



St. Leonard's Society of Canada
Société St-Léonard du Canada



Bolton Day 2007

Partnerships and Collaboration: *Models that Work!*

*An active learning event about building community agency capacity.
Exchanging real-life examples in fields of corrections, mental health, employment and homelessness.*

Friday June 1, 2007 — 8:45 a.m. - 4:00 p.m.

Sheraton Hamilton Hotel Ballroom, 116 King Street West, Hamilton, Ontario

The Organizing Committee is pleased to welcome you to St. Leonard's Society of Canada's annual Bolton Day, co-hosted this year by the St. Leonard's Society of Hamilton. This year our theme is "*Partnerships and Collaboration: Models that Work*". The day is designed to give you a structured forum to share experiences of how to increase community agency capacity through partnerships, with an emphasis on collaborations among residential facilities and agencies in intersecting fields.

About St. Leonard's Society of Canada

St. Leonard's Society of Canada is a membership-based, charitable organization dedicated to community safety.

The mission of SLSC is to promote a humane and informed justice policy and responsible leadership to foster safe communities. It:

- i) endorses evidence-based approaches to criminal and social justice;
- ii) conducts research and develops policy;
- iii) supports its member affiliates; and
- iv) advances collaborative relationships and communication among individuals and organizations dedicated to social justice.

About St. Leonard's Society of Hamilton

MISSION STATEMENT: To serve the community by promoting and development of offenders, or those at risk, through the provision of programs and services that positively impact on their transition to becoming integrated members of society, as well as improving conditions in the environment that work against this process.

Table of Contents

Words of Welcome	1
Schedule of Events	3
Abstracts & Speaker Bios.....	4
Structured Learning Group Worksheets.....	11
Additional Notes	15
Acknowledgements	20

Schedule of Events

8:15 – 8:45 am	Registration	
8:45 – 9:00 am	Opening Remarks:	Ted Addie President, SLSC
9:00 – 9:40 am	Keynote Address:	Dr. Gary Warner Associate Professor, McMaster University
9:40 – 9:45 am	Opening Plenary:	Homelessness, Employment, Mental Health (overview) <i>Introduced by:</i> Doug Caldwell, President, SLSH
9:45 – 10:20 am	Homelessness:	Paul Johnson Executive Director, Wesley Urban Ministries
10:20 – 10:35 am	Break	
10:35 – 11:10 am	Employment:	Brian Sibley Director, GreenBYTE, SLSH
11:10 – 11:45 am	Mental Health:	Pauline Radley Professor, University of Western Ontario Senior Partner, PublicPartner Inc.
11:45 – 11:55 am	Morning Roundup:	Elizabeth White Executive Director, SLSC
11:55 am – 12:00 pm	Greetings:	Mayor Fred Eisenberger
12:00 – 1:00 pm	Lunch	
1:00 – 1:05 pm	Greetings:	Nancy Stableforth Regional Deputy Commissioner (ON), Correctional Service of Canada
1:05 – 1:15 pm	Plenary:	Introduction to Structured Learning Groups
1:15 – 2:45 pm	Structured learning groups	<ul style="list-style-type: none">• Homelessness <i>Facilitator:</i> Paul Johnson <i>Assistant Facilitator:</i> Ted Addie• Employment <i>Facilitator:</i> Brian Sibley <i>Assistant Facilitator:</i> John Clinton• Mental Health <i>Facilitator:</i> Pauline Radley <i>Assistant Facilitator:</i> Peter Aharan <i>Assistant Facilitator:</i> Josée Tremblay
2:45 – 3:00 pm	Plenary:	Report Back
3:00 – 3:45 pm	Closing Address:	MaryLynn West-Moynes President, Mohawk College
3:45 – 4:00 pm	Final Remarks:	Ted Addie

Abstracts & Speaker Bios

Keynote Address

Dr. Gary Warner

Associate Professor, McMaster University

The parable of the prodigal son resonates today in situations as varied as the rehabilitation and reintegration of former child soldiers recruited to fight in civil wars in some countries in Africa and Asia and the rehabilitation and reintegration of former offenders charged under the Criminal Justice System here in Ontario. From the perspective of a community health model, the overall wellbeing of the community depends on the wellbeing of all segments of the community and on the synergistic impact of all sectors, including the health infrastructure, presence of social harmony, favourable economic conditions and employment opportunities, and a healthy environment. Various forms of social exclusion, such as poverty, racism and the NIMBY phenomenon, constitute one of the obstacles to overall community wellbeing. Building extensive partnerships instead of project-based silos has emerged as a key strategy in promoting community wellbeing that has been adopted by organizations such as the Strengthening Hamilton's Community Initiative and the Hamilton Roundtable for Poverty Reduction. This partnership approach demands a different way of thinking that is more systemic and less project-based, more collaborative and less competitive. Inclusion, drawing on all the resources of our diverse community, remains one of the greatest challenges.

Dr. Gary Warner has taught courses on francophone literature and on peace and international development at McMaster University since 1967. He served as Department Chair, Associate Dean of Humanities, Director of McMaster International and Director of the Arts & Science Program. He worked in West Africa for two years as Director of the CUSO Program in Sierra Leone and later served on the CUSO Board of Directors for six years, including three years as Board Chair. He served for five years on the Ontario Council on University Affairs, including as its Vice-Chair. Locally, he is a past Chair of the Board of Directors of Settlement and Integration Services (SISO) and of the Working Committee of the Strengthening Hamilton's Community Initiative and co-chaired the Advisory Committee of the exhibit, "and still I Rise: A history of African-Canadian Workers in Ontario, 1900 to present". He has been active in the Hamilton community for over 35 years on issues related to international development, anti-racism, human rights, refugee settlement and social justice. He is a recipient of the 1998 Hamilton Black History Month J.C. Holland Award, Professional Category, the 2002 Hamilton Mundialization Committee World Citizenship Award (jointly with wife, Joy), the 2004 McMaster Student Union Lifetime Achievement Award and the 2005 Royal Bank Distinguished Citizen of the Year Award. He was named to the Order of Canada in 2005 and inducted into the Hamilton Gallery of Distinction in Nov. 2006. Gary and Joy have four children and four grand-children.

Homelessness

Paul Johnson

Executive Director, Wesley Urban Ministries

For years, Hamilton shelters and emergency services have struggled with how to provide appropriate support for chronically homeless men and women with long-term addictions to alcohol. In 2002, Hamilton started a journey to learn more about best practices in harm reduction and management of alcohol programs. Service providers visited existing harm reduction programs in other cities and surveyed Hamilton's homeless population to better understand their needs.

Four years later (in the spring of 2006), Wesley Urban Ministries, in partnership with the McMaster School of Nursing and St. Joseph's Healthcare, opened the Claremont House: Special Care Unit. The overall goal of the Claremont House program is to demonstrate reduced alcohol related morbidity and mortality for chronic homeless alcoholics through timely, appropriate, and cost effective health interventions and housing. The program has shown promising results in terms of providing better outcomes for some of Hamilton's most marginalized individuals. The program has also highlighted the challenges and joys of a truly integrated model of service delivery that is bringing together health and social service professionals.

In this presentation, Paul Johnson – Executive Director, Wesley Urban Ministries – will review how best practices and local knowledge helped shape the development of this innovative service and share some of the early results of the project. Paul will also share some of the learnings of this truly collaborative project in terms of bringing together the health and social services sectors.

Paul Johnson has served as the Executive Director of Wesley Urban Ministries since 2000. Wesley Urban Ministries is an Outreach Ministry of the United Church of Canada that provides a variety of services to individuals and families trapped in cycles of poverty in the Hamilton area.

Paul actually began his work at Wesley in 1993 after graduating with a degree in History from McMaster University. Paul was the Director of Resource Development from 1993 to 1997. He then worked briefly in the private sector when he moved to England and worked with Compaq Computer Limited.

In May of 2005, Paul was seconded for a year to serve as the Project Director for the Hamilton Roundtable for Poverty Reduction. This initiative is bringing together leaders from all sectors in the community to develop a community action plan for reducing poverty in Hamilton. The Roundtable is encouraging all residents to help "Make Hamilton the Best Place to Raise a Child".

Paul is also the Chair of the City of Hamilton's Food, Shelter and Housing Advisory Committee, Chair of Hamilton's Best Start Network and a graduate of the Bay Area Leadership Program. Recently, Paul was named the Honorary Chairperson for the 2007 Week of the Child and Youth celebrations.

Employment

Brian Sibley

Director, GreenBYTE, SLSH

The limited community resources available for employment related initiatives to offenders pose a significant challenge for service providers. Issues of community safety, personal barriers to employment and limited employment histories also present obstacles to effective employment interventions.

A strategy to address these barriers to employment has been the establishment of partnerships with both for profit and not-for-profit organizations in the community. During its six years of operation the GreenBYTE Employment Service of the St. Leonard's Society of Hamilton has pioneered a number of new and unique initiatives aimed at facilitating the transition of offenders to the work force. Some of these initiatives have included:

- Providing human resources functions for potential employers.
- Creation of a temporary employment service.
- Creation of partnerships with for profit entrepreneurs.
- Sharing resources and staff resources with other not-for-profit service providers
- Development of self sufficient social ventures to directly employ clients.

The commonality in each of these responses has been a reliance of developing win-win relationships with others.

During this presentation Mr. Sibley will provide an overview of the GreenBYTE initiatives, the challenges encountered and the lessons they have learned.

Brian Sibley is 49 years old and the proud parent of two children, a daughter aged 20 and a son aged 17. His wife Bernie has been an employee of the St. Leonard's Society of Hamilton for the past 16 years.

In 1979 Brian completed a Bachelor's Degree in Social Work from the University of Calgary and has worked in the field of corrections continuously since that time. His experience straddles both the public and not-for-profit sectors and includes stints in community, institutional and residential corrections, with both adults and youth.

Recently, Brian completed all course requirements for a Masters degree in Business Administration through the University of Liverpool and will soon embark upon research for his dissertation, entitled "Effective Management and Administration of Social Ventures".

Since 2000, Brian has been employed with the St. Leonard's Society of Hamilton as Program Director of GreenBYTE Employment Services, an initiative which he undertook primary responsibility for conceptualizing, developing and implementing. This program aims to target barriers to employment for offenders on conditional release. A key strategy which has been successfully employed through GreenBYTE has been the development of partnerships with non-traditional organizations in both the public and private sectors.

Mental Health

Pauline Radley

*Professor, University of Western Ontario, and
Senior Partner, PublicPartner Inc.*

Clients that are involved in both the mental health and criminal justice systems present some unique challenges to those who work with them in the community. Partnerships and collaboration between these two systems is considered to be key to managing this difficult client population. Both the federal and provincial governments have recently made significant funding available to enable these collaborative working relationships to develop. However, the criminal justice and mental health systems view the client in very different ways. Can we reconcile these differences sufficiently that we can not only ensure community safety, but also enable the client to enjoy an increased quality of life. Is there sufficient capacity, commitment and leadership in the community to enable this to occur?

Pauline Radley teaches criminology at the University of Western Ontario. She is also a Senior Partner with PublicPartner Inc. and consults on criminal justice and mental health issues, specializing in policy development and program evaluation.

Pauline spent 27 years working for the Ontario Public Service, primarily in Correctional Services. Pauline was the Director of the Human Services and Justice Coordination Project, an inter-ministerial project looking at clients with mental illness and/or developmental disabilities and involved in the criminal justice system. She continues to maintain an active interest in this area.

Mental Health Supplement: *The Criminalization of Offenders with Mental Health Problems*

Abstract of a research paper by Josée Tremblay

Recently, the Senate's Standing Committee on Social Affairs, Science and Technology (May, 2006) produced a policy piece supporting current mental health consumers, providers and researchers' position regarding issue of mental health services in the community. More specifically, this report supports the campaign regarding the adverse effects of the deinstitutionalization of mental health services. There has been a continuous campaigning for the development of a more conscientious approach to mental health services that would include more effective collaboration between the primary mental health partners.

In the last 40 years, empirically-based research has demonstrated the detrimental effect of the deinstitutionalization of mental health services in Canada (Kelly, 2003; Rock, 2001; Brink, Doherty, & Boer, 2001). More specifically, the transfer of treatment programs from psychiatric institutions to community-based agencies has not been particularly successful. Research has shown that not only are most community programs inadequately funded, but also the service providers and staff are ill-equipped to deal with this type of population (Kelly, 2003). Many community residential facilities (CRFs) and community correctional facilities (CCFs) do not accommodate offenders who have mental health issues, particularly if it is coupled with substance-related problems.

Rock (2001) also indicated that service providers, within the criminal justice network, do not appear to communicate with each other with regards to the transfer of services to other agencies, the specifics of the offender's treatment needs, and the development of an integrative treatment plan. Agencies dealing with mental health services and those dealing with substance abuse problems, for example, will not proceed in a dualistic fashion and develop common goals regarding the offender's treatment outcome (Rock 2001). Therefore, each agency is left responsible for dealing with *one* of the many problems with which the offender is faced.

Additionally, "the question of 'what works' in community settings is mainly a question of the effectiveness of different statutory or professional arrangements in minimizing harmful behavior and promoting autonomous living" (Blackburn, 2004:305). Predominantly, service providers are responsible for the surveillance and supervision of offenders released into the community, in an attempt to diminish the probability of future criminal activities (2004: 301). Hence, rehabilitation no longer seeks out treatment intervention strategies that would bring about social reintegration; instead it targets the reduction of future offending (2004: 301).

Consequently, mental health service providers must carry out the legal requirements, set out by the courts, and, simultaneously, provide the offender with sufficient and effective treatment. "A narrower interpretation of rehabilitation is that the primary goal is to prevent offending and protect society, and that offender centered goals are simply a means to this end. Here, the goal is to restrict rather than enable, and individual benefit is not a primary consideration." (2004: 301).

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Josée Tremblay is a Psychology graduate from Concordia University and an MA candidate at the University of Ottawa's Criminology Department. She is currently completing a co-op placement with St. Leonard's Society of Canada.

Closing Address

MaryLynn West-Moynes
President, Mohawk College

MaryLynn West-Moynes was appointed the sixth President of Mohawk College, one of Ontario's leading community colleges on December 1, 2003. Prior to that, she was the Chief Operating Officer (COO) at Durham College in Oshawa, Ontario. Prior to being the COO at Durham, Ms. West-Moynes was the Acting Provost of the University of Ontario Institute of Technology.

In the 21 years MaryLynn has served in post-secondary education, she has had the opportunity to work both in teaching and administration, providing a philosophy of collaboration, teamwork, proactive/creative problem-solving and accountability. With teaching and learning at the forefront, MaryLynn has a solid background and proven track record in strategic planning, human resource development, private and public partnerships, economic development and fiscal responsibility.

MaryLynn has a Master's degree in Adult Education from Central Michigan University and is working on her doctorate at the University of Toronto/OISE.

Her peers have recognized her with a Leadership Award presented by the Association of Canadian Community Colleges, the national and international voice of Canada's colleges and universities.

She has recently become an active participant in the Hamilton community. She is a member of the Burlington Economic Development Corporation, the Hamilton Community Foundation Board of Directors, the Hamilton Civic Coalition and the Rotary Club of Hamilton.

MaryLynn is married to Doug Moynes, a secondary school math teacher, and has two sons, Ryan, 27, and Adam, 25. She enjoys golf and skiing.

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