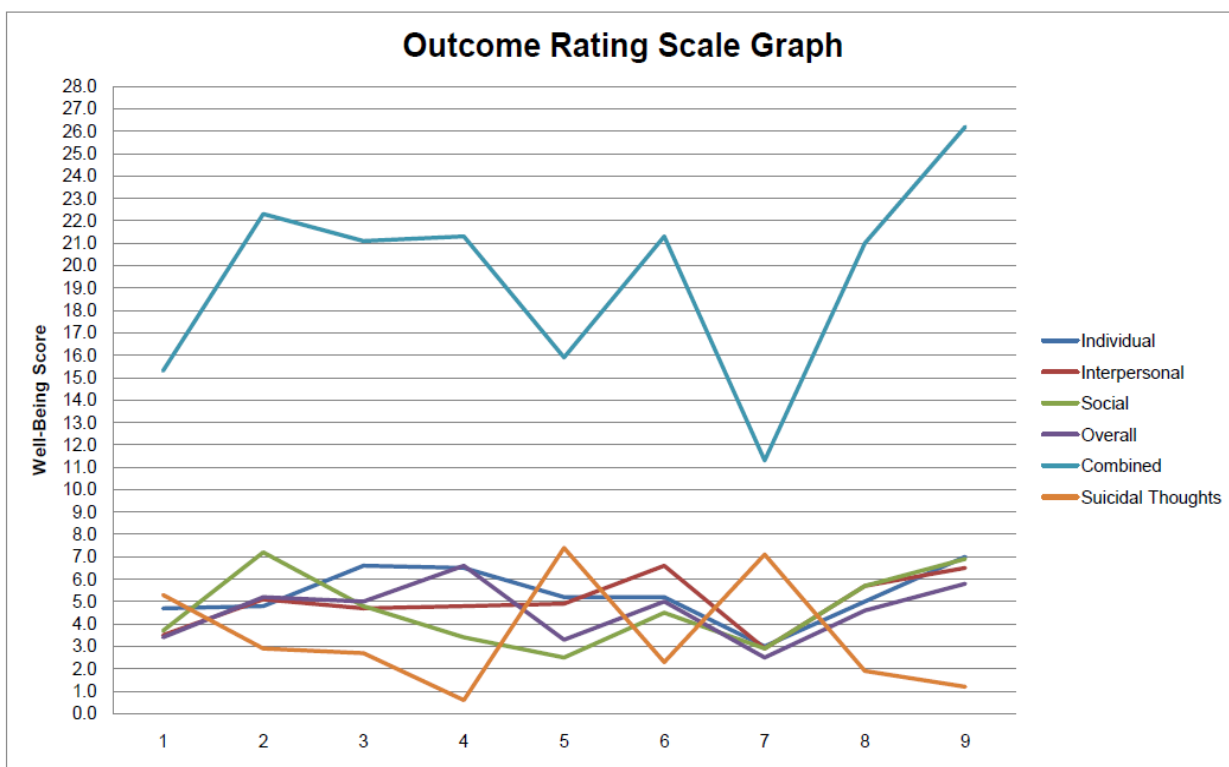
- Increased self-awareness
- Increased community awareness
- Decreased risk
- Increased safety
- Increased coping
- Increased emotional regulation
- Increased hope
- Increased resources/support network

Intermediate Outcomes

- Decreased risk for suicide
- Increased healthy coping
- Increased community connectedness
- Increased resilience

Long-Term Outcomes

- Decreased suicidal ideation in children and youth
- Increased community capacity to prevent suicide
- Decreased social stigma around mental health issues



**Sample SPEAC client rating over ten sessions.*

3. Sexual Abuse Counselling (SAC)

Short-term Outcomes

- Increased self-awareness
- Increased sense of safety
- Increased emotional regulation/coping
- Increased communication
- Decrease in trauma symptoms
- Increased community resources/connection

Intermediate Outcomes

- Decreased risk for revictimization
- Increased overall capacity
- Increased positive coping
- Increased resilience

Long-Term Outcomes

- Increased prevention of further abuse
- Decrease/reduce the cycle of abuse
- Decrease maladaptive coping
- Increased community connectedness

Quality Improvements in Counselling Services this Year

- The biggest and most impactful quality improvement has been the introduction of the Nucleus electronic case management system for our counselling records.
- The CS program has been entering into partnerships within the agency: a joint proposal for a counselling position to help sex trade and exploited youth transition away from that lifestyle was submitted with the Youth Services program; Sophie's Place and the SAC program are in talks about affiliate work in providing support groups and such to parents in our community; WESC and the CS program are working on a fee for service-based counselling program for the WESC clients who are survivors of violence.
- A new practicum manual has been created for practicum students beginning with us in September 2015. Updated information on our web-site regarding practicum placements with counselling services has been added.

Special Services for Children and Families/Behaviour Intervention Services

1. Special Needs Family Support - Surrey/Langley
2. Private Intervention Program - Fee-for-Service

Special Services to Children and Their Families (SSCF) is a goal-based program designed for children from 3 to 18 years who have a developmental disability and/or autism. There are three different components to this program: one-to-one services, group programs and fee-for-service private intervention.

MCFD Contracted Services

The Special Services program is contracted to serve 4,015 service units (hours of direct service) per year in Langley and provided 4,027.25 hours 2014-15. In Surrey, we are contracted to provide 12,053 service units and provided 13,093.75. In total, Special Services for Children and Families served 220 clients this fiscal year. Our summer program was able to provide 1,529 extra hours in day camps and activities thanks to a small team of dedicated summer students.

Our emphasis continues to be that we have a lasting impact on the families that we serve by ensuring that the goals our clients achieve get carried through to their day-to-day lives. Families are involved in many elements of programming to allow them to observe their child in the program, and also to network with other families who are also involved.

Outcomes in Special Services for Children and Families this Year

	Increased	Maintained	Decreased
Goal to increase or maintain:			
• Life skills	100%	0%	0%
• Social skills	91%	9%	0%
• Communication skills	83%	17%	0%
• Appropriate behavior in the community	95%	5%	0%
• Community involvement	79%	21%	0%

Quality Improvements in Special Services for Children and Families this Year

- Over the summer we operated the Super Summer Program where existing clients of the program signed up for fun activities throughout the summer with the support of regular staff and summer students. The summer students contributed 1,529 hours of service. The Super Summer program was possible through grant funding.
- This year we had 168 volunteer hours and 330 practicum hours.
- Added garden and improvements to outdoor play space.
- Designed and implemented new Parent Handbook, with fewer forms, and easier transition of data to new electronic file system.
- Transitioned all client data to electronic files.
- All staff trained in Non-Violent Crisis Intervention modified program to address working with autism and special needs.
- Secured donations and grants to build a Snoezelen multisensory room.

Family Intervention Services (FIS)

1. Family Strengthening and Development (FSD), Quick Response Program (QRP), Family Support Outreach (FSO), Support for Parents of Young Children (SPYC)
2. Nobody's Perfect (NPP)
3. Supervised Access Program (SAP)

There has been much more coordination with the Ministry of Children and Family Development (MCFD) teams the past couple of years to ensure our programs and services are aligned with MCFD priorities, community needs, and the services provided by other community partners.

The need for Quick Response Services has increased due to the greater number of families experiencing immediate crises, and needing short-term intensive supports. To accommodate this need, one FTE from the FSD program moved to the QRP team.

Supervised Access also saw a spike in usage, with an increase of 6.5% in the number of supervised visits provided.

Most programs saw increased numbers of clients as well as increased complexity and risk, particularly with families who have experienced domestic violence. Staff participated in training to provide domestic violence groups for high conflict families (couples) in collaboration with other community partner agencies.

Contractual outputs and outcomes across programs were consistently met or exceeded.

Outcomes in Family Intervention Services this Year

1. FSD, QRP, FSO, SPYC

Measure	Target (% of min. 4)	Results (Scale of 1 to 5; 5 being high)		
		(%) Scores of 5	(%) Scores of 4 & 3	(%) Scores of 2 & 1
As a result of their involvement with the program, parents report:				
• Learning new parenting skills	80%	97%	3%	0
• Using more resources or places in the community to meet their family’s needs	80%	99%	1%	0
• Experiencing less crisis and disruption in their lives	80%	96%	4%	0

2. Nobody's Perfect

	Scale (1 to 5; 1 = dissatisfied, 5 = satisfied)	Score of 4 or More (%)
Overall I was satisfied with the services provided.	29/70 (41%) report 5	100%
I felt welcomed and respected by staff in the program.	29 report 5	100%
My needs and goals were addressed.	29 report 5	100%
I learned new parenting skills.	29 report 5	100%
I know more about resources in the community.	28 report 5; 1 report 4	100%
I was involved in deciding what subjects we would cover in the group.	29 report 5	100%

3. Supervised Access Program

	Average Score (1 to 5; 1 = dissatisfied, 5 = satisfied)
Overall, I felt supported by staff during supervised visits.	5
Overall, I learned new parenting skills.	5
I am treated with courtesy and respect in this program.	5
Staff in the program was professional, skilled and knowledgeable.	5
I would recommend friends or family to this program/service.	5
Overall, I am satisfied with the services I received.	5

Quality Improvements in Family Intervention Services this Year

- Delivered 91.25% of contracted deliverable hours of Supervised Access to our funder. This indicates that the program usage has increased over the previous year by 6.5%.
- All programs have implemented the new client management system (Nucleus). Program files currently consist of both hard copy files and electronic files ("hybrid files"). Currently expediting the transition to full electronic files (paperless) with scanners currently being installed for all staff.
- Many program staff have been trained to facilitate domestic violence groups and will be leading groups in conjunction with partner agencies in 2015-16.
- QRP served 44% more families this past fiscal year than the previous year, thus the increase in staffing level from 4.5 to 5.5 FTEs in December 2014.
- Punjabi, Hindi and Spanish are common languages amongst these programs. Thus, programs have ensured that staff are available who can speak these languages, and have access to interpreters for less common languages.
- File review processes were modified to work with the new electronic file system, to continue to ensure that client files are regularly monitored for accuracy and completion.

Employment Services

Whalley WorkBC Employment Service Center (WESC)

The Whalley Employment Services Centre (WESC) has completed another busy year as a WorkBC site offering services to the residents of Whalley. Whalley job-seekers face many challenges and barriers in their lives, making the search for employment even more challenging. The WESC team continues to help clients obtain sustainable employment and get one step closer to their employment goals. Services offered at WESC include career planning and job search workshops, strong connections to employers, a fully equipped self-serve resource room, employment counselling and job placements for eligible clients.

The qualified and client-centered staff at WESC continued to work under the ever-changing data entry requirements, pressure to meet funder expectations, and revamped performance standards and measures.

Highlights include:

- Hosting over 16,000 visits to the self-serve resource room
- Providing case management to over 1,000 clients
- Delivering workshops to over 4,200 attendees
- Hiring 9 new employees allowing for enhanced services in all areas
- Partnering with counselling services to provide trauma counselling and other supports to vulnerable job-seekers.

Reports indicate that WESC has over 72% of the case managed clients belonging to specialized populations. These specialized groups include those that have self-identified as: persons with disabilities, individuals with multi-barriers, immigrants, Aboriginal peoples, survivors of violence or abuse, youth or Francophones. People belonging to these groups generally require more one-to-one services, specialized services, comprehensive support and longer term interventions.

Other challenges incurred by WESC staff include working with a large population of IA clients who are obligated to look for work, but are not employment ready due to their current mental or physical health. These clients are expected to secure employment despite health challenges. On average 65%-68% of clients accessing services at WESC are receiving Income Assistance. These particular clients have multiple lifestyle and health challenges, and generally require more services, supports and time to secure employment.

Despite the individual struggles clients in the Whalley Catchment Area face, WESC has been able to obtain an employment outcome for 1,378 clients in the Whalley Catchment Area. WESC hopes to increase the percentage of clients who secure employment as the Ministry's program and processes stabilize and more innovative ways are utilized to work with employers.

Outcomes and Satisfaction in WESC Services this Year

Service Levels

	Apr	May	Jun	July	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar	Totals
Phone calls Received	966	770	793	931	776	857	852	756	572	847	788	775	9,683
New Case-Managed	124	94	86	64	75	98	81	82	69	103	54	83	1,013
First Resource Visits	145	124	119	126	135	133	124	101	93	93	85	98	1,376
Total Resource Visits	1,621	1,536	1,491	1,483	1,373	1,400	1,368	1,248	1,130	1,348	1,221	1,461	16,680
Workshops Delivered	50	57	48	45	42	41	46	47	41	44	42	42	545
Workshops Attendees	406	386	332	378	315	340	484	378	265	316	351	289	4,240
N/ S Workshops %	29	35	31	28	26	25	22	26	26	25	20	21	26%

Stats collected in 2014-2015 show that:

- Numbers of youth and immigrants accessing services at WESC have increased.
- 29% of our clients have been unemployed over a year
- 30% have been unemployed less than 3 months
- Many WESC clients have past experience as a general labourer or in sales and service.

Satisfaction Survey: 259 Respondents were asked *“Did you get what you wanted or needed?”*

- 68% Totally satisfied
- 27% Mostly satisfied
- 4% Both satisfied & dissatisfied
- 1% Mostly dissatisfied
- 0% Totally dissatisfied

Quality Improvements in WESC this Year

- More Supervisory Support was put in place by the hiring of a Specialized Services Supervisor in the first quarter and a Job Search Services Supervisor in the second quarter.
- In order to increase the number of job development and wage subsidy placements two additional job developers were hired in the third quarter.

- An additional vocational counsellor from a partner agency was brought to conduct Drena assessments on a fee-for-service basis. This helped the existing vocational counsellor reduce her workload and devote more time to customized placements.
- Essential Skills Partnership was developed with Douglas College as a result of addressing clients' need for this training.
- New partnerships were built with businesses in the Whalley Catchment Area to enhance services and supports for clients. Food Vouchers were set up with Pizza Hut and Subway, grooming kits were purchased in bulk from London Drugs to distribute among eligible clients, and a prepaid account system was set up with Great Clips for eligible clients.
- A Marketing and Promotions Specialist was hired to develop marketing and promotion material for job developers to use as they market services to employers. This specialist would also focus on developing employer connections.
- Collaboration with similar agencies managing similar contracts was enhanced by sharing information and expertise. For example, best practices were shared between the Downtown East Side contract managers and the WESC staff.
- Changes were made to the intake process to ensure appointment times are made within 10 days of referrals and accurate and timely reporting is conducted.

Early Years (0-6) Programs (Pregnancy, Parenting and Child Care Services)

1. Healthiest Babies Possible (HBP)
2. First Steps (FS)
3. Child Care Options Resource and Referral (CCRR)
4. Growing Together Daycare (GTD)
5. Family Resource Programs (FRP) - CloverValley, Guildford, Newton, PEAPS, Whalley
6. Bridgeview Child Care Center

OCS offers a wide array of programs and services for parents and their young children. While the focus is on families with infants and young children, each program offers a unique service designed to meet a unique need in Surrey. Keep on reading to find out a little more about how these programs help.

1. Healthiest Babies Possible (HBP)

Healthiest Babies Possible is a pre and post-natal outreach program supporting women in Surrey, Delta and White Rock to have healthy pregnancies and healthy babies. In 2014-2015 HBP served 673 individuals, an increase of 37 over last year. In addition, the number of clients attending groups has increased.

HBP reaches out to vulnerable women and families. Of participants measured:

- 11% were single parents (69% unknown marital status);
- 17% were 19 or younger;
- 19% were on income assistance ;
- 90% self-reported financial need;
- 19% reported they had experienced food insecurity in the past year;
- 10% were smoking at intake;
- 2% had drunk alcohol while pregnant ;
- 2% had used street drugs since the beginning of the pregnancy

Despite these challenges at intake, HBP supports contributed to 89% of participants delivering babies of a healthy birthweight, exceeding the program target of 80%.

Outcomes in Healthiest Babies Possible this Year

Using the new Logic Model, our benchmark is that 80% of babies weigh between 2500-4500g.

Expected Outcome	Success Indicator	2014-2015		2013-2014		2012-2013	
		N=142		N=178		N=139	
		#	%	#	%	#	%
Reduce the incidence of low birth weight babies.	Singleton and Multiple Births						
	Low Birth Weight (<2500g)	8	6%	20	11%	6	4%
	Normal Birth Weight (2500-4499g)	127	89%	155	87%	130	94%
	***High Birth Weight (≥4500g)	7	5%	3	2%	3	2%
	Unknown Weight	125		224		102	
Reduce the incidence of premature births.	Live babies born after 37 weeks gestation n = 182	157	86%	163	86%	123	88%
Participants have improved initiation and duration of breastfeeding.	Babies breastfed at some time after birth/breastfeeding initiated n = 120	110	92%	137	90%	118	92%
	Babies receiving breastmilk exclusively at 1 months n = 116	77	66%	90	60%	81	65%

***Nucleus reports birth weights as HBW = 4000g or higher so birth weight data has been taken from SA2s

Nutrition*		Results							
Expected Outcome	Success Indicator	2014-2015				2013-2014			
		Initial Prenatal Visit		Final Postnatal Visit		Initial Prenatal Visit		Final Postnatal Visit	
		#	%	#	%	#	%	#	%
Participants have improved knowledge of food and nutrition needs during pregnancy and infancy	Reported taking a prenatal vitamin/mineral supplement daily	n=198 150	76%	n=52 37	71%	No data	~90%	No data	~90%
	Reported knowing how to choose healthy meals and snacks for themselves & their household.	n=131 84	64%	n=68 55	81%	n=4633	72%	n=48 28	58%
	Reported learning new ways to meet their food needs	Not asked in this way				Not asked in this way			
Decreased pre and postnatal tobacco smoke exposure n=370	Women who report smoking	36	10%	7	2%	81	20%	23	6%
	Average # of cigarettes smoked per day	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
	# of women/infants in the same room with someone who is smoking "sometimes" to "over 3 hours per day"	No Data	No Data	No Data	No Data	No Data	No Data	No Data	No Data
Decreased prenatal alcohol use n=370	Participants who report they used alcohol at intake	6	2%			22	5%		
	Participants who responded they used alcohol "sometimes or often" from the time they found out they were pregnant until birth			2	.01%			1	.1%
Decreased prenatal street drug use n=370	Participants who report they used street drugs at intake	7	2%			37	9%		
	Participants who report using street drugs from the time they found out they were pregnant until birth			2	.01%			7	2%

*Intake Data taken from RPT - 60 POP Reporting, Postnatal visit data from SA2 & Database

Quality Improvements in Healthiest Babies Possible this Year

- Increased service by adding a “Prepping for Labor” class ‘in house’
- Implemented an electronic file system, and have almost achieved a paperless client data system
- Utilized better demographic data to better adapt to the cultural and language needs of participants.

2. First Steps (FS)

First Steps is a unique Family Resource Program which offers a comprehensive range of service to refugee parents and their children. As the 2014 fiscal year began, First Steps experienced a major funding change from the previous provincially funded program to a federal Citizenship and Immigration funding system. As a result, changes were required in respect to the collection and reporting of statistics and data. During this same time the program was also transitioning to the new OCS data base system, Nucleus. As both of these systems were very different from previous years, the staff and managers had a lot of shifting in terms of how to collect the data needed for future reporting. As the year progressed, we have made many changes and continue to find more fluid ways of collecting the data.

We have continually been struggling with over capacity issues this year as demand increases. Saturdays are especially challenging and we have been forced to close the doors to families already waiting outside to attend. We continue to look for solutions with the support of the City of Surrey Parks and Recreation partners. Our participant families are showing some similar trends across the program. There is a great desire to attend English classes but waitlists are long and child care is a challenge especially for younger children under 3 years. As a result, First Steps has started two programs to address this need. “Read with Me” and “English Conversation Circles” have begun and proven to be quite popular with the parents and children participating.

Outcomes in First Steps this Year

Measure	Increase knowledge and information around health and nutrition for our families.
Benchmark Level	Families will report a better understanding of personal health and nutrition and access local health professionals.
Results	Families who attend our groups that focus on health, nutrition and wellness are reporting that they have an increased understanding of how to exercise and body movement.
Measure	Increased awareness and skills around parenting in Canada.
Benchmark Level	Parents attend and participate in Parenting Groups and Discussions.
Results	Parents who attended our parenting groups offered throughout the quarter have reported that they have increased skills to interact with their children and feel more comfortable playing with their children.

Measure	Families are continuing to access community services as a result of the exposure and introductions they experienced while attending First Steps.
Benchmark Level	Number of introductions of mainstream services that lead to continued attendance.
Results	Families are reporting back that they are increasingly accessing services independently.

Outputs

Planned Activity Completed	Target (refer to Schedule 1)	Results (Total)
Infant Development Program	6 clients per 1 Infant Development Program session per month, 12 sessions annually	11 Sessions, 133 contacts
Settlement Discussions	6 Settlement Discussions per week, 270 annually	593 discussions
Parenting Groups	5 clients per Parenting Group, 8 annually	10 groups, 56 sessions, 760 contacts
Home Visits	10-20 home visits per quarter (40-80 annually)	133 contacts
Family Centred Refugee Drop In Programs	15 clients per Family Centred Refugee Drop In Programs, 288 annually	259 annually, 5751 contacts
Mental Health activities/presentations	4 Mental Health activities/presentations annually	5 sessions, 31 contacts
Public Health Nurse Visits	7 clients per Public Health Nurse Visits, 2 annually (1 at each site)	6 sessions, 80 contacts
Immunization Clinic	15 clients per 1 Immunization Clinic annually	1 session, 41 contacts
Dental Hygienist visits	12 clients per Dental Hygienist visits, 4 annually (2 at each site)	3 sessions, 39 contacts
Healthiest Babies Possible session	6 clients per 1 Healthiest Babies Possible session; 12 sessions annually	10 sessions, 168 contacts
Healthy Living presentations	7 clients per 1 Healthy Living presentations; 12 sessions annually	15 sessions, 415 contacts
Child Care Subsidy	10-15 families connected to Child Care Subsidy annually	54 families connected
Cooking Together sessions	5 clients per 1 Cooking with Kathy session, 45 sessions annually	38 sessions, 358 contacts
Dad's Group session	4 clients per 1 Dad's Group session, 45 annually	43 sessions, 26 contacts
Dad's Group field trips	8 clients per Dad's Group field trips, 3-4 annually	N/A
"Life in Canada" session monthly	7 clients per 1 "Life in Canada" session monthly, 12 sessions annually	20 sessions, 253 contacts
Women's Support/Domestic Violence session	4 clients per 1 Women's Support/Domestic Violence session, 6 sessions annually	12 sessions, 88 contacts
Car Seat Training	10 clients per Car Seat training sessions; 2 sessions annually	3 sessions, 25 contacts
First Steps Summer Camp annually	65 clients per 1 First Steps Summer Camp annually	55 families
Connected to Recreation Services	30 clients connected to Recreation Services annually	54 connections
Parent Child Mother Goose	4-6 families per 1 Parent Child Mother	2 sessions, 146 contacts

Planned Activity Completed	Target (refer to Schedule 1)	Results (Total)
Group	Goose Group per quarter, 4 sessions annually	
Kindergarten Readiness Session	15-20 children and 15-20 adults per 1 Kindergarten Readiness session annually	1 program, 7 sessions, 19 children, 20 parents
Integration Visits	3 clients per integration visit, 100 visits annually	217 integration visits
Capacity Building	2-3 Capacity Building presentations annually	9 unique capacity bldg opportunities
Family Resource Sessions	6-10 families attend 12 Family Resource sessions annually.	2 sessions, 14 unique contacts
Sports and Me instruction	3-4 cycles of annually, Maximum 20 children for 8-10 sessions each	4 cycles - 78 unique children registered
Field Trip	50 clients per Field Trip, 4 trips annually	4 field trips, 168 participants
Program Evaluation	50 clients per 1 Program Evaluation, completed annually	31 Annual Surveys completed

Quality Improvements in First Steps this Year

- As a result of low attendance on a Monday program at the Umoja site, we have altered the schedule to meet the needs of the clients by having programming on Thursdays. This has proven to be a much more utilized day for the families.
- Also as a result of changing Outreach staff to those who can provide the necessary language support, we have greater attendance for families who feel more comfortable communicating in their first language.
- Both staff and clients have expressed areas of interest that the program has responded to by creating new programming throughout the year. These programs are: “Read with Me”, “Conversation Circles”, “Prenatal Yoga”, “Introduction to First Aid” and “Water Safety”. All of these programs have been successful and will continue going forward to the next fiscal year.

3. Child Care Options Resource and Referral (CCRR)

Child Care Options has had a great year with some changes to staff, a few staff departing and new staff joining our team. Slight changes have been made to our office configuration to meet Early Years Centre needs and CCRR budget.

Our new website has been very well received and is much more user-friendly. We now have the option for families to review a list of child care centres on our website. They then can contact us to receive a further enhanced referral as needed.

We held a successful 17th Annual Early Care and Learning Conference and are busy planning for our next conference. The new online conference registration significantly improved the registration process for clients and lightened the manual work for staff.

Outcomes in Child Care Options Resource and Referral this Year

SERVICE	MEASURE	TARGET	RESULTS
Referral	Percentage as a result of using CCRR services, we were able to find quality child care for our child/children?	80%	Yes 69.95% No 30.05%
Outreach	Percentage of child care providers who strongly agree or agree that they are better able to provide quality child care as a result of being a Registered License Not Required.	80%	Strongly Agree 47.2% Agree 30.6% Neutral 13.9% Disagree..... 5.6% Strongly Disagree 2.8%
Training	Percentage of child care providers who agree or strongly agree that as a result of CCRR training, they are better able to provide quality child care.	80%	Yes 92.25% No 0.46% Somewhat 7.29%
Library	Percentage of Early Childhood Resource Library users who agree or strongly agree that as a result of using the library, they are better able to provide quality childcare.	80%	Strongly Agree 71.2% Agree 27.4% Neutral 1.4% Disagree..... 0.0% Strongly Disagree..... 0.0%

Quality Improvements in Child Care Options Resource and Referral this Year

- Continued community outreach by subsidy/referral staff appears to be beneficial in getting information out to clients that are unaware of our services.
- We continue to discuss and work on ways to market and advertise the CCRR Program. A CCRR marketing plan is one of our objectives for the next year. Social Media continues to be a successful way to advertise our program. 76.2% of our referrals to our website via social media come from Facebook. More people are actively engaging in social media, 1 post had 1,099 views.
- We also added new window signage that makes us more visible to the community.
- The Responsible Adult course has been in high demand and is offered at least four times per year.

4. Growing Together Daycare (GTD)

Growing Together, a specialized childcare program located at Guildford Park Secondary, has completed another year of supporting young families attending high school. All of our licensing and health inspections continue to have excellent results with no recommendations for improvements.

Our first quarter was busy as we hosted along side of Dr. Vanessa Lapointe and the BC Council for Families the Young Mom's Meet Up conference at Guildford Park School. We continued our annual Summer Drop-in during the strike through the summer months and well into September. We had a late start to the school year due to the School District job action. Our semester started on September 22 with an enrollment of 24 children. GTD has maintained and

supported multiple clients throughout the year and continued to support 23 clients at the end of the 4th quarter.

Growing Together has continued a much appreciated relationship with Telus. This year, Telus provided GTD with a \$5,000.00 donation as well as a laptop computer. This has been enormously helpful with the transition from paper to electronic files, because staff can easily access iPads and computers for quick notations. Telus also supported our clients with gifts throughout the year (Easter, Christmas and Grad), and provided inspirational talks in the classroom.

Outcomes in Growing Together Daycare this Year

While GTD supports moms and young children in many ways, one of the primary outcomes we seek to achieve is ensuring babies meet developmental milestones, and that moms are supported in understanding these milestones and what they mean. GTD maintains a close relationship to the Infant Development Program, so that when developmental milestones are not being reached services are immediately accessed.

	Target	Results
ASQ Scores	80% of children score in target area	90%
Monthly attendance	50% attendance	68%
Monthly enrolment	22 children per month	23.83

Quality Improvements in Growing Together Daycare this Year

- The Carpentry class at Guildford Park built and delivered a new playhouse for the children of Growing Together.
- Our Program Manager in partnership with BC Council for Families and Dr. Lapointe hosted our first annual Young Mom's Meet up in May 2014. We invited participants from Growing Together past and present as well as others from similar programs.
- Surrey Infant Development Program visits GTD once per month to observe any children we have concerns about. This has been a very positive partnership.
- The housing program continues to support young moms with 13 housing subsidies.
- The Surrey School District provided a complete interior repainting of the Growing Together Daycare centre over the Spring Break.
- GTD provides a Teeth Varnishing program, holds Mother Goose literacy programs and teaches infant massage for new moms.
- Our program manager continues the partnership to refer many of our upcoming grads to the Princess Project and as well accompanied them to the Princess Project.

5. Family Resource Programs (FRP)

Family Resource Programs continue to grow and develop with the huge increase in the Surrey population. Surrey has the largest 0-6 population in BC, and continues to grow with 500 births/month. This is evidenced by the number of times we must close the doors on waiting

families because we have reached capacity. With the need to do more with limited funding, we have been very creative and innovative in every area of the program. In the past year we have used practicum students, volunteers, community support groups, local businesses, government and community partners to increase resources, provide repairs, supply rent, provide staff training and much more.

We continue to see many demands on families and participants with complex and diverse needs at the local drop-ins. Staff are routinely supporting participants through complex systems of referrals for child development delays or issues (ADHD, Autism, Speech, FASD), mental health issues, grieving, addictions, housing, isolation, relationship concerns, domestic violence, settlement and financial issues.

The passion, skills, experience, community connections, efficiency and dedication of the Family Resource Program team helps families feel welcomed and in good hands. At each site, families receive a warm welcome and a team that is prepared to find resources and supports for every family they see.

Outcomes in Family Resource Programs this Year

Family Resource Program	Adult Visits		Children Visits		Unique Parent Visits		New Parent/ Caregiver Visits	
	2013-14	2014-15	2013-14	2014-15	2013-14	2014-15	2013-14	2014-15
Clover Valley	383	346	506	506	119	126	55	34
Guildford	4,487	5055	5,582	5,881	869	927	360	248
Mother Goose	337	186	363	222	105	77	75	65
Newton	1,814	1810	1,974	2,090	442	325	149	76
Parent Education & Peer Support	1,057	933	1,391	1,179	309	307	107	84
Pop Up	25	270	35	298	19	186	19	74
Whalley	1,093	1442	1,392	1,617	294	427	127	73
Totals	9,196	10,042	11,243	11,793	2,157	2,375	892	654

Family Resource Program	Unique Children Visits		New Children Visits		Family Visits		New Family Visits	
	2013-14	2014-15	2013-14	2014-15	2013-14	2014-15	2013-14	2014-15
Clover Valley	270	175	77	48	125	339	56	35
Guildford	1,046	1,047	439	364	822	4,199	330	246
Mother Goose	138	92	79	56	108	215	101	57
Newton	959	260	192	90	452	1640	145	144
Parent Education & Peer Support	397	243	140	110	320	878	104	78
Pop Up	26	127	26	150	17	232	17	127
Whalley	682	401	183	147	285	1340	117	79
Totals	3,518	2,345	1,136	965	2,129	8,843	870	766

Family Resource Program	Parent/Caregiver Visits		Children Visits		Hours of Service	
	2013-14	2014-15	2013-14	2014-15	2013-14	2014-15
Clover Valley	383	346	486	506	88.25	84
Guildford	4,497	5,055	5,737	5,881	720	678
Mother Goose	337	186	367	222	43	36
Newton	1,698	1,780	2,504	2,090	308.5	312
Parent Education & Peer Support	1,057	933	1,367	1,179	378	394
Pop Up	0	270	0	298	0	114
Whalley	1,093	1,442	1,464	1,617	430	367
Totals	9,065	10,012	11,925	11,793	1,967.75	1,985

Family Resource Program Satisfaction Data

We received survey data from 144 families (95% response rate) in November 2014 through six FRP programs.

They responded by Agreeing or Strongly Agreeing to have:

- Positive interactions with staff (90%-98%)
- Positive experiences in the program (75%-92%)
- Influence in the program - making it their own (93%)

56 Stakeholder Surveys were distributed through seven FRP programs with a 17% response rate. Respondents represented a number of FRP community partners who have had the opportunity to see the programs in action.

Those who responded value the work of the programs and staff and Agreed or Strongly Agreed that:

- FRP staff are approachable, culturally competent, resourceful, and well-qualified (90%-100%)
- Programs have a positive impact on families and the community (87%-95%)
- FRP information is readily available or easy to find (88%-100%)

Quality Improvements in Family Resource Programs this Year

- Coordinators and staff are making an ongoing effort to work with Nucleus and make improvements that will have meaning for our program, including more accurate tracking of languages and recording of resources and referrals provided to clients.
- We conducted client and stakeholder satisfaction surveys which provided us with important feedback for the program, and supported quality mutually beneficial partnerships with practicum students and volunteers.
- We were able to explore and create opportunities for growth and enhanced service that supports the FRP mandate, making use of our improving community connections and collaborative relationships.
- We were successful in applying for and receiving several grants and monetary donations for FRPs and also received many gifts of time, space, and materials that support the work of Family Resource Programs.

6. Bridgeview Child Care Center (BVCC)

March 2015 concluded Bridgeview Child Care Centre's first year of operation. Throughout these 13 months, BVCC opened its doors to welcome 17 children who reaped the benefits of this quality center. Some children stayed for only a month or so, and the center is always looking to recruit more children and families.

Bridgeview Child Care Center receives little direct government funding. Families who have applied for, and are eligible, receive child care subsidy which covers a portion of the child care user fee. For a child who attends fulltime (five days per week) the user fee is \$750.00 per month. Many families pay the full user fee and receive no subsidy. The center has been approved to apply monthly for the Child Care Operating Funding grant which is a small amount of money received based on children's full time or part time daily attendance, i.e., if a child is away then no money may be allocated for their attendance on this day. For this age group (30 months to five years) a child care center would receive \$5.48 per child for a full day of attendance, and \$2.74 per child for a ½ day of attendance. A preschool component is embedded into the child care program to facilitate maximum learning in preparation for children entering kindergarten.

Registration remains a primary concern, as there are ongoing vacancies.

Outcomes in Bridgeview Child Care Center this Year

Client/Parent Feedback

of surveys distributed 7

of surveys returned 7

% of surveys returned 100%

Question	Results		
	Yes	No	N/A
Your experience at Bridgeview (Please give the answer that best matches your opinion)			
Were Bridgeview services helpful to you?	100%		
Did you find the staff to be welcoming and respectful?	100%		
Would you recommend Bridgeview Child Care services to a family member or friend?	85%		15%
Is there anything we could have done to make this program more welcoming to you? If Yes, Please specify.		100%	
Overall, how would you rate your experience with Bridgeview Child Care Centre?	71%..... Excellent 14%..... Very Good 14%..... Good 0%..... Fair 0%..... Poor		

Community Partner/Stakeholder Feedback

of surveys distributed 5

of surveys returned 5

% of surveys returned 100%

Question	Results	
	Yes	No
I am aware of Bridgeview Child Care Centre (BVCC) and/or know someone who has utilized the service	100%	

Question	Results				
	Almost Always	Usually	On Occasion	Rarely	N/A
BVCC staff and volunteers possess the knowledge, skills and abilities to provide quality support to those in need.	80%	20%			
BVCC staff are approachable and respond promptly and appropriately to referral and requests.	80%	20%			
Staff at the BVCC are culturally competent, inclusive, respectful and fair.	80%	20%			
BVCC shows resourcefulness, initiative and flexibility in responding to services need/demand.	40%	40%	20%		
Program staff and volunteers work collaboratively as partners and teams within the organization and broader community.	60%	20%	20%		
BVCC is dedicated to helping people help themselves, and to strengthening individuals, families and communities.	60%	40%			
BVCC provides services of value to its clients and community.	100%				
Printed material, website information and other media is readily available and /or easy to find.	40%	40%		20%	
Overall I am satisfied with the quality of the services provided by the BVCC.	80%	20%			
The location of BVCC is accessible, comfortable and secure.	20%	60%			
I would recommend of the BVCC to others.	80%	20%			
Do you have any suggestions on how we can improve our services?	<i>Comment:</i> "I LOVE THE CHILD CARE CENTRE!"				

Some Quality Improvements in Bridgeview Child Care Center this Year:

- Enrollment has increased to 11 children by the end of March. This quarter has reflected the highest rate of revenue to date.
- Enough children are registered to warrant a second full time staff on two out of five days per week beginning in March. With volunteer coverage one day per week, plus these two days, and early arrival one day per week from assistant, break coverage occurs four out of five days per week for full time staff.
- 9 out of 11 families Bridgeview Child Care Families attended the Family Fun Night on March 10, 2015. 80 people attended (included Option's staff and City of Surrey staff.)
- Bridgeview Community Center was approached by Arts Umbrella to do a Head Start Outreach program for families living in the Bridgeview area for children between 2 years and 6 years. For 11 weeks, from January 15 to April 9, from 11:15 to 12:00 noon two facilitators from Arts Umbrella lead children in drama activities. (From April 16 to June 25 there will be 11 weeks of visual art activities.)

Fraser Health Crisis Line (FHCL)

Mental Health Information Line (Provincial and routed) and 1800Suicide Line

This year proved to be a very successful one for the Fraser Health Crisis Line as the program saw an increase in the number of calls, an increase in volunteer satisfaction and an increase in the number of contracted service hours with a minimum of one line in operation 99.99% of the time. Volunteer direct service hours totaled 20,184.8 with paid staff providing an additional 1,571.8 hours. As it has been every year, the staff hours fall well below the 90% volunteer/10% staff ratio cited in our proposal for the centralized service. Although the number of volunteer hours decreased which forced an increase in staff direct service hours, many hours were provided through temporary positions funded with CLABC network dollars. This resulted in increased call volume again this year with a total of 37,023 calls. The annual Volunteer Survey indicated an overall average rating of 4.63 out of a possible 5 (based upon 100 surveys) suggesting that nearly all of volunteers feel adequately prepared for the work, supported by staff and rewarded from making a difference for others.

Outcomes in Fraser Health Crisis Line this Year

MAIN ISSUES	Outgoing Calls	Crisis Line	310Mental Health Support	1800 SUICIDE	Total # of Coded Calls	% of Coded Calls
Mental Health						
• Mental Health concerns	234	3,553	1,375	137	5,299	16.44%
• Grief-Loss	91	897	124	43	1,155	3.58%
• Substance Abuse-Addiction	57	2,271	299	19	2,646	8.21%
Suicide						
• Contemplating suicide	80	454	89	306	929	2.88%
• Imminent suicide risk	6	40	11	31	88	0.27%
• Third party suicide concern	37	213	73	195	518	1.61%
• Suicide survivor	1	10	5	2	18	0.06%
Interpersonal Conflict/Violence						
• Homicide threat	2	20	0	4	26	0.08%
• Child abuse-recovery	4	110	22	4	140	0.43%
• Spousal abuse - battering	5	107	13	1	126	0.39%
• Adult abuse-neglect	4	52	16	2	74	0.23%
• Sexual assault	2	102	17	7	128	0.40%
• Relationship conflict	101	3,759	704	75	4,639	14.39%
• Parent-child conflict	14	569	109	24	716	2.22%
Personal Needs/Concerns						
• Loneliness-isolation	267	6,044	1,256	77	7,644	23.71%
• Physical health	88	1,964	262	33	2,347	7.28%
• Financial-employment	22	954	169	12	1,157	3.59%
• Education-training	0	110	99	1	210	0.65%
• Food-shelter-transportation	36	593	173	15	817	2.53%
• Legal issue	12	179	60	15	266	0.83%
• Victim of crime	4	107	34	13	158	0.49%
Other						
• Referral request	25	613	239	43	920	2.85%
• Complaint call	1	33	18	14	66	0.20%
• Appreciation call	1	52	13	1	67	0.21%
• No listed code appropriate	97	1,675	231	73	2,076	6.44%
• SSU Follow-Up Call	7	4	0	0	11	0.03%
TOTAL # of Coded Calls	1,198	24,485	5,411	1,147	32,241	100.00%

REFERRALS MADE	Outgoing Calls	Crisis Line	310Mental Health Support	1800 SUICIDE	Total # of Coded Calls	% of Coded Calls
Emergency						
• Police/Ambulance/Car 67	22	180	70	84	356	5.80%
• Emergency Shelters	8	126	26	3	163	2.66%
• Ministry of Social Dev. & Innovation	5	43	15	1	64	1.04%
• MCFD and/or HelpLine for Children	10	75	29	8	122	1.99%
Counselling						
• Child Abuse and/or Family Violence	1	40	16	1	58	0.95%
• Addictions	13	130	54	11	208	3.39%
• Legal	4	82	24	8	118	1.92%
• Suicide Prevention	8	58	22	41	129	2.10%
• Community Counsellors	9	364	131	38	542	8.83%
Support						
• Mental Health Centre and/or Professional	39	528	373	108	1048	17.08%
• Medical Facility and/or Doctor	19	218	106	33	376	6.13%
• Community Services and/or Groups	84	930	470	168	1652	26.92%
• Family and/or Friends	11	147	30	21	209	3.41%
Other						
• Information Services	37	595	259	72	963	15.69%
• Program Staff	5	90	13	20	128	2.09%
TOTAL # of Referrals Made	275	3606	1638	617	6136	
No Referral Made	940	21222	4005	598	26765	

CALL OUTCOME	Outgoing Calls	Crisis Line	310Mental Health Support	1800 SUICIDE	Total # of Coded Calls	% of Coded Calls
• Caller IMPLIED an increase in his or her ability to cope	816	13753	3421	758	18748	58.15%
• Volunteer INFERRED an increase in the caller's ability to cope	188	5181	1051	207	6627	20.55%
• NEITHER an implied nor an inferred increase in caller's ability to cope	185	3558	739	169	4651	14.43%
• Call was TERMINATED due to a non-mandated service request	9	1993	200	13	2215	6.87%
Total # of Coded Calls	909	24485	3946	870	32241	100.00%

Call-answer rates unavailable due to software failure.

Outputs

Output Indicator	Targets	Annual Results
Contracted Service Hours*	8760	8751
Unanticipated Non Coverage Hours	0	9
Percentage of Contracted Service Hours	100%	99.99%
Delivered Service Hours**	17520	21,756.6
• Volunteer Service Hours	15768	20,184.8
• Staff Service Hours	1752	1571.8
Calls Received***	45,000	37,023

The desired outcome of a crisis line call is an increase in the caller's ability to cope. In 74.30% of calls requiring a rating either the caller implied such an increase or the call-taker was able to infer an increase through direct observation. The target is a combined total of 75% for caller implied and/or volunteer inferred and therefore, this year's result was just below the target.

Quality Improvements in Fraser Health Crisis Line this Year

- Instituted a call monitoring activity during team meetings in order to ensure staff consistency in assessing volunteer call-takers.
- Created a supply inventory to enhance efficiency in stocking the phone room.
- Implemented use of online surveys with the goal of increasing Volunteer Exit Survey return rates.
- Program Coordinator (no longer with the program) and one of the support staff obtained individual AAS certification.
- Replaced all program computers.
- Revised Service Record in preparation of April 1 implementation.
- CLABC network dollars were used to fund temporary positions enabling us to maintain capacity despite inadequate numbers of volunteers.

Immigrant Settlement Services

1. Immigrant Settlement Program (ISP)
2. Moving Ahead Program (MAP)

1. Immigrant Settlement Program (ISP)

Canada Immigration and Citizenship (CIC) funded settlement services started on April 1, 2014 and will continue until March 2016. The new funding model focused on the following services:

- Needs Assessment and Referrals
- Information and Orientation
- Employment-Related Services
- Community Connections and Support Services (*childminding, translation & interpretation, and transportation assistance*)

These services are for PR holders, GAR's, Protected Person's (Refugees), CIC 'Selected Individuals' and Live-in-Caregivers.

BC Settlement funding: We also received one-year of 'top-up funding' from the BC provincial government to provide settlement services from April 1, 2014 to March 31, 2015 to clients who are not eligible for such services under the CIC settlement program. This program provided services to naturalized citizens, temporary foreign workers and provincial nominees who are still awaiting a letter of approval for permanent residency from the federal government. The program provided information, referral and support in English, Korean, Punjabi and Vietnamese.

Additional funding from CIC: ISP was responsive to unmet/emerging client needs and demands by continuing to adjust course materials, locations and schedules as well as proposing new and additional activities, which were approved for temporary funding from CIC starting in September, 2014 until March 31, 2015. These activities were English Conversation Circle and Older Youth/Young Adult Support Group (Pathfinders).

Utilization of Wage Slippage: With settlement officer approval, the following changes were made to the program:

- Arabic worker hours were increased by 7 more hours because we are seeing a lot more Arabic speaking clients, mostly high need refugees, who require a great deal of support.
- We are also seeing more clients who have sufficient English but still need settlement supports so we added 3 hours per week.
- Hired a Program Assistant because we recognized the need for support in following areas:
 - program, workshops and courses promotion and marketing
 - creating and/or streamlining program forms and assisting settlement worker with development of flyers and posters
 - expanding online registration process such as creating Newcomers Tour registration link on the City of Surrey website.

Outcomes in Immigrant Settlement Program this Year

Immediate Outcomes	Total
<ul style="list-style-type: none"> Clients received appropriate information and services through one-on-one sessions to address settlement needs, attained awareness of community and other resources to deal with settlement issues, and gained knowledge of life in Canada, including laws, rights, and responsibilities. 	2,934 unique clients received information and services through 5168 one-on-one sessions
<ul style="list-style-type: none"> Clients received appropriate information and services through group sessions to address settlement needs, attained awareness of community and other resources to deal with settlement issues, and gained knowledge of life in Canada, including laws, rights, and responsibilities. 	2,515 attendees received information and services through 267 group sessions
<ul style="list-style-type: none"> Clients made connections to community organizations and social networks through our Community Connection activities. 	3,142 attendees made connections through 296 community connection activities
<ul style="list-style-type: none"> Clients acquired knowledge, skills, and connections related to the Canadian work environment through our Employment-Related Activities. 	463 attendees acquired knowledge skills and connections through 46 employment-related activities

Data is collected from OCMS

Immediate Outcomes	Total
<ul style="list-style-type: none"> I have received appropriate information and services to address my settlement needs. 	98%
<ul style="list-style-type: none"> I have a better understanding of Canadian systems and culture. 	98%
<ul style="list-style-type: none"> I know more about how to find other resources in the community to meet my needs and/or family's. 	97%
<ul style="list-style-type: none"> I gained knowledge, skills and/or connections related the Canadian work environment. 	83%
<ul style="list-style-type: none"> I have made connections to communities and public institutions (e.g., recreation centres and libraries). 	77%

Satisfaction Outcomes

of surveys distributed 840

of surveys returned 509

% of surveys returned 60%

SATISFACTION	1	2	3	4	5	Total	Average Rating
I am treated with courtesy and respect in this program.	4	1	8	47	449	509	97%
Staff in the program were professional, skilled and knowledgeable.	3	1	10	62	432	508	96%
I would recommend friends or family to this program/service.	3	1	14	60	430	508	96%
Overall, I am satisfied with the services I received.	3	1	7	55	441	507	97%

1 = Strongly Disagree

2 = Disagree

3 = Neutral

4 = Agree

5 = Strongly Disagree

Quality Improvements in Immigrant Settlement Program this Year

- As the service demand at Surrey Libraries continued to grow, we expanded service hours and locations in Surrey Libraries from April 1, 2014.
- The steering committee for Settlement Workers in Recreation Centres was re-arranged with the City of Surrey and other three CIC funded immigrant service agencies: SUCCESS, PICS and DIVERSEcity. Outreach service schedules were updated so that we can reach more newcomer clients and connect them with their community.
- The World Refugee Day Celebration was held in partnership with DIVERSEcity, SUCCESS, PICS and the City of Surrey at Guildford Recreation Centre. Three hundred and fifty (350) refugee clients participated.
- Community Connection activities in partnership with the City of Surrey such as Settlement Services in the Recreation Centres, Somali Youth Support Group, Tour for Newcomers led the clients to access recreation centre services.
- Because of the success of Newcomer Tours and the strong relationship that has been built with the City of Surrey, the Surrey Arts Centre initiated additional Arts Centre specific tours for our clients, with free pottery classes.
- Held three very successful Family Days in partnership with Guildford Recreation Centre and Fleetwood Recreation Centre. Approximately 140 clients and their family members had the opportunity to access and explore a variety of City employee-led recreation centre activities for free. We also started providing Chinese outreach services at Semiahmoo Library and moved our Korean outreach services to South Surrey Recreation Centre. We are now reaching a higher number of Korean and Chinese clients.
- By offering the Pathfinders Youth Support Group at the Delta Community College and Guildford Library, we were able to make it more accessible to clients and there was a high registration rate, especially from Delta LINC classes.
- *Girls on the Move*, our new initiative in partnership with the City of Surrey has been very successful and has had high regular participation from vulnerable populations such as Somali and Arabic.

Employment-Related Services

- Many clients got hired through our employment-related activity, Meeting Employers Series. These sessions to network directly with the employers opened up employment opportunities to clients and also increased their knowledge of industry trends.
- Many participants successfully achieved employment as a result of their participation in the 4-week labour market information (job search) courses.
- **OCMS / iCare:** A new in-house data collection system, the OCASI Client Management System (OCMS), was purchased and implemented to collect all data required by CIC. OCMS training was provided to all staff.
- **Constant Contact:** We started using the Constant Contact mass email distribution system in response to agency mass email distribution policies and the new Canada's Anti-Spam Legislation (CASL). Also through Constant Contact, we have developed a registration link on City of Surrey website so that clients can register for Newcomer Tours online.

2. Moving Ahead Program (MAP)

The primary purpose of the Moving Ahead Program is to help vulnerable immigrant and refugee clients gain the capacity to cope with their issues and associated barriers and to acquire sufficient skills to participate in Settlement & Integration Programs and/or other community services and programs.

Moving Ahead delivers an integrated, holistic, wraparound service model to facilitate the empowerment of immigrant, refugee and newcomer individuals, from youth to older adults, who are experiencing multiple barriers to settlement and integration. Services are provided in first language and clients receive intensive support in moving ahead toward achieving the goals set with their Moving Ahead Counsellor.

Outcomes in Moving Ahead Program this Year

- Client outcomes: this section should be completed by the client, as it intends to gather information from their perspective by using the scale from 1 to 5, with 1 being strongly disagree and 5=strongly agree, if not applicable put in N/A.
- Overall Level of Need: This is a rating provided by the case manager based on his or her own judgement. Rate the level of need using a scale of 1 to 5, where 1 is “Very low” and 5 is “Very high”.

1. Accessing Services

- a. I know how to get the services I need to settle in Canada (for example, housing information, employment counselling, tax and government benefit information, etc.)

	At Intake						At Exit					
	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Apr-Jun14												
Jul-Sept	10	3	3	0	0		2	0	4	9	1	
Oct-Dec	9	7					2	0	4	3	10	
Jan-Mar15	12	6	2					3	11	5	1	
Total	31	16	5	0	0		3	3	17	17	12	

- b. I know how to get the language training I need (for example, written or conversational language training, job-specific language training, etc.)

	At Intake						At Exit					
	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Apr-Jun14												
Jul-Sept	10	2	3	1	0		3	2	4	6	1	
Oct-Dec	7	9					1	1	5	3	9	
Jan-Mar15	12	7	1				1	2	11	4	1	1
Total	29	18	4	1	0		4	5	18	13	11	1

- c. I know how to get the services I need to pursue my career (for example, education, qualification recognition, business licence information, etc.)

	At Intake						At Exit					
	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Apr-Jun14												
Jul-Sept	10	2	4	0	0		3	2	5	5	1	
Oct-Dec	9	7					1	2	5	6	5	
Jan-Mar15	14	5	1				1	3	10	5		1
Total	33	14	5	0	0		4	6	19	16	6	1

2. Social Connections

- a. I have developed social connections, including meeting people and making friends, by participating in activities in my community.

	At Intake						At Exit					
	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Apr-Jun14												
Jul-Sept	7	3	6	0	0		1	1	5	8	1	
Oct-Dec	5	6	4	1			1	1	3	6	8	
Jan-Mar15	13	5	1	1			1	2	8	9		
Total	25	14	11	2	0		2	4	15	22	9	

- b. I have a strong connection with my community.

	At Intake						At Exit					
	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Apr-Jun14												
Jul-Sept	3	5	7	1	0		1	1	4	10	0	
Oct-Dec	5	7	3	1			1	2	3	5	8	
Jan-Mar15	10	8	2				1	2	7	10		
Total	18	20	12	2	0		2	4	13	25	8	

3. Official Language Skills

- a. It is easy for me to communicate in English while doing daily activities (e.g., understanding signs or instructions, performing my job or speaking with others in my community).

	At Intake						At Exit					
	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Apr-Jun14												
Jul-Sept	10	1	5	0	0		3	4	4	4	1	
Oct-Dec	10	5	1				0	3	9	7	0	
Jan-Mar15	13	6	1				2	4	10	4		
Total	33	12	7	0	0		5	10	21	15	1	

b. It is easy for me to understand English media (newspapers, TVs, radio, internet).

	At Intake						At Exit					
	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Apr-Jun14												
Jul-Sept	10	1	5	0	0		3	7	3	3	0	
Oct-Dec	13	2	1				1	8	8	2	0	
Jan-Mar15	13	6	1				2	5	11	2		
Total	36	9	7	0	0		5	19	21	7	0	

4. Employment

a. I have the information I need to pursue my career goals.

	At Intake						At Exit					
	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Apr-Jun14												
Jul-Sept	9	4	2		0	1	4	2	5	4	1	
Oct-Dec	8	8					1	1	5	8	4	
Jan-Mar15	14	5	1				1	6	9	3		
Total	31	17	3		0	1	5	9	18	14	5	

5. Life in Canada

a. I know the basic laws in Canada (in other words, what is legal and what is not).

	At Intake						At Exit					
	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Apr-Jun14												
Jul-Sept	8	3	5	0	0		2	3	11	0	0	
Oct-Dec	4	11	1				1	1	3	6	8	
Jan-Mar15	11	6	2	1				1	2	9	8	
Total	23	20	8	1	0		2	5	15	14	16	

b. I know enough about my rights and responsibilities in Canada.

	At Intake						At Exit					
	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Apr-Jun14												
Jul-Sept	9	2	5	0	0		2	3	9	2	0	
Oct-Dec	5	10	1				1	1	2	7	8	
Jan-Mar15	10	7	2	1			1	3	8	7	1	
Total	24	19	8	1	0		3	7	19	14	9	

c. I am comfortable with my understanding of Canadian culture.

	At Intake						At Exit					
	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Apr-Jun14												
Jul-Sept	7	4	5	0	0		1	1	5	9	0	
Oct-Dec	6	7	3				1	1	2	5	10	
Jan-Mar15	11	7	1	1			1	3	8	8		
Total	24	18	9	1	0		2	5	14	21	10	

6. Overall Life in Canada

a. I am satisfied with my experiences living in Canada.

	At Intake						At Exit					
	1	2	3	4	5	N/A	1	2	3	4	5	N/A
Apr-Jun14												
Jul-Sept	4	2	6	2	2		1	1	4	8	2	
Oct-Dec	3	10	3				1	1	3	5	9	
Jan-Mar15	12	5	1	2				3	1	15	1	
Total	19	17	10	4	2		1	5	7	27	12	

Average Overall Level of Need

At Intake	At Exit
5	2

Quality Improvements in Moving Ahead this Year

- Both individual and group sessions on managing stress and healthy boundaries helped address struggles and concerns of staff dealing with extremely traumatized clients. Weekly self-care activities have been implemented at team meetings.
- Workshop attendance has improved dramatically since we have taken suggestions from both clients and counsellors for topics into consideration. One of the topics they requested was the driver's knowledge test. Two of our clients passed the driver's knowledge test after taking the driver's knowledge test preparation sessions.

Stopping the Violence Services

1. Transition Houses
 - a) Evergreen (EV)
 - b) Virginia Sam (VSam)
2. Threshold Multicultural Outreach (TO)
3. Children and Youth for Domestic Peace (CYDP), *previously Children Who Witness Abuse (CWWA)*

1. Transition Houses

The Transition House programs supports women and their dependent children who have experienced or are at risk of experiencing abuse, threats or violence by providing access to safe, secure, and confidential services, including information and supports for decision-making, short-term shelter or housing, referrals to other services and links to affordable housing. The Transition House program provides shelter and related services which are accessible on a 24 hour basis, 365 days a year.

This was another very busy year for the Transition Houses with demand for services clearly on an upward trend. Between the two houses, 1,337 women and 710 children were referred (up 36 women and 137 children from last year). Another 1794 moms and their children were referred elsewhere.

The average length of stay increased approximately 16% from last year; while the percentage of clients staying 30+ days decreased almost 10% compared to last year. This is due to the difficulty in finding affordable housing for larger families, and immigrant/refugee women without status and thus having no financial assistance for housing and related services.

Three top cultural groups served:

- Aboriginal 38% 25 (23)
- South Asian 20% 13 (10)
- Caucasian 20% 13 (2)

Outcomes in Evergreen Transition House this Year

Measure: Post - test	80% Target (% of Improved)	RESULTS					% Improved (Agree/ Strongly Agree)
		5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree	
I felt supported and have progressed in achieving the goals I set for myself.	80%	26	20	2			96%
I have greater confidence in accessing community resources and supports when I need them.	80%	21	23	4			92%
I felt emotionally supported during my time of crisis.	80%	28	18	1	1		96%
I have a greater understanding about the effects of relationship abuse on me (and my children, if any).	80%	22	22	4			92%
I (and my children, if any) have developed a safety plan that fits my needs.	80%	16	24	8			83%
I have access to safe accommodation upon leaving the transition house	80%	28	16	4			92%
I feel that I can return to a transition house in the future, if needed.		26	20	2			96%

Out of 64 outcome surveys:

- 48 surveys were completed
- 16 were not completed

Overall 75% of outcome surveys were completed; 25% of surveys were not completed due to language barriers, for unknown reasons, or clients not returning to the program.

Outcomes in Virginia Sam Transition House this Year

Measure: Post - test	80% Target (% of Improved)	RESULTS					% Improved (Agree/ Strongly Agree)
		5 Strongly Agree	4 Agree	3 Neutral	2 Disagree	1 Strongly Disagree	
I felt supported and have progressed in achieving the goals I set for myself.	80%	20	11	1			96.8%
I have greater confidence in accessing community resources and supports when I need them.	80%	22	8	2			87.5%
I felt emotionally supported during my time of crisis.	80%	23	8	1			96.8%
I have a greater understanding about the effects of relationship abuse on me (and my children, if any).	80%	20	10	2			93.75%
I (and my children, if any) have developed a safety plan that fits my needs.	80%	14	13	4	1		84%
I have access to safe accommodation upon leaving the transition house.	80%	19	13				100%
I feel that I can return to a transition house in the future, if needed.	80%	24	7				96.8%

Out of 64 outcome surveys:

- 37 surveys were completed
- 27 were not completed due to language barriers, for unknown reasons, clients not returning to the program and client being discharged for not being able to follow the rights and responsibilities.

Overall 78% of outcome surveys were completed.

Quality Improvements in the Transition Houses this Year

- Soup Sisters & Broth Brothers continuing to provide soup for EVTH clients; MLA Stephanie Cadieux volunteered several times to make soup, once with personal friends, and another with her caucus.
- Logic Model, Consumer Satisfaction, and Outcome Surveys formats improved.
- Renovations completed Virginia Sam
 - Entire first floor replaced with marmoleum courtesy of BC Housing. House was closed for five weeks so in the interim alternate plans were made with BC Housing for women and children needing transition house services
 - Bedrooms and staff office painted
 - Purchased three new sofas
- Renovations/Additions to Evergreen

- Purchased new sectional; Purchased two TVs
- Client computer replaced by IT
- Purchased door locks for all office and bedroom doors
- Security camera system installed at Evergreen
- Fire Safety Plan created by Vision Fire & Safety for Evergreen (similar to VSTH's), which will include an evacuation plan

2. Threshold Multicultural Outreach (TMO)

Threshold Workers provide crisis counselling, emotional support, practical information, advocacy, and resources to women who have experienced or are at risk of experiencing relationship abuse, threats or violence in an intimate relationship, including historical sexual abuse and sexual assault. When providing services outreach workers will consider as primary women's safety and respect for the right of women to make choices based on their own understanding of their options, needs and goals. Services are provided to women who have left their abusive partners as well as those who have decided to remain in their relationships.

Outcomes in Threshold Multicultural Outreach this Year

Of the women who have left the program:

- 100% of women experienced increased social support in their communities
- 100% of women experienced an increased understanding of the effects of domestic violence
- 100% of women felt supported emotionally
- 100% of women experienced increased awareness about resources (child support services, health, legal, financial, housing, immigration, etc.) to enhance their options.
- 100% of women began to feel better about themselves
- 100% of women had a safety plan that meets their needs (protection orders, risk assessment, safety plan for their children, etc.)

The 100% target is achieved primarily because the Outcomes Survey has not been translated into Punjabi and Hindi. Initially, when surveys were mailed there was a 0% response rate. Staff then completed the forms with staff who acted as translators - which certainly would have biased clients to rate favourably. When the forms are presented in Punjabi and/or Hindi we expect the results to be more accurate.

Quality Improvements in Threshold this Year

- Consumer Satisfaction and Stakeholder Surveys were revised
- Safety plan was revised to be more personalized and encourage greater client involvement (i.e., the items on the plan include more inclusive and open-ended strategies)
- Reviewed and revised Logic Model; Outcomes Survey was revised to reflect the Model
- Information about Threshold was handed out at NA and AA agencies.

- Workshops were provided at the local high schools on relationship abuse and the law. Staff worked with a financial advisor to work on budget, credit and debt issues that clients are facing.
- Staff facilitated workshops at local high schools on dating violence and abuse. The feedback was positive; lots of useful information, 180 students took part in the workshops.
- Staff worked with family doctors to promote services; at the doctors' request, in two cases staff met clients at the doctor's office as the clients had not left the abusive relationship but needed a safe person to talk to. This also protected the clients from being overheard by their partners.
- Staff reviewed our client risk assessment protocol and researched lethal and extremely dangerous behaviour.

3. Children and Youth for Domestic Peace (CYDP)

The CYDP program provides group and individual counselling services for children who have witnessed abuse, threats, or violence in the home, and who are between the ages of 3 to 18 years of age. This year the program provided "Violence is Preventable" presentations for 479 students. This year the program operated with one staff for much of the year due to hiring a second counsellor who left within weeks for a better offer, and then re-hiring and training a second time. Despite this lag, numbers served are down only 20-24%.

- Total # of 1:1 counselling sessions provided= 128
- Total # of attendance for groups = 91
- Total # of support/counselling sessions for mothers = 67
- Total # of intake meetings = 61
- Total # of crisis calls = 64
- Total # of attendance for community educational presentations = 479

Outcomes in Children and Youth for Domestic Peace this Year

- 88% of parents reported an increase in their child's self esteem
- 71% of parents reported an increase in their child's ability to name and express feelings
- 59% of parents reported an increase in their child's ability to express anger in a healthier way
- 82% of women who report an increase in their child's ability to keep herself or himself safe

Quality Improvements in Children and Youth for Domestic Peace this Year

- Implementing Nucleus database
- Improving engagement of mothers in counselling process
- Renewed logic model and outcome measurements to be programmed into new database
- Improved satisfaction survey response rate

Mental Health and Supported Community Living Services

1. Clubhouses
2. Community Living(CL)/Supported Housing - Surrey, White Rock (SIL)
3. Youth Supported Independent Living (YSIL)
4. Transitional Living Program (TLP)

OCS provides a wide range of housing, supported/subsidized housing and mental health support services including three Clubhouses, two shelter locations with shelter outreach workers attached, several units of transitional housing, approximately 200 housing subsidies, more than 80 units of subsidized housing, and outreach support to mental health service consumers living in the community.

1. Clubhouses

A greater emphasis has been placed over the past year on a community-based, recovery focus in the Clubhouses. Members are encouraged to take on greater leadership roles and responsibilities in the planning and execution of daily activities. As well, a greater focus on vocational pursuits has resulted in a variety of pre-employment related activities, expanded Therapeutic Volunteer Program, Supported Work and Competitive Employment programs, and a variety of guest speakers presenting in the program. All three sites continue to strengthen vocational programming in the coming year, as well as focus on the aging membership, young adults, and other trends relating to cultural diversity.

Outcomes in the Clubhouses this Year

Surrey Clubhouses (aka the ROOST and New Frontier)

Measure: Members who report the quality of their life has improved stayed the same or worsened in the past year.	Target (% of Improved)	RESULTS			
		% Improved	# Improved	# Stayed the Same	# Worsened
As a result of being a member of the Clubhouse	70%	75%	76	25	1

As a result of participating in the following activities:

• Personal Life	70%	73%	34	12	0
• Pre-Employment	50%	65%	28	14	1
• Leisure	60%	65%	52	26	1
• Employment	50%	75%	15	5	0
• Education	50%	50%	4	4	0

Whale House (White Rock)

Measure: Members who report the quality of their life has improved stayed the same or worsened in the past year.	Target (% of Improved)	RESULTS			
		% Improved	# Improved	# Stayed the Same	# Worsened
As a result of being a member of the Clubhouse	60%	70%	71	30	1

As a result of participating in the following activities:

• Prevocational	65%	75%	36	12	0
• Educational	60%	65.5%	19	12	0
• Personal Life	60%	66%	20	10	1
• Leisure	65%	67%	55	35	0

Quality Improvements in Clubhouses this Year

- High client satisfaction ratings in all sites
- Semi-annual and annual reviews have strengthened communication between case managers and Clubhouse staff
- Improved referral process and new service/recovery plans to meet members' needs and goals, and to provide opportunities for these individuals to reach their goals.
- Consistent monitoring for each team member to complete mandatory training required by OCS, as well as support to attend additional training, as required.
- Increase in the number of members finding and achieving both supported and competitive work placements

2. Supported Community Living and Housing Programs

The 2014-2015 year was a year of growth in our Supported Housing Programs. As indicated below, there were many significant achievements and increases to our housing programs. The addition of 18 new SIL subsidies, another Sutton Apartment unit, support hours for Sandell House residents along with the upcoming conversion of one of our Congregate Houses into an Assisted Living resource, allow us to service more clients and offer a continuum of support as they may graduate from program to program. Client files are now on our Nucleus database system which allows for continuity with documenting, data collection and tracking statistics.

Outcomes in Supported Community Living and Housing this Year

As a result of the Supported Living Program
(strongly agree/agree and neutral responses)

	SIL	CLS	Congregate	Bridging	Sutton	Sandell
I have learned more skills to live independently.	100%	100%	100%	100%	100%	100%
My housing is more comfortable, safe and secure than before I joined the program.	91%	100%	100%	100%	100%	100%
I am more connected and/or aware of community services than before I joined the program.	94%	100%	100%	100%	100%	100%
I am treated with courtesy and respect in this program.	100%	100%	100%	100%	100%	100%
The staff are respectful of my privacy and confidentiality.	97%	100%	100%	100%	100%	100%
I have been informed of my rights and responsibilities as a client of this program.	97%	100%	100%	100%	100%	100%
Overall, I am satisfied with the services I received.	100%	100%	100%	100%	100%	100%

**The above figures are based on returns of 60 surveys out of 91 surveys distributed (average 66% return rate).*

Quality Improvements in Supported Community Living and Housing this Year

- **Supported Independent Living** - During the 3rd quarter, the Supported Living program was notified by Fraser Health that we had been awarded an additional 18 subsidies which would increase our staffing by 1 FTE.
- **Sandell House -The Supported Living Program** was awarded 21 hours for another part time staff to service our Sandell House program.
- **Sutton Apartments** - One additional unit at Sutton Apartments will be added to our portfolio.
- **Congregate House** - FHA and OCS are moving forward with plans to increase capacity of House 2 and move towards an Assisted Living Support model. Renovations have been initiated and almost completed to add an additional bedroom, bathroom and common area in the house. Staffing hours will also be increased to allow for 7 hours/7 day coverage. We have also started the application process for Assisted Living registration.
- **SIL - BBQ/picnic**: During the summer, we held our SIL/CLS barbeque/lunch at Bear Creek Park which was attended by a large number of our Supported Living Programs clients and staff. Those taking part in our picnic games were rewarded with gift cards. This social event was enjoyed by all and has become a much anticipated annual event for many of our clients.
- **Increased Social Recreation opportunities** - Staff continued to facilitate many social/recreational groups over the 2014/2015 year - coffee/chat group,

weightlifting/workout, walking groups, bowling, movie groups, etc. New and ongoing groups are discussed at all monthly team meetings.

- **Files** - Our client files are peer reviewed as a team every quarter for content/completeness. All client files have been switched over to the Nucleus database system which allows for continuity with documenting, data collection and tracking statistics.

3. Youth Supported Independent Living

The Youth Supported Independent Living (YSIL) program is an outreach and housing program providing young persons with a mental illness with a variety of independent living support services. The program provides specialized one-to-one support services to those referred into the program as well as a rental subsidy to financially assist the young person to live in market housing. We have up to 5 rental subsidies available. These are currently filled to capacity.

This program is a component of the Clubhouse Without Walls; a consortium of programs/services that provide a seamless continuum of services for older youth/young adults living with a mental illness. Referrals come from the Child and Youth Mental Health teams from Surrey and White Rock.

The clients experienced many successes this year from securing stable, safe, affordable housing, to getting competitive employment, and one had a child.

Outcomes in Youth Supported Independent Living this Year

Our satisfaction survey return rate was greatly improved this year; all 5 surveys distributed were returned (100% return rate). The feedback received is very positive and reflects the quality work and rapport building skills of the program staff. The following table shows the responses that we received back.

As a result of the Youth Supported Independent Living Program (strongly agree/agree and neutral responses)	YSIL
I am treated with courtesy and respect in this program	100%
The staff is respectful of my privacy and confidentiality	100%
I have been informed of my rights and responsibilities as a client of this program	100%
I help plan my services and set goals I want to work on	100%
Overall, I am satisfied with the services I received	100%

Areas to be Improved/Enhanced

One of our questions in our consumer survey asks: “*What additional services would you like to see provided?*”

	YSIL
What additional services would you like to see?	<ul style="list-style-type: none"> • Spiritual groups, more outings with the program youth. • Perhaps a gym membership or free access to another form of fitness

YSIL staff along with clients, access all social and recreational opportunities offered through the Clubhouse without Walls and the Healthy Lifestyles Program. Some of these activities include meditation, bowling, and walking groups. Other social outings offered included hiking, driving range, pizza and game night, and movie groups. Clients are encouraged to contribute suggestions and feedback. Funding has also been made available through the program to cover the cost of bus tickets, gym membership and/or passes.

Evaluation of Program Objectives

- To increase the clients’ ability to manage their daily living activities through the provision of education, training and support;
- To increase the clients’ stability in the community, decreasing their dependence on the formal mental health system, through the provision of specialized support.

As a result of the Youth Supported Independent Living Program (strongly agree/agree and neutral responses)

	YSIL
I have learned more skills to live independently	100%
My housing is more comfortable, safe and secure than before I joined the YSIL program	100%
I am more connected and/or aware of community services than before I joined the program	100%

Some Quality Improvements in Youth Supported Independent Living this Year

- Increased recreational opportunities
- 100% satisfaction with 100% survey return rates
- Maintained full capacity all year
- Transitioned all client files from paper to electronic

4. Transitional Living Program (TLP)

The Transitional Living Program (TLP) provides life skills training and housing for individuals living with a chronic and persistent mental illness. The target population for this program is those individuals whose illness severely impacts their ability to live independently. Subsidized housing is provided in shared accommodation situations and in independent suites in market housing. The programming is out reach in nature and is guided by the principles of Psycho-Social Rehabilitation (PSR).

2014-2015 has been a year of preparations for the Transitional Living Program - preparations to close our remaining Congregate House, preparations to transfer files to an ECR system (Nucleus) and preparations for our COA site visit. In addition this year the program made significant efforts to use the responses from the annual client survey to inform social/rec programming for the year.

This year we also closed Columbia House, (our last remaining congregate home) as the landlord gave us notice on the lease. Clients residing in the home indicated that they would prefer to live independently in market housing versus another congregate setting. This being said, we consulted with BC Housing to transform the subsidy attached to Columbia House as a whole into individual subsidies to support the tenants moving into independent living situations. In total 4 clients were supported in moving into their own apartments.

The implementation of Nucleus (Electronic case record system) had the latent benefit of allowing us the opportunity to update our documentation formats and also examine our program work flows. As a result, several forms were updated to incorporate new language (as per our funder) but also with a view to incorporating better tracking of outcomes. Risk assessments, service plans, and progress notes were all updated.

In preparation for our COA site visit, a significant portion of the year was dedicated to ensuring that the program remained in compliance with existing COA standards and also adhered to new standards. In doing so, the program was again provided with the opportunity to examine and refine program practice.

Outcomes in Transitional Living Program this Year

Outcome Measures	Target	RESULTS		
		% Strongly Agree and Agree	Neutral	# Strongly Disagree and Disagree
My housing situation has improved	80%	83%	17%	
My skills to live independently have improved, such as cooking, home management	80%	75%	28%	
My overall health and wellness has stabilized and/or improved	80%	92%	8%	
I feel more connected to the resources in my community	80%	67%	33%	
I have more social contact	80%	84%	17%	

We are pleased to report that 92% of respondents reported improvement/ stabilization in their overall health and wellness. The client report of program meeting outcomes is mostly positive in that in most areas, targets were met. Areas where the scores are lower relate to connectedness to resources and skill-building; however it is entirely possible that these

responses are from respondents who have been in the program for longer and have reached a plateau in terms of learning new skills.

Quality Improvements in Transitional Living Program this Year

- Transition of files to Nucleus. This transition allowed us to update current documents to mirror new SIL program guidelines that have been implemented by our funder, Fraser Health.
- In addition we were able to start looking at a process of client directed annual progress reviews that will incorporate a review of outcomes achieved. Currently we are working on implementing an outcomes module via Nucleus.
- Nucleus implementation also facilitated the update of several of our documents, most notable is an upgraded (although “work in progress”) Service Plan document, a revised and much more comprehensive risk assessment and a standardized progress note template to provide a more detailed description of client presentation using standardized language.
- This year we were able to continue our tradition of hosting Christmas dinner for clients (other residents of Hazel Villa invited also) at a restaurant in the community. This dinner was possible because of the collaboration with and a donation made by the restaurant.
- Our satisfaction survey revealed that lower numbers (67%) of clients felt that they were not connected to community/resources. The program saw this as an opportunity to create more space for clients to develop relationships and peer supports. These “spaces” were created by developing more group programming that was client directed. Clients were invited to two planning sessions where their collective input was used to direct group programming. The program has also made more of a concerted effort to connect clients with the Clubhouse and other community-based resources.

Homeless and Housing Services

1. Hyland House Shelters
 - a) Hyland House Newton
 - b) Hyland House Cloverdale
2. Homeless Outreach Services

Hyland House Newton and Hyland House Cloverdale typically operate at 102% capacity due to intakes and discharges overlapping. Hyland House Services worked with 865 different people at the Shelters in the last year, up from 723 in 2013-14. The Outreach program dealt with 1,102 unique individuals at that same time, up from 983 last year. Eighty percent of the individuals engaged with the services were from the Surrey/White Rock/Delta Area.

The turn-away count this year was 5,999, up from 5,636 last year. This is the number of requests for services and not the number of individuals turned away. In each case, the request was referred to an alternate service that could help.

The average age of shelter users at Cloverdale and Newton is 50 years, with the oldest resident being 96 years of age. People aged between 45-64 comprised 60% of the population served. 30% of the people served were aged 55-64.

Hyland House Newton is the Shelter in Surrey where most of the older homeless people go for service. Part of the demand for service is attributable to Hyland Newton being the only single room co-ed shelter south of the Fraser River. The Newton program is adapting to the complex needs of homeless seniors.

Development of the Cloverdale shelter site has a commitment of construction funding from BC Housing. They have committed funding to build the project. Land fill operations are expected to begin by the summer of 2015. The community in Cloverdale is extremely supportive of the Shelter and has been providing donations over the past year. A fundraising group supported by the Surrey Homeless and Housing Society is working with us to fundraise an additional \$300,000.00 for this project.

Outcomes in Shelters this Year

	Strongly Agree		Agree		Neither		Dis-agree		Strongly Disagree		Don't Know		No Response		Total #
	#	%	#	%	#	%	#	%	#	%	#	%	#	%	#
I feel welcomed at this shelter	35	78	4	8	5	10							4	8	45
I feel safe at this shelter	37	82	3	4	5	10									45
Shelter rules were explained clearly to me	30	66	7	15									8	17	45
I was told how to make a formal complaint	34	76	6	13	3	6							2	4	45
I feel that staff listen and respond to my complaints or concerns	33	73	9	20	2	4							1	2	45
I am treated fairly	30	66	9	20									6	13	45
The staff provide me with information on the services I need.	34	73	7	15	4	8									45
I am getting enough to eat while I stay here	36	80	3	6	6	17									45
I am satisfied with the quality of the food	33	73	6										6		45
Sleeping area	35	77											10	22	45
Dining area	34	76											11	24	45
Bathrooms	29	64	9	20									7	15	45
All other areas	33	73	7	15									5	11	45
Overall, I am satisfied with this shelter.	37	82											8	17	45

(reflecting fourth quarter)

Quality Improvements in Shelters this Year

- There were no turn-aways during extreme weather operations. The White Rock Shelter met the demands and did not have to leave anyone in the cold.
- OCS was informed that the Homeless Partnership Collaboration was in the process to be approved. The other agencies involved are: Elizabeth Fry, Sources and Lookout.
- Expanded outreach capacity, rental access, rent supplements and other supports available to homeless individuals.
- Funding Strategy for Cloverdale construction has been implemented.
- Supported the implementation of a hospital to shelter communication strategy with FHA, via Shelternet.

Youth and School-based Services

1. Youth Services - Intensive Support and Supervision/Independent Living (YS)/Gen Y? TV (GenY)
2. Services to Access Recreation and Resources (STARR)
3. Options for Schools (OFS)

1. Youth Services

This year, there were a number of successes and improvements made in the Youth Services program. The program exceeded its contractual Service Unit Hours; practicum students and volunteers provided an additional 618 hours of service; and 76% of youth reported an improvement in their life skills.

One of the major achievements in the program was the implementation of Nucleus (the agency's new client management system). Staff worked diligently in the process of transferring all "hard" client files to the new paperless system. By the end of the fiscal year, all client files were transferred. Staff reported a significant improvement in accessing client information on the new system.

In November, the Youth Services program hosted a fundraiser in partnership with PCRS and raised enough money to allow over 50 youth and their children to enjoy an elaborate Christmas Dinner at a banquet hall. In addition to the meal guests also received gifts. In March, youth connected to the Surrey Youth Resource Centres and received \$50,000.00 from a community donor who wishes to remain anonymous. The money will to be used to support at-risk youth in achieving their educational and/or vocational goals.

"Generation Why?" the longest running television program on Shaw Cable, produced by Options, continues to run under the Youth Services umbrella. The purpose of this program is to allow teens to produce television features that will assist their peers to make positive life choices, highlight youth in the community, and to guide the adult viewers in understanding youth culture and issues. In January 2015 Gen Why launched its own YouTube Channel.

Outcomes in Youth Services this Year

- 76% of youth improved in their life skills.
- 33% of assessed youth reported a decrease in their criminal involvement.
- 87% of youth had an increase of awareness of community resources.

2014-2015

Program	Expected Outcome	Contracted Hours	Value Added Hours	Total # of Clients Served
Curfew Monitoring		3,239	315	91
ISSP (1-1)		4,634		54
YJ Total Service Unit Hours	6,055	7,873	315	145
Youth Transitioning	4,844	5,792	303	86
Total Service Hours	10,953	13,665	618	
Total Youth Participants	250			231

Youth Services exceeded its contractual Service Hours (direct client service) obligations by 2,712 in 2014-15. The number of youth served in the program was 231 - somewhat lower than the expected outcome of 250. This slightly lower number is a result of referring professionals requesting repeat service extensions to ensure clients have their needs fully met before being discharged.

Quality Improvements in Youth Services this Year

- Youth Services staff were all enrolled on Relias Learning to track training and provide additional online resources.
- There were 618 value-added hours provided in the program by practicum students and volunteers.
- Due to fundraising efforts, staff were able to raise enough money to host a Christmas dinner for approximately 60 vulnerable Surrey youth and their children.
- Youth at the All Nations Safe House, The Surrey Youth Centre, and the TREE's school program, were able to utilize the warm weather clothing that were donated by the Vancouver Coliseum.
- Youth Services has published the Stakeholder Feedback Form and the Client Feedback Form online.
- Youth Services improved curfew checks by implementing a quadrant check system.

Value-Added Programming in Youth Services

- **Surrey Youth Independent Housing Program (SYIH)**

The SYIH program was able to continue to operate even though the pilot funding via Vancouver Foundation ended in May 2014. Participants were able to continue to receive one-to-one housing support due to the success of securing various community funding opportunities. The sustainability of the program is attributed through the support of Vancity, Surrey Homelessness and Housing Society, and BC Housing.

- **Surrey Summer Boot Camp (SSBC)**

In July and August, Youth Services offered the SSBC, a program for youth interested in challenging their strength and physical endurance. In addition to increasing athletic abilities, youth were also able to enjoy well-balanced meals and snacks, receive adequate

footwear and safety gear, and gain exposure to the beautiful landscapes that BC has to offer.

- **OCS Computer program**

OCS partnered with BC Technology for School to offer vulnerable youth and families computers for \$75.00 for the pursuit of educational goals. These refurbished computers come with a 6 month warranty and software.

- **Youth Transitioning Project**

In September 2014, OCS partnered with the Fraser Valley University to examine issues associated with youth in care of the government and their preparedness for independence.

- **SYIH Evaluative Report**

This report evaluates the effectiveness of the SYIH program over a period of 3 years - the duration of the pilot project. The report demonstrates the benefits of intensive support services for youth and the lessons learned along the way of program development. The evaluation process was funded by Vancouver Foundation.

- **McCreary Foundation: *Street Youth Project***

OCS and a number of community agencies throughout the province worked in partnership with the McCreary Foundation to conduct research on street entrenched youth. OCS was responsible for supervising the 2 youth researchers that collected data for the Surrey region.

2. Services to Access Recreation and Resources Program (STARR)

STARR offers recreational opportunities for children aged 5-13 in four designated schools. This includes:

- spring and summer break camps
- during school leadership opportunities
- after school activities

STARR made some great quality improvements and reached two big goals this year. The program has developed a better methodology to make connections with parents/caregivers allowing us to provide more support to the family unit. In 2014-15, 232 parents utilized the support of the STARR staff. We also made connections with the Cloverdale area and will be providing services to two elementary schools in Cloverdale next school year.

Outcomes in STARR this Year

Outcome	Indicators	Data
Positive Social Skills/Competency. Children and Youth interact more effectively with peers and adults due to participating in critical-hours programs.	Relationship with peers. 20% of participants who have an improved relationship with their peers.	20 targeted children were focused on for the pre & post data collection. %'s show increase in positive behaviour. KB Woodward No data James Ardiel No data Forsyth No Data Holly No data
Leadership. Children and youth have the opportunity to gain leadership skills due to participation in critical-hours programs.	Leadership roles. 80 children will participate in leadership roles at their school within critical-hours programs.	# of children who participated in STARR leadership activities. KB Woodward 91 James Ardiel 89 Forsyth 70 Holly 124
Improved relationships with non-related adults. Children show an increased willingness to interact with a non-related adult on a meaningful level.	Relationship with adults. 60 children will demonstrate a positive relationship with non-related adult, (STARR Staff).	Number of children who show significant connecting with STARR Staff. KB Woodward 62 James Ardiel 58 Forsyth 12 Holly 83

Client Satisfaction

Question on a scale of 1 to 5 (1 = dissatisfied, 5 = satisfied),
Please rate your experience with:

Average score 4.375

1. What were the best things about the STARR program or activity that you participated in?	Tiny town, field trips, stock market, Olaf, volcanoes and Gingerbread House competition.
2. What were the worst things about the STARR program or activity that you participated in?	Nothing, volcanoes and baking club was only once a week.
3. Are there any other programs that you would like to see in your school or skills that you would like to learn (first aid, babysitting, other?) Please describe.	Fieldtrip club and more baking club.
4. Have you made any new friends while being in a STARR program? If so, how many?	5.5 on average out of 55 surveys
5. I am treated with courtesy and respect in this program.	4.5 average out of 5 out of 55 surveys
6. Staff in the program were professional, skilled and knowledgeable.	4.5 average out of 5 out of 55 surveys
7. I would recommend friends or family to this program/service.	4.5 average out of 5 out of 55 surveys

Quality Improvements in STARR this Year

- Improved communication and connection with parents
- Developed relationships to move into two Cloverdale Schools in September 2015
- Transitioned to electronic client records and data management system

3. Options for Schools (OFS)

Options for Schools is a partnership between Options Community Services and School District #36 (Surrey). A need has been identified to further service the disengaged young adolescents of the area and OFS is working to meet those needs. This partnership includes:

- TREK Program
- Lee School
- One-on-One Community Outreach/Alternate School Support

These school-based programs are vital to many of the students who have been unable to find success in any other school setting.

- **Trust, Respect, Empathy, Knowledge (TREK) Program:** supports 24 students ages 13-15 who have not experienced recent success in a regular academic environment. This program is to reintegrate at-risk youth into the school system and the community.
- **Lee School:** supports 16 students ages 13-15 that have been identified as requiring additional support in a small classroom setting. Lee School provides an environment that supports meaningful, relevant, and developmentally appropriate learning. The focus is on connecting and engaging students in a community that fosters social-emotional and academic learning.
- **One-on-One Community Outreach/Alternate School Support:** students are referred from elementary, secondary and alternate schools for social/emotional support in the community. This program is for students ages 10-16 to promote positive connection and re-engagement to the school district and community.

Quality Improvements Options for Schools in this Year

- In process of transitioning to Nucleus
- TREK now able to provide Dogwood curriculum so that students can graduate without having to return the mainstream school setting. The likelihood of graduation for these students is now much improved.
- LEE School staff are working more on community integration and the students are becoming more independent in utilizing community resources, such as recreation centers.

Committee Highlights

Health & Safety Committee

The Health & Safety (H&S) Committee endeavors to proactively address staff issues relating to health and safety in the workplace and to support staff and visitors to Options through training, policies and facilities that provide and promote safety. The H&S Committee meets monthly and is comprised of management and staff representation from across the organization. They provide resources, support and monitoring, including monthly site inspections, drills and reviews of critical health and safety related incidents.

Highlights

1. Purchase of 15 Automated External Defibrillator (AED) for various programs.
2. Adopted Air Aware & Nut Aware workplace philosophy.
3. Crime Prevention through Environmental Design (CPTED) (i.e., lobby of the Carole Wahl office and the Newton office).
4. Incident Report Forms. H&S Committee changed the Accident/Incident Form to including an *Incident Investigation component* to the form as required by WorkSafeBC.
5. Created Vehicle Inspection forms.
 - a) Daily Pre-Trip Inspection Form (OCS vehicles)
 - b) Quarterly Vehicle Inspection List (staff vehicles)
 - c) Class 4 Pre-Trip Inspection List (OCS vehicles)
 - d) Standardized Mileage Log

Quality Improvements made by the H&S Committee this Year

- Health & Safety continues to provide orientation to new staff/workers during OCS Orientation Workshop. This orientation is facilitated by OCS Health & Safety Chair and other committee members.
- Crime Prevention Through Environmental Design (CPTED)
 1. The lobby of the Administration building (Carole Wahl) was renovated to include a security door and elevated front lobby countertop to increase security/safety.
 2. The parking lot of the Newton office was cemented to cover the electric wires to the parking lot lights to decrease the likelihood of theft of wiring.
 3. The shrubbery around the building next to the parking lot was removed to increase sightline and decrease the likelihood of automobile break-and enters and/or theft.
- Automated External Defibrillator (AED). 15 units were purchased, staff training provided.
- Air Aware & Nut Aware. The H&S Committee recommended that the entire organization be an **Air Aware (Scent Free)**, and **Nut Aware (Peanut Free)** environment.
- Incident Report Forms. H&S Committee changed the Accident/Incident form to include an *Incident Investigation component* as required by WorkSafeBC.
- Private contractor hired to prepare a Fire Safety Procedure Plan for the Newton office. (Specifically for ISP to meet federal licensing/funding requirements).
- The Fire Drill Procedures for the Newton office were revised and circulated.

- Created new vehicle inspection forms to meet accreditation standards.
 1. Daily Pre-Trip Inspection Form (Options vehicles)
 2. Quarterly Vehicle Inspection List (staff vehicles)
 3. Class 4 Pre-Trip Inspection List (Options vehicles)
 4. Created a standardized Mileage Log
- Peer Site Inspection: Health and Safety peer site inspections were completed of all sites by H&S committee members and any recommendations were provided to individual programs.

Monthly Fire Drills/Emergency Drill/Workplace Inspection Reports

Drills/ Inspections	Month April 2014 - March 2015	# of Completed Reports	# of Incomplete Reports	Total # of Reports Required	% of Completed Reports	Comments
Required Fire Drills		94	21	115	81.7%	
Emergency Drills		260	68	328	79.2%	
Workplace Inspections		153	27	180	85%	
Yearly Average					82%	

Analysis of the yearly statistic indicates that the required Health & Safety reports are being completed throughout the Society at an efficiency rate of 82% (In comparison to 81.12% in 2013).

Please Note: Workplace Inspection is high at 85% whereas Fire Drills are at 81% and Emergency Drills are completed at 79.2%. This may reflect that Program Managers/staff have become complacent with Fire Drills whereas regular Workplace Site Inspections are held in a higher priority. Nevertheless, the H&S Committee feels this number is low and continues to take action to improve on this statistic.

Diversity and Inclusion Committee

The Access and Diversity Committee changed its name this year to reflect current language and practice within the community and the City of Surrey; and is now the Diversity and Inclusion Committee. This year we used the Diversity and Inclusion Checklist developed in 2013-2014 for each site/program that is doing monthly facility checks. This gave us updated information regarding the agency and identify where funding/training may be needed to address issues. Our goal is to have more checklists filled out in 2015-2016.

The Committee distributes thought-provoking diversity questions quarterly for discussions at the team level. Teams are expected to have these discussions within their team meetings at least once per quarter.

Diversity and Inclusion Committee Action Plan for 2015-2016:

1. Assess our Response to Community Diversity:
 - a. To top language and cultural groups
 - b. Via client satisfaction data
 - c. Via better maps and instructions to our locations
2. Physical Environment
 - a. Add sign language/Braille to Welcome Sign
 - b. Increase number of sites participating in Accessibility Survey
 - c. Invite stakeholders to review sites for accessibility
3. Increase Awareness
 - a. Through a piloted Diversity training via Relias
 - b. Through new questions on job interviews

Community Profile Committee

The Community Profile (CP) Committee provides leadership for OCS regarding marketing and profile-building in community. This is achieved through targeted social media, community events and broad committee participation, as well as other activities. Staff participate in over 100 community committees, task forces and advisory boards. The CP Committee continues to coordinate grants and donations throughout programs.

This year a focus was to build greater awareness about the breadth and depth of OCS's presence in the community. Committee members organized teams of staff and volunteers to attend community events and resource fairs, and ensure we had a presence at as many relevant events as possible. They also keep a set of travelling "resource fair" suitcases stocked and ready to go with brochures, banners, annual reports, table cloths and various branded items such as pens, note pads, magnets and more. Staff and volunteers who participate in hosting a resource fair on behalf of the agency are gifted with an Options T-shirt. We also have a new line of Options branded clothing available for sale.

We continue to employ a part-time Social Media Assistant, to build our online presence, maintain a quarterly public newsletter, drive traffic to our new website, and focus on profile-building and information-sharing over the coming year.

Promotional Events Attended

SPRING

- RCMP Open House
- Surrey Fest
- World Refugee Day
- Surrey Open Doors (Cloverdale)

SUMMER

- Newton Community Festival
- South Surrey Festival
- My Neighbourhood, My Future

AUTUMN

- Surrey Central Library
- OCS AGM
- Kids Conference @ Cloverdale Recreation Center
- Youth Fundraiser at Earl's Restaurant @ Strawberry Hill
- Man Up Against Suicide - World Suicide Prevention Day
- Sto'lo Nation - Let's Hope Together Event

WINTER

- Changers Haircuts
- Children Heart of the Matter Conference
- Substance Abuse & Domestic Violence Workshop
- Surrey Kids Read
- Family Days at the Cloverdale and Newton Recreation Centers
- Reducing Poverty Community Forum
- Family Day at the Surrey Center Library
- Teen Anime Club
- Leadership Conference at the Cloverdale Recreation Center
- Pink Shirt Day
- International Women's Day 2015: Make It Happen
- Participated in RCMP's Domestic Violence Workshop as Presenter

Social Media - Awareness Building

OCS presence has grown on Social Media over the period of April 1, 2014 - Mar 31, 2015. Our main focus is Facebook followed by activity on Twitter. Here are main points to take note of:

- Our audience on Facebook (fans) grew to 2,362 people (+860 in past year) in the Surrey and surrounding areas
- Facebook Fan ratio (86% Women, 13% Men)
- 2 Highest Age Groups: 26% between age 25-34, 23% 35-44
- Our daily reach on Facebook averages between 560-986 (people that see our content daily)
- We increased the number of "Now Hiring" posts on Facebook that direct people to our "Careers" page on our website. This has resulted in an increase of visits to that page. There have been between 20-300 link click-throughs on such posts.
- On Twitter we have 340 followers (up from 176) and are following 422 people (we spent more time this period following and replying to tweets and re-tweets).

- Google Analytics: Options website has received 101,037 visits (62.66% are NEW visitors). Visitors spend 2:04 minutes on the site (on average).

These posts and information have brought attention to special events, need for volunteers, career postings and overall increased awareness about what Options does in and around the community.

Quality Improvements made by the Community Profile Committee this Year

- Clarified foundations of committee
 - Terms of Reference
 - Action Plan
- Website upgrades underway for WESC; to make existing sites more device-friendly; and to improve on searchability
- Development and implementation of the Social Media policy and procedures
- Increased engaged followers on Facebook and Twitter
- In response to Canada's Anti-Spam Legislation (CASL), developed CASL Policy for group communications
- Have highlighted our presence through targeted involvement in community events through-out Surrey's neighborhoods, and our neighboring communities of Langley, White Rock and Delta
- Improved visible signage at key locations
- Branding & Marketing initiatives such as:
 - Wish List, Donor and letter templates
 - Development and implementation of the OCS Thank You Cards
 - Development of standardized email signatures for OCS staff

Staff Training and Development Committee

This year the work of the Staff Training and Development Committee has focused on: ensuring personnel have read and signed off on all new and essential policies and forms, tracking and monitoring completion of mandatory training topics, implementation and expansion of the Essential Learning (EL) Online Training System and ongoing offerings of several key training topics including First Aid, CPI, Respectful Workplace and PQI. Four staff were trained in Non-Violent Communication and all agency staff received training appropriate to the level of risk in their position. The Committee was also able to meet the objective of providing staff with opportunities to share their expertise by launching the successful "Wisdom Within" series. The annual budget of the Staff Development Committee was fully utilized this year and was directed toward the development and delivery of mandatory training, Agency Day and Relias Learning Management System. The annual cost of the Relias Learning Management System has increased by 8% over last fiscal year due to the increased number of users as well as system costs.

A number of in-service mandatory and elective training workshops have been provided to OCS personnel by the Committee. This list does not include the wealth of training offered at the program level (such as Leadership 2020 and UBC's Sauder School of Business), or the individualized and team training offered to staff to enhance each person's development plan:

Number of Offerings	Training Topic	# of Participants	# of Evaluations Returned
7 Full Day	Emergency First Aid/CPR Level C w/AED	94	93
2 Half Day	Emergency First Aid/CPR Level C w/AED Recertification	21	21
1 Full Day	Emergency Child Care First Aid/CPR Level B	9	9
4 Workshops	Orientation	84	80
3 Workshops	Non-Violent Crisis Intervention	67	66
3 Workshops	Respectful Workplace	109	103
2 Sessions	Agency Day: Aspire to Inspire	194	128

Supervisor/Leadership

Learning Lab: Relias 101 - Non-violent Crisis Intervention

Pragmatic Conferencing: PQI Presentation

Social Media & Citizenship Presentation

Evaluation & Performance Measurement Training

Relias Training Assigned

Mandatory Policy Review	Annual	Other
<ul style="list-style-type: none"> Cell Phone Supervision & Supervisory Case Review Bullying & Harassment Social Media 	<ul style="list-style-type: none"> Code of Ethic Review Duty to Report Review 	<ul style="list-style-type: none"> Confidentiality Agreement Review/Sign off

Other topics

- 6 Sessions Ooey Gooey Video Series Reviewed
- 6 Sessions Wisdom Within:
 - Better Together
 - Helping Client Achieve Success
 - Safety: Common Sense Tips
 - Teaching Healthy Sexuality & Boundary Setting
 - Get back in the kitchen: healing begins

Quality Improvements made by the Staff Training and Development Committee this Year

In a response to staff and stakeholder feedback and suggestions and to meet/exceed COA training standards, a number of improvements and enhancements have been implemented this year, as follows:

- **Non-violent Crisis Intervention** - recruited 4 staff members to train as internal CPI instructors. They attended 4 days of intense training in December 2014 and did their first training in February 2015.
- **Wisdom Within** was launched in November 2014. This TED Talk-style lunch and learn presentations provide opportunities for staff to share their expertise, provide training and develop their skills as presenters/facilitators. This also met the Committees objective of identifying internal expertise and creating a knowledge bank.
- **Relias Learning** - all staff are now using the system. In addition, Relias now handles event registration, license tracking and expiry date reminders. Performance review tracking has also been added to the Relias system in order to improve completion rates.
- **New Staff Orientation Workshop** - material was reviewed/revised and workshop was facilitated by Deputy Executive Director, Tammy Dyer.
- **Outcomes Evaluation and Logic Model Training** - Provided to all programs to ensure the program models and tools are consistent with program objectives, and can be easily translated into the new electronic record system.

Social Wellness Committee

The Social Wellness Committee consists of a committed and energetic group of staff who assume most of the responsibility for planning and organizing staff social events, to promote inter-program sharing and strengthen employee engagement and happiness at work.

The Committee organizes events for staff to connect with one another throughout the year. This past year we focused our lunch time events to coincide with various cultural and ethnic celebrations. On average over 60 people attend each gathering and over 200 staff attended the annual Christmas Party. Events included:

- Annual Christmas Events for staff and children
- Chili Cook-off
- COA Celebration of Success
- Curry Cook-off
- Dawali
- Golf Tourney
- Lunar New Year Celebration
- Salmon BBQ
- Summer BBQs

In addition, the Committee has coordinated a Breast Cancer Awareness session with the BC Cancer Agency to happen in summer 2015.

Performance Quality Improvement (PQI) Committee

The PQI Committee is comprised of a sub-group our leadership (management) team who are dedicated to championing the concept of performance quality improvement throughout OCS. Committee members take their expertise into all corners of OCS to support and train others about our commitment to excellence, evidence-based and “best-practice” and a culture of continuous learning.

The past year was primarily focused on preparing for our June 2015 COA review, a peer review which occurs every four years. While we are always focused on providing quality services and continuous learning, this year provided additional impetus to dig deeper, look at our systems from multiple perspectives, and determine what could be shifted from good to great.

To that end, the PQI Committee and the entire Leadership Team impacted multiple improvements. Some of the most noteworthy include:

- Phase two and three deployment of the Nucleus Electronic Client Record System - now operational with 90% of identified programs.
- Training all managers and key staff in logic model development, and the creation of consistent logic models and evaluation plans for all programs in preparation for deployment of the “Performance Outcome Measurement System” (POMS) in Nucleus.
- Re-design of the OCS Risk Management Plan and Business Continuity Plan, including a risk “monitor” document and a schedule of reviews to occur at all levels from programs to management to board of directors.
- Development of an increased safety mechanism for inspecting vehicles, both staff- and agency-owned, to ensure vehicles are safe for client transport.
- Completion of a full policy review with revisions made to reflect changes in legislation regarding privacy, confidentiality, criminal record checks, anti-spam, and human resource practices.
- Interactive PQI training with each program team, to emphasize why and how our focus on measuring and improving is so important to our clients.
- Development of an agency-wide PQI plan.
- Utilization of cost-per-unit data within programs to identify trends and gaps.
- Renewed strategic and operational plan using the Balanced Scorecard approach, and utilizing feedback from throughout the agency and the community. The resulting plan is a clear map for OCS’s future.
- Improvements in completion rates of mandatory staff training and performance reviews, with the help of RELIAS online learning system and our HR team.
- Improved return rates on client and stakeholder satisfaction surveys.
- Having our re-accreditation result expedited due to a completely compliant result!!

Achievements of Note 2014-2015

While OCS has had an exceptional year in terms of achievements and developments, when you ask people in the organization what the biggest accomplishment of 2014-15 was, the answer most often is “I survived it”. The year was overshadowed by the devastating loss of Darrell Ferner, a key figure in OCS for over thirty years, and someone who humbly yet powerfully contributed to a culture of integrity and heart-centered service. The mood of the organization was, for many months, and sometimes still is, one of palpable sadness. The work we do is not easy on the best of days, and yet it got done this year, with excellence and resourcefulness, and our fair share of tears. The heart of Options beats on

These are a few notable things we did:

- **100% Successful Re-accreditation**
- **New Strategic and Operation Plans**
Developed with widespread stakeholder feedback, and using the Balanced Scorecard Approach, we have clarified the key strategic directions of OCS for the next several years.
- **Improved Risk and Business Continuity Plans and Processes**
A goal of the past year was to polish and expand our risk management plans, processes and monitoring of risks. We have designed and implemented a risk matrix and monitor document to assess risks, as well as an overall strategic framework for risk management. All sites, functions and programs have business continuity and alternate location plans to assist in the event of emergencies of all magnitudes.
- **Provincial Designation as an Early Years Hub**
OCS’s Newton Early Years Center was designated by B.C.’s Office of the Early Years in 2015 and is one of 26 provincially designated sites. This designation allows us to enhance existing services to a community with many vulnerable children.
- **Whalley WorkBC (WESC)**
Significantly expanded staffing and specialized services. A second site, the ANNEX, was opened at #210-10362 King George Boulevard.
- **Whalley Downtown BIA Community Clean-up**
Attended by many OCS staff.
- **IT Support Team**
Expanded staffing by one FTE to assist with ongoing IT developments and needs, including Wi-Fi at various sites, and the installation of scanners accessible to all staff who need to upload documents into the new Nucleus Electronic Client Record System.

- **Ongoing Nucleus Deployment**

Ninety percent (90%) of identified programs are now using the system, with the deployment of Transition House records scheduled to begin in September. We have worked with Nucleus to design several customized features which have been helping programs with efficiency and accuracy of data, as well as with ease of access. The next year will involve adding the performance outcome measurement module to several programs.

- **Building Safety Improvement and Upgrades**

At the Carole Wahl office building in Whalley, we installed a glass wall separating the lobby from the clients and staff in the building. Access is now available via keyscan cards.

- **AED Purchase**

Fifteen (15) AEDs were purchased and disseminated. Staff have been trained in their use.

- **American Association of Suicidology (AAS)**

Staff in both our Crisis Line and SPEAC programs received training and became AAS accredited.

- **Emergency Partnership**

OCS has a partner agency in Kelowna who is prepared to become an emergency out-of-area call-in check point should there be a lower mainland disaster that takes out local phones. Emergency cards were created and distributed to all staff.

- **Extreme Weather Housing Response**

During the coldest months of the year, and also during the forest fires in early summer 2015, our extreme weather shelters did not turn anyone away.

- **Leadership Development**

OCS invests in leadership development, and believes in leadership from every seat. To that end, we have been working closely with Jennifer Charlesworth to design and deliver relevant development opportunities in-house. We have also sent several managers, assistant managers and staff to Leadership 2020 over the years, with 4 attending the 9 month program in 2014-15. We also sent 3 people from our Leadership Team to UBC's Sauder School of Business for additional professional development.

- **RFP Submissions**

We submitted a proposal for Employment Support Services to the Ministry of Justice and Social Innovation, and currently are awaiting results.

- **Outcome/Logic Model Training**

Provided By Kylie Hutchison of Community to Solutions for all managers, assistant managers and coordinators. Each OCS program now has a renewed logic model and expanded training in the development and use of appropriate evaluation methods and tools for their programs.

- **Senior Level Job Descriptions Revised and Re-Written**

With the help of an HR consultant, all senior level job descriptions were fully reviewed and revised. This included Executive Director, Deputy Executive Directors and Senior Managers.

- **Vehicle Safety Processes**

Developed a series of safety checklists and quarterly inspection processes to replace our existing system for ensuring all vehicles, including personally owned vehicles used to transport clients, are in good working order.

- **E-Team and Management Transitions**

We transitioned through some long-term leaves and departures of key management positions and restructured around these changes to make as seamless a shift as possible. Several internal staff were promoted to higher level leadership positions. A new Deputy Executive Director was hired in April. She brings an extensive housing background, which is an excellent fit for our current needs.

- **Board Development**

We continued to develop a diverse and responsive board by expanding the age, culture, skill and gender mix of individuals serving in OCS's board functions.

- **Doubled Agency Membership**

We also more than doubled the membership and have made efforts to ensure that new members are engaged, supportive, and aware of OCS activities in community.

- **New Interactive Policy Manual**

After reviewing 100% of staff policies, including legal reviews of all policies relating to risk and changes in legislation, we compiled a new "clickable" and interactive policy manual linked to key forms and documents.

- **Non-Violent Crisis Intervention**

This year we trained four staff to be trainers and have been able to customize training to job types and clientele.

- **Soup Sisters & Broth Brothers Support of Transition Houses**

This is a non-profit charitable social enterprise has been dedicated to providing comfort to women, children and youth through the making, sharing, and donating of soup and continues to provide soup for the residents of Evergreen and Virginia Sam.

Stephanie Cadieux, MLA for Surrey-Cloverdale and Minister of Children & Family Development, volunteered with some members of her Liberal caucus to make soup (approximately 60 quarts) at one of the soup-making events, regularly held at Bistro 72 at the Old Surrey Restaurant under the guidance of a chef facilitator.

Providing soups made from scratch with the finest and freshest ingredients possible, makes a big difference to women who are often feeling overwhelmed in the transition house environment.

- **Union Job Descriptions**

Job descriptions for all unionized programs were collaboratively revised with employee feedback to more accurately reflect the actual work being done, and then forwarded to HR, E-Team, CSSEA and BCGEU for approval.

- **Domestic Violence Community Response**

OCS has participated within the community in developing a stronger response to the issue of Domestic Violence, resulting in specialized staff training and additional group services for clients. Groups are now being offered, and the partner agencies are looking at developing a “Center for Domestic Peace” to serve “high conflict” families.

Financial Report

Treasurer's Report

To the Members of Options Community Services Society ("OCSS"):

It is my pleasure to present this Treasurer's Report to you for the fiscal year of OCSS ended March 31, 2015. It has been another interesting, challenging, and rewarding year. OCSS has continued to face uncertainty in certain programs, but has managed its risks appropriately and continues to be in excellent financial condition.

As described in detail in the audited financial statements included in the Annual Report, total revenues before internal allocations decreased year over year by approximately \$0.3 million to \$24.7 million. This represents a minor contraction of approximately 1% from the previous year. Total expenses before internal allocations decreased year over year by approximately \$0.6 million to \$23.2 million. The result is an excess of revenues over expenditures in the amount of \$1.5 million, an increase of \$0.3 million year over year. Total assets increased year over year by approximately \$1.4 million to \$18.5 million, while total liabilities decreased year over year by approximately \$0.1 million to \$9.0 million. As a result, OCSS had net assets in the amount of \$9.5 million at March 31, 2015, an increase of approximately \$1.5 million year over year.

The financial results as summarized above are a result of sound financial management at OCSS. With oversight by the Board of Directors, the Executive Team have again done an excellent job of managing the financial resources of OCSS, particularly when it comes to managing its risks. For example, through prudent fiscal management, OCSS found itself in a position to complete the recent purchase of a property on King George Boulevard which is intended to replace certain aging facilities and provide brand new, much needed space to carry out its mandate. This further solidifies the footprint of OCSS in the community. I have no doubt that this pattern will continue through the coming years. We have a strong team that has created a culture of hard work and dedication in order to ensure that OCSS stays financially healthy and continues to provide those most needed services to the communities it serves. The growth of this organization over its many years is a testament to that culture.

I would like to personally thank the Deputy Executive Director/Chief Financial Officer, Ivan Menendez, for his financial wisdom and spirit, and the Executive Director, Christine Mohr, for her great leadership and positive attitude. I would also like to thank the members of the Finance Committee for their insight and dedication during the year, and the other members of the Board of Directors for their unwavering support. Each of these people has made my job an easy one.

In closing, I continue to be very excited about the future prospects for OCSS and I look forward to another great year.

Yours very truly,

Kevin J. Kilgour, CPA, CGA
Treasurer

OPTIONS COMMUNITY SERVICES SOCIETY

Statement of Operations

Note: Audited Financial Statements are available upon request.

March 31, 2015, with comparative information for 2014

(Unaudited)

	Operating Fund	Capital Asset Fund	2015 Total	2014 Total
ASSETS				
Current assets:				
Cash and cash equivalents	\$ 2,860,118	\$ 318,255	\$ 3,178,373	\$ 3,265,673
Investments at fair value	579,309	-	579,309	475,544
Accounts receivable	1,589,588	3,506	1,593,094	1,267,520
Due from related party	28,195	-	28,195	27,446
Inventory	22,943	-	22,943	28,779
Prepaid expenses and deposits	199,698	-	199,698	169,162
	5,279,851	321,761	5,601,612	5,234,124
Restricted cash and investments	2,052,860	2,565,136	4,617,996	3,618,983
Capital assets	-	8,282,976	8,282,976	8,242,026
	\$ 7,332,711	\$ 11,169,873	\$ 18,502,584	\$ 17,095,133
LIABILITIES AND NET ASSETS				
Current liabilities:				
Accounts payable and accrued liabilities	\$ 1,852,138	\$ 9,363	\$ 1,861,501	\$ 1,306,873
Compensation, vacation and overtime payable	1,116,453	-	1,116,453	1,124,805
Deferred contributions	1,761,287	22,700	1,783,987	2,243,095
Mortgages payable, current portion	-	100,191	100,191	91,232
	4,729,878	132,254	4,862,132	4,766,005
Deferred contributions - replacement reserves	277,618	-	277,618	283,805
Deferred capital contributions	-	2,240,209	2,240,209	2,198,692
Mortgages payable	-	1,586,736	1,586,736	1,810,175
	5,007,496	3,959,199	8,966,694	9,058,677
Net assets:				
Invested in capital assets	-	4,431,385	4,431,385	4,217,472
Internally restricted	1,626,294	2,466,891	4,093,185	3,126,284
Unrestricted	698,921	312,398	1,011,319	692,700
	2,325,215	7,210,674	9,535,889	8,036,456
	\$ 7,332,711	\$ 11,169,873	\$ 18,502,584	\$ 17,095,133

OPTIONS COMMUNITY SERVICES SOCIETY

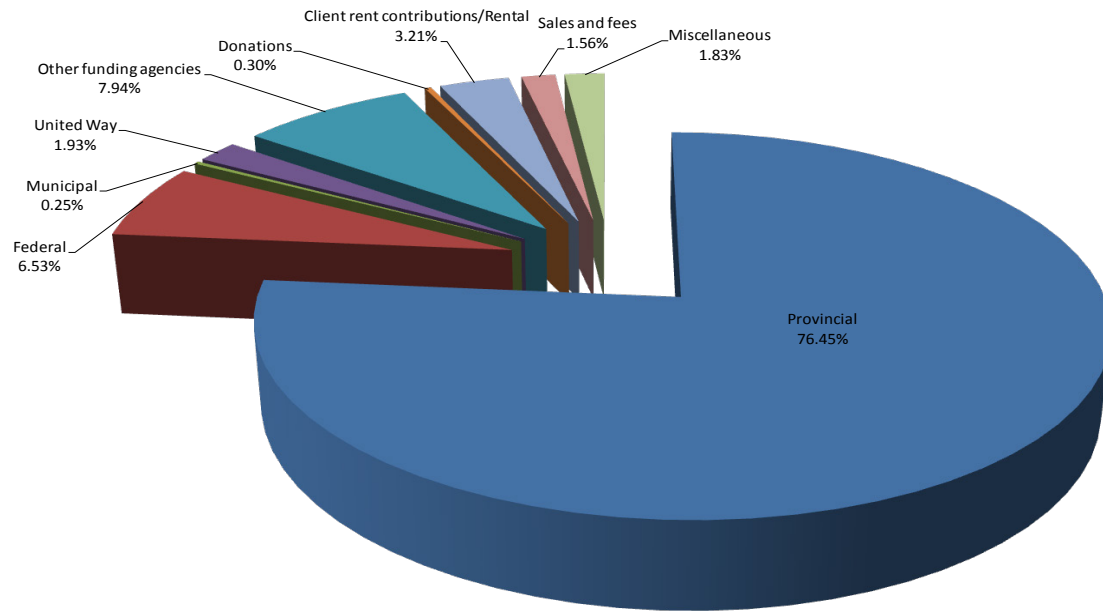
Statement of Operations

Year ended March 31, 2015, with comparative information for 2014

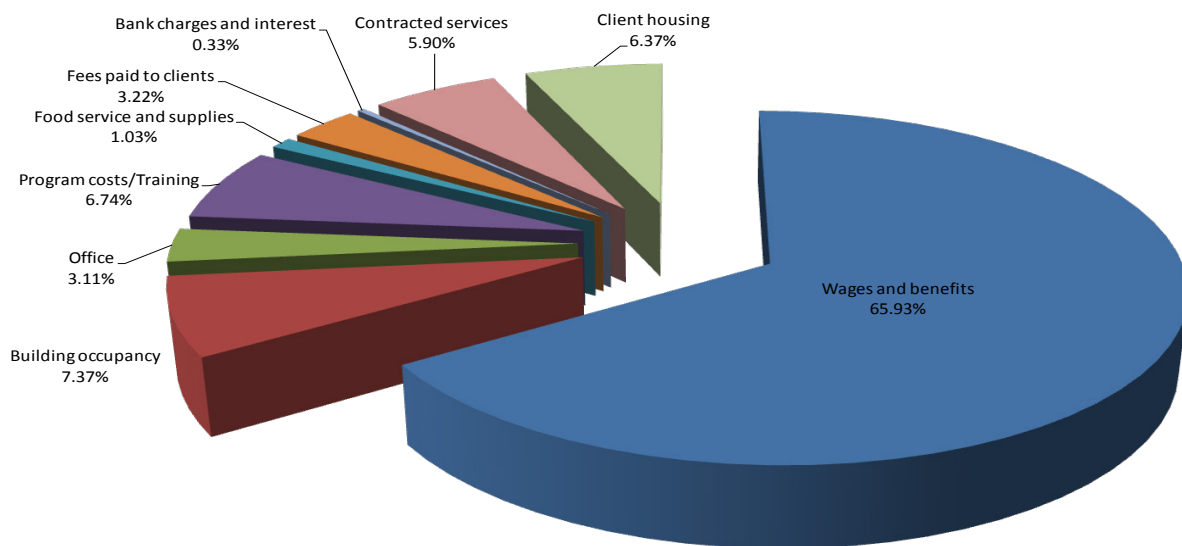
(Unaudited)

	Operating Fund	Capital Asset Fund	2015 Total	2014 Total
Revenue:				
Ministry of Children and Family Development	5,339,522	-	5,339,522	5,403,519
BC Housing Management Commission	3,972,945	-	3,972,945	3,709,260
Fraser Health Authority	3,613,148	-	3,613,148	3,605,554
Ministry of Social Development	5,138,894	-	5,138,894	4,559,021
Ministry of Jobs, Tourism and Skills Training	137,371	-	137,371	2,027,922
Ministry of Finance - Gaming	216,521	-	216,521	242,612
Ministry of Justice	247,262	-	247,262	311,586
Federal government	1,614,451	-	1,614,451	351,035
Municipal government	53,840	7,780	61,620	61,000
School District No. 36 (Surrey)	232,568	-	232,568	212,072
United Way of the Lower Mainland	475,179	1,194	476,373	368,990
Client Rent Contributions/Rental	788,871	4,284	793,155	804,122
Other funding agencies	1,963,214	-	1,963,214	2,481,006
Sales and fees	385,884	-	385,884	370,862
Interest	194,089	21,183	215,272	172,889
Donations	73,401	-	73,401	90,734
Miscellaneous	105,762	-	105,762	99,090
Amortization of deferred capital contributions	-	91,798	91,798	91,798
Gain on Disposal of Capital Assets	-	-	-	1,010
Administration cost recovery from related party	39,254	-	39,254	42,841
	24,592,176	126,239	24,718,415	25,006,923
Internal allocations:				
Administration recovery	1,984,250	-	1,984,250	2,010,943
Occupancy and miscellaneous	883,865	666,939	1,550,804	1,315,570
	27,460,291	793,178	28,253,469	28,333,436
Expenses:				
Wages and benefits	15,308,688	-	15,308,688	14,971,320
Contracted services - direct service related	1,289,065	-	1,289,065	2,630,439
Client housing	1,478,084	-	1,478,084	1,422,300
Building occupancy	685,120	-	685,120	599,679
Program expenses and miscellaneous	974,797	368	975,165	873,710
Office	721,858	-	721,858	618,300
Amortization	-	431,172	431,172	461,291
Mileage and automobile	344,440	-	344,440	352,972
Food service and supplies	240,265	-	240,265	246,572
Utilities	236,487	-	236,487	200,956
Repairs and maintenance	275,910	83,635	359,545	238,652
Advertising and staff development	167,888	-	167,888	125,668
Donations in-kind	29,485	-	29,485	52,841
Professional fees	80,322	-	80,322	93,093
Bank charges and interest	41,358	34,231	75,589	78,756
BC Housing repayment	48,912	-	48,912	344,126
Fees paid to clients	746,897	-	746,897	489,451
	22,669,576	549,406	23,218,982	23,800,126
Internal allocations:				
Allocation of administration	1,984,250	-	1,984,250	2,010,943
Occupancy and miscellaneous	1,506,933	43,871	1,550,804	1,315,570
	\$ 26,160,759	\$ 593,277	\$ 26,754,036	\$ 27,126,639
Excess (deficiency) of revenue over expenses	\$ 1,299,532	\$ 199,901	\$ 1,499,433	\$ 1,206,797

Options Community Services - Revenue for the Year Ending March 31, 2015



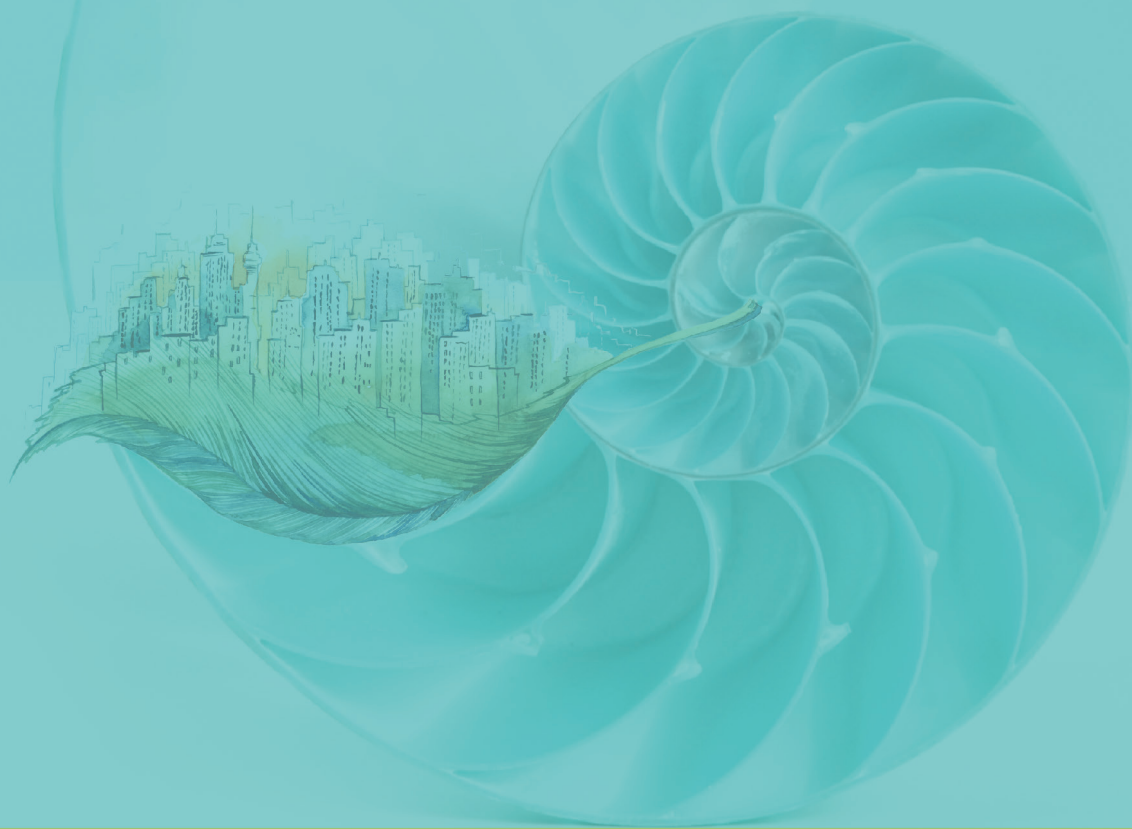
Options Community Services - Expenses for the Year Ending March 31, 2015



Funders

Options Community Services gratefully receives funding from the following:

- BC Housing Management Commission
- City of Surrey
- City of White Rock
- Downtown Surrey Business Improvement Association (Clean Streets Program)
- Federal Government (Citizenship and Immigration Canada)
- Federal Government (Public Health Agency)
- Gaming Policy and Enforcement Branch
- Housing First: Homeless Prevention Strategy
- Ministry of Children and Family Development
- Ministry of Health: Fraser Health Authority
- Ministry of Jobs, Tourism and Skills Training
- Ministry of Justice
- Ministry of Social Development and Social Innovation
- School District #36 (Surrey)
- Service Canada
- Surrey Homeless and Housing Society
- Surrey Homelessness and Housing Society
- United Way of the Lower Mainland
- Vancouver Foundation



Options Community Services is committed to the provision of high quality services in the community and has been fully accredited by The Council on Accreditation (COA) since 2003.

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