



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

PRINCIPLES TO PRACTICE

Residential Services for the 21st Century

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For
St. Leonard's Society of Canada

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Ce document est également disponible en français.

Principles to Practice: Residential Services for the 21st Century

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PURPOSE OF THIS MANUAL

This manual is intended to act as a tool for professionals working in the field to further their knowledge, and to inspire new ideas and techniques. In it, a broad range of topics is covered. This breadth of focus illustrates the tremendous complexity of knowledge needed to run a Community Residential Facility. The manual is designed to give an overall picture of the field and to act as a starting point for further investigation. The names of various Community Residential Facilities are included, not just as examples, but also to give interested readers the necessary information to enable them to follow up on any particular idea, procedure or program. There are also references to research material and websites that may be useful to practitioners.

Its easy-to-read and easily-accessible format makes it an ideal training tool for staff, board members or volunteers. The contents show the incredible dedication and creativity of CRF staff in meeting the challenges of their work. It is a pleasure to provide a window into the CRF world and to highlight the achievements of CRF professionals, who rarely receive the recognition they deserve. Although this format only offers “brief summaries” from the wealth of information given by CRF staff, it gives a clear picture of the richness of the field and the extraordinary talent of the people involved. Although the manual is directed primarily at executive directors as a reference tool, others may benefit also from the information provided and hopefully be inspired to further their interest and involvement in this valuable work.

The ultimate purpose of the manual is to acknowledge the diverse needs of the residents of CRFs and to make a contribution towards the fulfillment of those needs. Successful reintegration of these residents into their respective communities is a win-win situation. Both the community and the residents of CRFs benefit from a smooth transition. The ultimate hope for this project is to provide a step forward towards safer communities and better lives for *all* Canadians.

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INTRODUCTION

Background

St. Leonard's of Canada is pleased to introduce this manual, *Principles to Practice: Residential Services for the 21st Century*, funded by the National Crime Prevention Centre under the Policing, Corrections and Communities Fund. The aim of the manual is to identify some of the "Good Practices" performed by frontline practitioners in Community Residential Facilities in Canada and to explore relevant research conducted in Canada, USA and the United Kingdom. The manual, besides being a tool to communicate information and knowledge to professionals working in the field, is also an exploration of "What Works" in community corrections and is a stepping stone towards the evaluation of halfway houses.

St. Leonard's Society of Canada is dedicated to the promotion of evidence-based approaches to criminal and social policy. This is a pertinent time for this manual in an era when it seems that criminal justice policy is too often based upon public attitudes rather than scientific and experiential knowledge. It is also timely because research concerning halfway houses has been neglected for the past twenty years. Previous research was conducted before the advent of the "What Works" movement and, in many cases conclusions were drawn from studies with weak methodologies. Hopefully, this survey of "Good Practices" in Canadian Community Residential Facilities (CRFs) will raise interest in the work conducted in these facilities and encourage contemporary research.

The evaluation of the effectiveness of CRFs is a focus of St. Leonard's Society of Canada. This is a formidable task and is being carried out in stages. As Elizabeth White, Executive Director, pointed out:

*"At the present time, the state of the art does not allow an extensive evaluation of community-based residential facilities because of a lack of basic knowledge of how they function. As a first step, it is necessary to establish a database that will: (a) provide current and continuing information on how community-based facilities function; (b) allow for a more reliable tool for management to monitor the operation of the facility; and (c) provide baseline information to assess the impact of releasing federal inmates on the institutional population, the criminal justice system and the public"*¹

The *Good Practices Manual for Community Residential Services Project* is viewed by St. Leonard's Society of Canada as a significant step in the process towards the evaluation of halfway houses. Other important steps in this process were:

- Canadian Training Institute (2002). *Toward an Evaluation of Community-Based Residential Facilities (CRFs) in Canada: A Review of Literature*. Toronto, ON: Canadian Training Institute. Prepared for the Correctional Service of Canada.

1 White, E. (2003). Halfway Houses for federal offenders: What do we know about them? *CSC Forum* Vol. 15 (1).

- Canadian Training Institute (2002). *A Primer on Community Corrections and Criminal Justice Work in Canada*. Toronto, ON: CTI.
- Correctional Service of Canada (2002). *Directory of Community Residential Facilities*. Ottawa, ON: Correctional Service of Canada.
- Correctional Service of Canada (2004). *Community Residential Facilities in Canada: A Descriptive Profile of Residents and Facilities*. Ottawa, ON: Correctional Service of Canada.
- “*From Inside Out: An International Halfway House Colloquium*.” Held in Toronto, Ontario in 2005 co-hosted by St. Leonard’s Society of Canada and the National Probation Directorate of England and Wales.

Why is the evaluation of Community Residential Facilities so important? As Jeremy Travis (then Senior Fellow at the Urban Institute) said in the Margaret Mead Address at the National Conference of the International Community Corrections Association:

“For a number of reasons, I believe that the ‘What Works’ movement is one of the most important developments in our field. First, because criminal justice administrators spend tax payers’ money, we have a fiscal responsibility to run programs that produce value for their money. The public is entitled to hold us accountable for results, and we should not shirk from the expectation that we administer programs of demonstrable effectiveness. Second, because we provide services to individuals in need, we have a moral obligation to help not hurt those who place their trust in us or who are placed in our care by the criminal justice system. ...Third, because we strive to be recognized as a profession, we need to develop standards of excellence and certify our programs to meet those standards. This kind of self-policing activity, found in every profession, requires commonly-accepted principles of practice, principles based on solid research.”²

This is a legitimate goal to pursue but is difficult to sustain in practice when there are numerous external influences affecting halfway house functioning. These facilities do not exist in a vacuum. Halfway Houses are embedded in a research and political culture. In order to better understand the challenges faced by professionals in this field it is important to explore the historical context of these facilities.

Historical Review – Reintegration

The idea of facilitating a process of the reintegration of offenders back into their respective communities had its origin in the social upheavals of the 1960s. Before that time crime was seen to be the result of individual choice or individual sickness. During the questioning of authority prevalent in the 1960s period, the perspective changed. Crime was seen to be the result of economic and political conditions imposed on communities rather than an individual sickness. Responsibility shifted from the personal to the social. It was believed that the solution lay in working with both offenders and communities. On the one hand, offenders needed help in reintegrating back into their respective communities. On the other hand, communities needed educating in order to reduce the stigma associated with crime and to increase acceptance of

2 Travis, J. (2003). *In Thinking About “What Works,” What Works Best? The Margaret Mead Address at the National Conference of the International Community Corrections Association*: Urban Institute Justice Policy Center, p.2.

offenders. Thus, the idea of reintegration was introduced.³ Correctional workers were no longer seen as rehabilitators but more as advocates for offenders. In Canada, the era of reintegration had its starting point with the Ouimet Report which recommended that offenders would change more readily in a community setting than within an institution.⁴

According to Cohen, the correctional approach changed in four fundamental ways: away from the state, away from the experts, away from the institutions and away from the mind. In other words, this approach advocated for increased community control and less central government power; for more care of prisoners in the form of community treatment and away from analysis by professional correctional workers; towards prisoners' rights and away from the idea of rehabilitation of the mind. The practical manifestation of these ideas was the creation of day parole, diversion programs, group homes and halfway houses.⁵

Although halfway houses had existed for over a hundred years in the USA, in the 1960s and 1970s there was a sharp increase in the number and size of facilities. This was called the "Halfway House Movement" and was echoed in Canada. The first halfway house for male ex-offenders appeared in Canada in Toronto in 1954. The first halfway house for *federal* male ex-offenders was established in Windsor, Ontario in 1962 as St. Leonard's House. The facilities were sponsored by the government but managed by community agencies such as the St. Leonard's, John Howard and Elizabeth Fry Societies.⁶ The halfway houses were diverse in size, structure and programs. This diversity created its own problems. It was difficult for the government to institute a fair funding system and to evaluate the standards of programs provided. In 1972, the Solicitor General appointed a task force to investigate the system of halfway houses and make recommendations. The task force pinpointed a number of problems in its report including: an absence of commonly accepted and adequate standards of evaluation; scattered funding arrangements; little contact between the facilities; and the fact that many inmates were ignorant of their existence.⁷

In order to address these issues, the Ministry of the Solicitor General and the BC Department of the Attorney General instigated a National Conference in 1974. Professionals working in halfway houses resolved to work together in collaboration with government to gain recognition and support for their role in the criminal justice system. Despite the problems, there were significant advantages to the use of halfway houses. As Louis Zeitoun outlines in his review of the development of Community-Based Residential Centres in Canada:

"Although there continues to be a need for government-operated programs in the community, there are several advantages of having programs operated by nongovernmental agencies:

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- 3 O'Leary, V. and Duffee, D. (1971). "Correctional Policy: A Classification of Goals Designed for Change." *Crime & Delinquency* Vol. 17, 373-386.
 - 4 Goff, C. (1999). *Corrections in Canada*. Cincinnati, Ohio: Anderson Publishing Co.
 - 5 Cohen, Stanley (1985). *Visions of Social Control*. Cambridge, England: Polity Press.
 - 6 Canadian Training Institute (2002). *Toward an Evaluation of Community-Based Residential Facilities (CRFs) in Canada: A Review of Literature*. Toronto, ON: Canadian Training Institute. Prepared for St. Leonard's Society of Canada the Correctional Service of Canada.
 - 7 Zeitoun, L. (1978). "The Development of Community-Based Residential Centres in Canada." *Offender Rehabilitation*, Vol. 3 (2), 133-150.

1. *Nongovernmental agencies have easier access to community resources through their board of directors.*
2. *Nongovernmental agencies are quicker in responding to local needs and freer to initiate programs to meet those needs.*
3. *Nongovernmental agencies provide an alternative service to clients that is less threatening than government services as they usually represent authority.*
4. *Nongovernmental agencies are smaller in size and therefore the decision-making process is faster.*
5. *Nongovernmental agencies can plan a monitoring role and thus influence government policy and programs.*
6. *Nongovernmental agencies can provide a variety of additional services for which the government has no mandate.*
7. *Nongovernmental agencies can promote active citizenship involvement and commitment more than government can.”*

The reintegration ideology remains in Canada to this day. However, there have been criticisms of its tenets and the way that it has been implemented. It was argued that community corrections had little effect on the way penitentiaries were run; that the overall strategy within prisons remained punitive. In addition, while prison populations did not decline, more people were under supervision in the community. This was called “net widening”. In the academic arena, the premise that the source of crime lay solely in inequalities of society led to attacks on rehabilitation efforts in general and the rights of prisoners to refuse treatment.⁸ “Proof” that treatment did not work was illustrated in the Martinson research study, which reviewed over 200 correctional programs and found that most of them had little effect on recidivism. This led to the pithy statement that “Nothing Works”⁹

A different perspective was espoused by Canadian psychologists Paul Gendreau and Robert Ross, who believed that criminal behaviour was a learned phenomenon and therefore offenders could learn new ways of thinking and behaving. They conducted extensive reviews of correctional studies. They concluded that some correctional programs failed because they lacked therapeutic integrity; in other words, there were problems in the way they were conducted. They found numerous programs that did reduce recidivism, especially behaviourally-based programs such as incentive systems and those which targeted criminogenic needs (e.g. antisocial attitudes). They also emphasized the importance of acknowledging individual differences in

8 Goff, C. (1999). *Corrections in Canada*. Cincinnati, Ohio: Anderson Publishing Co.

9 Martinson, R. (1974). What works? – Questions and answers about prison reform. *The Public Interest* 35 (Spring), 22-54.

Lipton, D., Martinson, R. and Wilks, J. (1975). *The Effectiveness of Correctional Treatment and What Works: A Survey of Treatment Evaluation Studies*. New York: Praeger.

offenders when designing programs and services. This was the beginning of the “What Works” movement which continues to this day.¹⁰

During this time, the political climate was changing. The 60s and 70s were times of social unrest and protests against authority. Traditional ways were questioned in the name of freedom. In the correctional field, the work of government officials such as judges, correctional officers and parole boards came under scrutiny. In the USA, in the 1980s the conservatives and liberals combined to attack the system: conservatives arguing that it was too lenient and liberals expressing concern about bias and discrimination amongst officials, and net widening. The result was the imposition of “just deserts,” a view that any punishment had to be precise and fit the crime and no more. Rising crime rates in the USA resulted in a call for a return to “Law and Order” and a get tough on crime policy. This political climate was mirrored in the UK and Canada.¹¹ Public safety became the prime directive of the correctional service. So, in the reintegration process, the safety needs of the community became the priority. In the 1970s and 1980s, risk assessment measures were primarily used to find false positives (offenders thought to be at risk who succeeded in the community). However, by the late 1980s and early 1990s, researchers shifted to looking mainly at false negatives, that is, offenders released into the community who failed to reintegrate.¹²

At present the Correctional Service of Canada still functions from a reintegration perspective alongside a public safety imperative. This is reflected in the mission statement:

“The Correctional Service of Canada (CSC) as part of the criminal justice system and reflecting the rule of law, contributes to public safety by actively encouraging and assisting offenders to become law-abiding citizens, while exercising reasonable, safe, secure and humane control.”

So whilst offenders may serve their sentence in the community, electronic monitoring may be used as a control method. While parole and probation officers encourage and support offenders in their attempts to reintegrate, they also act as surveillance officers. Halfway houses are also functioning in this dual role, which offers many challenges in all levels of practice. At the time of writing, in Canada, the balance of the dual role is shifting towards public protection through greater surveillance and control methods. This seems to be following an international trend in which agencies equivalent to Community Residential Facilities are becoming more a part of the surveillance network and are losing their reintegration function.

10 Cullen, F.T. & Gendreau, P. (2000). *Assessing Correctional Rehabilitation: Policy, Practice, and Prospects in Criminal Justice Volume 3: Policies, Processes and Decisions of the Criminal Justice System*. Washington, DC: National Institute of Justice.

Gendreau, P. and Ross R. (1979). “Effective Correctional Treatment: Bibliotherapy for Cynics.” *Crime and Delinquency* 25 (October), 463-489.

Gendreau, P. and Ross, R. (1987). “Revivification of rehabilitation: Evidence from the 1980s.” *Justice Quarterly*, Vol. 4 (3), 349-407.

11 Macallair, R. (1993). Reaffirming rehabilitation in juvenile justice. *Youth and Society* (25), 104-125.

12 Motiuk, L. and Serin, R. (1998). “Situating Risk Assessment in the Reintegration Potential Framework.” *Forum on Correctional Research*, Vol. 10, 19-22.

Goff, C. (1999). *Corrections in Canada*. Cincinnati, Ohio: Anderson Publishing Co.

The Current Climate

The current climate in Canada in 2006 is one in which public safety is a key political issue. The Conservative government is dedicated to a strengthening of punishment for violent crimes. The population of prisoners returning to their communities is becoming younger, more difficult to work with and more prone to violence. This has been the conclusion of researchers from the Correctional Service of Canada and the observation of some executive directors of CRFs (interviewed by St. Leonard's Society of Canada for this project). This constitutes a real challenge for staff in CRFs. At the moment CRFs seem to be an accepted feature of the community, on the whole, but this could change if the number of violent incidents concerning residents of CRFs were to rise.

In the UK, there have been disturbing developments in the attitude of the public towards Approved Premises (the British version of the halfway house). A sustained negative media campaign directed towards Approved Premises by the tabloid press has resulted in a wave of hostility towards the residents and staff of Approved Premises. In the worst incidents, people have been threatened and bricks have been thrown through windows. This antagonism has caused great stress to both residents and staff members both in terms of their own safety and in terms of trying to deal with relentless pressure from the press to gain access to the hostels to garner information. All of this media attention has resulted in the moving of many sex offenders away from hostels near schools, thus increasing their numbers in certain hostels, and in the reluctance of hostels to receive high-risk candidates for fear of media and public hostile attention. Maintaining a rehabilitative atmosphere in Approved Premises within this political and media climate is very difficult.¹³

This may serve as a lesson for Canadian CRFs to be aware of the changing tide of opinion and to be prepared to give evidence for the efficacy of their rehabilitation work. Evidence has been gathered in England and Wales through the Pathfinder Project and in the USA by Lowenkamp and Latessa¹⁴ in Ohio, USA. The Approved Premises Pathfinder, which ran from October 2003 to March 2005, in eight Approved Premises, demonstrated that staff can be a positive influence on offenders through pro-social modeling and motivational work.¹⁵ Research conducted in Ohio found that Community Based Correctional Facilities and halfway house programs were effective in reducing recidivism in moderate and high-risk offenders but not in low-risk offenders. Further research in Canada is needed to promote the "What Works" approach to rehabilitation and reintegration. In the UK, "community supervision" is often the scapegoat for what the public perceive as an over-lenient criminal justice system, insensitivity towards victims, and an out-of-touch parole system. However, the building of public confidence can start at the grass-roots level. Where investment has been made in developing strong community relationships, there has been greater resistance to reactionary campaigns. A lesson learned in the UK is

13 Cherry, S. & Cheston, L. (2006). Towards a model regime for approved premises. *The Journal of Community and Criminal Justice*, Vol. 53 (3), 248-264.

14 Lowenkamp, C. & Latessa, E. (2002). *Evaluation of Ohio's community based correctional facilities and halfway house programs*, University of Cincinnati, Center for Criminal Justice Research.
Lowenkamp, C. & Latessa, E. (2005). Increasing the effectiveness of correctional programming through the risk principle: Identifying offenders for residential placement. *Crime and Delinquency* 52 (1), 77-93.

15 Cherry, S. & Cheston, L. (2006). Towards a model regime for approved premises. *The Journal of Community and Criminal Justice*, Vol. 53 (3), 248-264.

that the view of the media (and the tabloid press in particular) is not necessarily the view of the public. The community may have their fears exploited by the press and other coverage but ultimately they are likely to have a view based on their personal experience. Taking the initiative to engage with the community is a gamble which is not without risks but, with sensitive handling and strategic planning, sound progress can be made.

Public safety is the prime directive of CRFs. It is served in a number of ways, control and surveillance being only one way. Another is through the successful reintegration of offenders into communities. If an offender is released directly back into the community with no supports, there is a high risk of homelessness and unemployment, which is likely to lead to further offending. Community Residential Facilities provide a breathing space for offenders to get back onto their feet and thus are architects of public safety through their support mechanisms as well as through their surveillance methods. Public safety is also served through community development and the investigation of core causes of criminal behaviour. So, crime can be tackled from a number of directions – from the instigation of reactive responses after the fact and from a preventive position. In the work of CRFs there is a constant tension between surveillance, support and individual accountability but all of these demands lead back to public safety. There may be a misconception amongst the public that public safety can only be achieved through imprisonment and other controls.

Public safety is the prime directive of CRFs, yet it can only achieve sustained success by working in partnership with others and having the confidence, cooperation and contributions of the communities that they serve. Today we are forming the history of tomorrow. It is a long-term commitment with few “quick wins.” The challenges that criminal justice, and in particular, residential services, face are both numerous and complex. It is no time for crisis of confidence. It will require innovation to deliver quality services that bridge compassion and control that residents require as part of the process to achieve the safest and most effective resettlement possible.

The Good Practices Manual for Community Residential Services Project

As can be seen, the practice of corrections in institutions and in the community is ever-changing according to the research and political climates of the day. The day-to-day practices in the operation of Community Residential Facilities are affected by many factors. This makes for a complex and challenging profession. The professionals who work in these facilities are well-positioned to see the issues surrounding reintegration from a front-line perspective and to test ideas and good practices. This manual is a testament to the work of the professionals within Canadian Community Residential Facilities and a means to encourage an environment of continuous learning and improvement within the field. The CRFs represented in the manual constitute a variety of agencies. Some are devoted entirely to ex-prisoners whilst others work with other populations as well. The size of the agencies and the number of correctional clients served vary enormously. It is a rich and intriguing field of study.

In this project, St. Leonard's Society of Canada sent out surveys through the Regional Halfway House Associations, who kindly donated their time to the project. Interviews were also conducted with executive directors and managers across the country by staff at Head Office and by Larry Cook of the Ontario Halfway House Association. So the good practices documented in the

manual are largely from the perspective of representatives of management in CRFs. Additional material was obtained from interviews with residents of Community Residential Facilities in Ottawa, Ontario and from a presentation in the Ontario Halfway House Association's 4th Annual CRF Staff Training Conference held in Kingston in October, 2006. The presentation was entitled: *Getting It Right – Experiences from the Frontline*. The aim of the presentation was to access input from front-line workers in order to gain knowledge of their experiences of good practices in their daily work.

This project is not a scientific endeavour: it is a starting point for further discussion. The material presented is only a part of the larger whole and the good practices serve as examples rather than “best” practices in a hierarchal sense. The field is too great and too diverse to make such an assessment in a single project. For this project “good practices” are defined as: *practices the practitioner has found useful in achieving mission and goals*. Each practice addresses the specific needs of stakeholders (including residents, clients, community and staff). Ideally, good practices are supported by independent observation. At the same time, patterns have emerged and we hope that this manual will be of assistance in promoting ideas and in providing a spotlight on the work of Canadian Community Residential Facilities. One thing that this project has taught us is the incredible breadth of the work that is pursued in CRFs and the incredible variety of agencies, which are helping ex-offenders to reintegrate into their communities. CRFs evolved over time and part of their strength is their individual autonomy and richness in compilation. However, this type of environment also calls for greater strategies to maintain good communications and cooperation between agencies in order to advance knowledge gained in individual settings. We hope that this project encourages more dialogue in the field.

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Community Residential Facilities

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They are, in alphabetical order:

101st Street Apartments – Edmonton John Howard Society (Edmonton, Alberta); **7th Step Community Residential Centre** (Calgary, Alberta); **Adsum House – The Association for Women's Residential Facilities** (Halifax, Nova Scotia); **Anchorage House, Salvation Army** (Winnipeg, Manitoba); **Awo-taan Native Women's Shelter** (Calgary, Alberta); **Bedford House – Calgary John Howard Society** (Calgary, Alberta); **Belkin House – Salvation Army** (Vancouver, BC); **Berkana House – Elizabeth Fry Society of Calgary** (Calgary, Alberta); **Bill Mudge Residence – The Laren House Society** (Victoria, BC); **Booth Centre – Salvation Army** (St. Catherines, Ontario); **Bunton Lodge ARC – Salvation Army** (Toronto, Ontario); **Cannell House** (Moncton, New Brunswick); **Centre la Traverse** (Sherbrooke, Quebec); **Centre of Hope, Salvation Army** (Calgary, Alberta); **Circle of Eagles Lodge Society** (Vancouver, BC); **Columbia House – The Elizabeth Fry Society of Greater Vancouver** (New Westminster, BC); **Cornerstone Community Association Durham Inc.** (Oshawa, Ontario); **Detweiler**

House – Elizabeth Fry Society of Kingston (Kingston, Ontario); **Dick Bell Irving House – BC Borstal Association** (Vancouver, BC); **Elizabeth Fry Society of Cape Breton** (Sydney, Nova Scotia); **Elizabeth Fry Society of Toronto** (Toronto, Ontario); **Ellen House – Elizabeth Fry Society of Peel Halton** (Brampton, Ontario); **Emmanuel House – Stella Burry Corp.** (St. John's, Newfoundland and Labrador); **Expansion-Femmes de Québec** (Charlesbourg, Quebec); **Genesis House – Westcoast Genesis Society** (New Westminster, BC); **Greenfield House – Salvation Army** (Moncton, New Brunswick); **Halifax Community Centre – The Salvation Army** (Halifax, Nova Scotia); **Harbour Light Centre – Salvation Army** (Vancouver, BC); **Hart House – John Howard Society** (St. John, New Brunswick); **Horizon House – Red Deer John Howard Society** (Red Deer, Alberta); **House of Hope** (Ottawa, Ontario); **Howard House – John Howard Society of Newfoundland and Labrador** (St. John's, Newfoundland and Labrador); **Howard House Association of Cape Breton** (Sydney, Nova Scotia); **Independence Apartments – Edmonton John Howard Society** (Edmonton, Alberta); **Island View House** (Fredericton, New Brunswick); **John Howard Society of the Lower Mainland of BC – Guy Richmond Place & Hobden House** (Vancouver & Surrey, BC); **Ketso Yoh – Prince George Native Friendship Centre** (Prince George, BC); **Kirkpatrick House – John Howard of Ottawa** (Ottawa, Ontario); **L'Agence Sociale Spécialisée de l'Outaouais Inc. (ASSO)** (Gatineau, Quebec); **La Maison (Joins-toi)**, (Granby, Quebec); **La Maison Painchaud Inc.**(Quebec City, Quebec); **Labrador Friendship Centre** (Happy Valley – Goose Bay, Newfoundland and Labrador); **Lacey House** (Charlottetown, PEI); **Lavers House – Dismas Society** (Truro, Nova Scotia); **Maison « Cross Roads » de la Société St-Léonard (Mtl) – Maison St-Léonard** (Montreal, Quebec); **Maison Decision House** (Ottawa, Ontario); **Maison Jeun'Aide** (Montreal, Quebec); **Manchester House – John Howard Society of Victoria** (Victoria, BC); **Meewasinota Aboriginal Healing Centre** (Saskatoon, Saskatchewan); **Métis Addiction Council of Saskatchewan, Inc.** (Prince Albert, Saskatchewan); **New Directions – Salvation Army Booth Centre** (Kitchener, Ontario); **New Frontiers – Salvation Army** (Saskatoon, Saskatchewan); **Okanagan Halfway House Society – Chandler Place, Kelowna House, and Robinson Place** (Kelowna, BC); **Phoenix Transition Society** (Prince George, BC); **Prince George Activator Society** (Prince George, BC); **Railton House – Salvation Army** (Dartmouth, Nova Scotia); **Regina House** (Winnipeg, Manitoba); **Réhabilitation de Beauce Inc. – Nouveau Jour** (Vallée Jonction, Quebec); **Roberts House** (Calgary, Alberta); **St. Leonard's Community Services of London and Region – Cody Centre and Gallagher Centre** (London, Ontario); **St. Eleanor's House** (Summerside, P.E.I.); **St. Leonard's Society of Hamilton, Emerald Street Treatment Centre and Robert Street Residence** (Hamilton, Ontario); **St. Leonard's Society of Nova Scotia – Barry House, Nehiley House, Sir Francis Fleming House, Pendleton Place** (Halifax, Nova Scotia); **St. Leonard's Society of North Vancouver – Libby House** (Vancouver, BC); **St. Leonard's Society of Peterborough – Edmison House** (Peterborough, Ontario); **Salvation Army Addictions and Rehabilitation Centre** (Victoria, B.C.); **Salvation Army Community and Residential Services** (Thunder Bay, Ontario); **Salvation Army Community and Residential Services** (Winnipeg, Manitoba); **Stan Daniels Healing Centre** (Edmonton, Alberta); **Stonehenge Therapeutic Community** (Guelph, Ontario); **Talbot House** (Charlottetown, PEI); **The Mustard Seed** (Calgary, Alberta); **The Phoenix Drug and Alcohol Recovery Society – Ambro House** (Surrey, B.C.); **Tsow-Tun Le Lum Society** (Lantzville, BC); **W.P. Archibald Lodge ARC – Salvation Army** (Toronto, Ontario); **Walter A. “Slim” Thorpe Recovery Centre** (Lloydminster, Alberta); **Waterston Centre – Salvation Army** (Regina, Saskatchewan); **West-Bridge House – John Howard Society of Newfoundland and Labrador Inc.** (Stephenville, Newfoundland and Labrador); **YWCA of Brandon** (Brandon, Manitoba); **YWCA of Prince Albert** (Prince Albert, Saskatchewan); **YWCA Regina** (Regina, Saskatchewan).

GOOD PRACTICES
IN
RESIDENT SERVICES

GOOD PRACTICES IN RESIDENT SERVICES

1. BUILDING A HEALTHY ENVIRONMENT

Dignity and Respect..... 4

The work of Community Residential Facilities (CRFs) is driven by the values and principles within their specific mandates. These principles are at the heart of the various agencies and serve as a beacon for the direction of good practices.

Pro-Social Modelling..... 6

Research has shown the advantages of pro-social modelling in the facilitation of change in clients. It is an approach which is not designed to be used simply within case management but incorporating the whole work environment.

Home Sweet Home..... 8

Many interviewees in the St. Leonard's Society of Canada (SLSC) survey spoke about the importance of a home-like atmosphere in a CRF. The ideal vision of a home atmosphere is one in which members of the household feel a sense of acceptance, safety and belonging.

Location, Location, Location..... 12

What is the best external environment? It all depends...

Aboriginal Perspective

Culture & Healing..... 10

The establishment of an accepting milieu is of particular relevance to Aboriginal peoples. They have experienced fragmentation of their culture for many years through the process of colonization.

Women's Perspective

Acceptance & Empowerment. 11

Criminalized women are especially vulnerable in society and the need for safety is high, both in the physical sense and in the psychological and emotional sense. Many CRFs empower women through climates of equality

Dignity and Respect

The overwhelming ubiquitous theme that arose in the interviews with executive directors and managers of Community Residential Facilities (CRFs) in Canada was the importance of treating residents with dignity and respect. This is a vital component of building a healthy environment. In fact, the entire operation of these agencies is driven by the values and principles outlined in each specific mandate. Therefore, a good practice for staff is to reflect on their agency's mandate and examine how they can exhibit these principles in concrete terms. Abstract ideas are only useful if they are manifested in practical terms.

So, how can dignity and respect be conveyed within an agency? There are a number of different ways. Here are just a few examples:

- By treating everyone with courtesy
- By being open and honest in all interactions
- By keeping the residence clean and inviting
- By listening to others' perspectives and reflecting on your own behaviour
- By taking pride in the agency
- By wearing appropriate dress for a working environment
- By being interested in learning about residents' cultural heritages
- By using appropriate language

A healthy atmosphere is developed through the decoration and general upkeep of an agency but mostly in the attitude of the people living and working there. According to labeling theory,¹ people tend to respond according to how others see them and treat them. Therefore, anyone seen as an "offender" will tend to believe in that identity and act as such. A healthier way is to treat people as individuals and not to define them by past behaviours. Braithwaite² further developed this idea of labeling by differentiating between disapproval of the *offence* and disapproval of the *offender*. If we handle the disapproval of the offence in a way that does not break social bonds, then the offender is unlikely to take an anti-social position. However, if we stigmatize and reject the offender, he or she will most likely become entrenched in that identity and have anti-social friends. This will only serve to increase criminal behaviour.

It may also be useful to reflect on the main purpose of Community Residential Facilities, which is to enhance reintegration of ex-offenders back into Canadian society. Therefore, it makes sense if CRFs reflected some of the values of Canadian society within their walls. Some central values that spring to mind are equality and openness, inclusiveness, respect for human rights and multiculturalism. The increasing drive towards public protection via increased surveillance may undermine the dignity and respect agenda in CRFs. Discussions on how to maintain a healthy environment within a more restrictive atmosphere may be called for within CRFs in the future.

1 Lemert, E.M. (1951) *Social Pathology*. New York: McGraw-Hill.

2 Braithwaite, J. (1989). *Crime, Shaming and Reintegration*. Cambridge: Cambridge University.

Dignity and Respect – Quick Tips

- ✿ *Be welcoming to all by making your agency accessible. Belkin House – Salvation Army in Vancouver, BC offers three rooms that are wheelchair accessible as well as apartments specially designed for wheelchairs.*
- ✿ *Dick Bell Irving House in Vancouver, BC has a multi-cultural approach. If someone requires a special diet they will accommodate them. If there is a day which is significant in a resident's religion they will ask if they would like a special acknowledgement.*
- ✿ *It is important to differentiate between cultures that may seem similar. A good practice is to be sensitive and to ask questions about a person's culture. Do not make assumptions and think that you know, based on stereotypes perpetuated in your own culture. For example Vietnamese foods and Chinese foods are very different.*
- ✿ *The physical structure itself is also an indicator of respect and dignity. Although not always possible, a good practice is to provide individual rooms or suites. Independence Apartments in Edmonton, Alberta has 19 suites for the residents. There are singles, doubles and triples. Each suite has its own kitchen and the residents share cooking and cleaning tasks. Residents are given food cards to buy their own groceries.*
- ✿ *Expansion-Femmes de Québec, Charlesbourg, Quebec offers apartments for the women in which they can be autonomous and possibly have their children living with them or invite them for short visits.*

Pro-Social Modelling

Dignity and respect may be imbedded in the atmosphere of any agency and this atmosphere is central to promoting a healthy environment for change. The importance of the environment in the change process is documented in research. In the Home Office Online Report, *Factors associated with effective practice in Approved Premises: A literature review*, the authors outline the importance of regimes. (NB Approved Premises are the British version of halfway houses). They define regimes in their broadest sense by referring to a number of factors including “the general principles on which the Approved Premises is run, its purpose and ethos, its procedures and methods for working with residents, and the rules which govern its running”.³ Examples of regime styles include “authoritarian”, “liberal” and regimes based on a “pro-social modelling” approach.

The report emphasizes the importance of balance in a regime. Too harsh an environment and too lenient an environment both may cause problems. The authors refer to a landmark study by Sinclair of regimes in Approved Premises. Sinclair found that the personalities of staff and the associated styles of leadership, control and support were crucial in affecting positive outcomes for residents. He discovered that the regimes with the lowest “failure rate” (the percentage of residents leaving Approved Premises because of absconding or further offending) were well-balanced. Staff was able to combine emotional warmth and being accessible to discuss residents’ problems with the ability to be honest about expectations and firm and controlling when necessary.⁴

Effective regimes described by Sinclair have characteristics of the pro-social modelling approach. In an Australian study conducted by Trotter, he compared groups of offenders whose probation officers had been trained in pro-social modelling techniques with groups whose probation officers had not received the training. He found significantly lower reconviction rates over a four year period for offenders supervised by the specially-trained probation officers.⁵

Sally Cherry’s book “Transforming Behaviour: Pro-social Modelling in Practice” is a useful tool for learning more about pro-social modelling.⁶ She has also written a manual about pro-social modelling in UK hostels (available at sally@mptc.org.uk).⁷

3 Burnett, R & Eaton, G. (2004). *Factors associated with effective practice in Approved Premises: A literature review*. Home Office Online Report, London: Home Office, p. 6.

4 Sinclair, I. (1971). *Hostels for probationers: a study of the aims, working and variations in effectiveness of male probation hostels with special reference to the influence of environment on delinquency*. Home Office Research Studies No. 6, London: HMSO.

5 Trotter, C. (1999) *Working with involuntary clients*. London: Sage.
Trotter, C. (2000) Social work education, pro-social modeling and effective probation practice. *Probation Journal*, Vol. 47, 256-261.

6 Cherry, S. (2005). *Transforming Behaviour: Pro-social modelling in practice*. Collompton, Devon: Willan Publishing.

7 Cherry, S. (2004). *Pro-social modelling: Reinforcement Strategies for Managers*. Birmingham: MPTC.

Examples of Good Practices in Pro-Social Modelling

1. Developing an empathic relationship with clients by being open to their point of view, genuinely interested in their story, and showing concern for their well-being.
2. By having a respect for the law and for rules – empathy alone may be seen by the client as agreement with his or her criminal activities.
3. By being punctual, reliable and consistent. So you arrive at your appointments on time. You carry out what you say you will do and if you do not, you explain why you have not done it. You take care to treat any individual in the same way over time and you treat all of the residents fairly, in the same way, but making allowances for individual needs.
4. You behave fairly towards clients by acknowledging their specific needs and not making unreasonable demands on them.
5. When you make a mistake you admit it, apologize, and put things right.
6. When you interact with others, you are clear in what you are thinking and feeling and what your expectations are and you are also open to receiving the same information from others.
7. You display common courtesy to residents and staff.
8. You reward behaviours you want to encourage, by praising, saying thank you, by acknowledging it in his or her file (and telling the resident), etc. This also applies to staff: showing appreciation for their efforts is a good way of building a positive, optimistic environment.
9. You actively work in partnership with clients by coaching them in new skills, by having clear goals and objectives, by increasing their motivation for change, by helping with solving problems and by monitoring progress.
10. You treat clients as individuals and avoid stereotyping. You value diversity in culture and ethnicity, gender, sexual orientation, and in abilities.
11. You work at an appropriate level for residents' speaking and listening abilities and are comfortable with working with different thinking and learning styles.
12. You are clear about your role as an authority figure and maintain good **professional boundaries**. Establishing clear boundaries means:
 - Being clear with yourself and clients about your role within the relationship.
 - Accept that you are in a position of power and always be aware of your effect on clients. You may be friendly with residents but you can never be their friend. You have influence over people and what you do may affect them negatively. It may be completely unintentional, so it is important to be self-aware and sensitive to residents' perspectives.
 - Being clear about rules and expectations – what will not be tolerated and what the consequences are for breaking the rules.
 - Explaining the rules of confidentiality to clients. Clients need to be told the limits of confidentiality.
 - Never being caught in a conflict of interest, for example by meeting clients outside of the work place, or by using their skills for your own benefit.
 - Never reversing the roles by telling clients about your own personal problems and threatening feelings of safety in the clients.
 - Dressing in an appropriate manner and adhering to any agency dress code.
 - Never using your position of power for personal gain, for example by coercing sexual favours from residents, or by accepting valuable gifts.

Cherry, S. (2005). *Transforming Behaviour: Pro-Social Modelling in Practice*. Collompton, Devon: Willan Publishing, p. 3.

Home Sweet Home

Small is beautiful?

Another recurring phrase heard in the interviews with CRF staff was the importance of a “home-like” atmosphere. Several executive directors or managers commented that a small house was more amenable to this home-like atmosphere. Others explained that a home-like environment was especially important for those clients who had little experience of family life or whose experiences were negative. Also, the development of trusting, caring relationships was important not only to support personal growth of clients but also to provide a base of support after residents leave. Although there were few structured aftercare programs in CRFs there were many who welcomed ex-residents back in an informal way. Thus, CRFs act as anchors in the community and a source of support, especially for those people with few friends and family.

Alan Turnbull of Bill Mudge Residence in Victoria, BC believed that a high percentage of the work of his agency was in the home atmosphere and emphasized the need to create safety, consistency and respect.

Jeanette Thompson, of the Howard House Association of Cape Breton also believed in the importance of a home-like atmosphere to promote belonging. She believed that the feeling of belonging worked towards healing. The small size of her agency and low numbers of residents helped to facilitate a feeling of home.

Bob Ens of the Okanagan Halfway House Association in Kelowna, BC also believed that a small facility was best. The association has three halfway houses and Mr. Ens commented that they could save money by changing three houses into one but the organization really believes in a home atmosphere.

Breaking down barriers, building a home

However, there are problems associated with developing a home-like atmosphere. Some managers in larger agencies with larger numbers of clients also commented on the importance of a home-like atmosphere and said that they had to work hard to create such an atmosphere, both in the decorations and staff attitudes.

There is also the reality of the safety aspects of CRFs. How do you maintain security whilst still keeping the agency home-like? For example there may be locks on the fridge or on cupboards to protect property. There may be an alarm system on the doors or even surveillance cameras. It may be a challenge to promote a positive atmosphere in the context of a secure facility. However, the attitude of staff is a key factor. If the staff is dedicated to building a home-like, healthy environment then these other blocks may be overcome. The overall impression gained from the input from CRFs was one of commitment and dedication by staff to building a healthy physical and psychological climate.

Home Sweet Home – Quick Tips

- ✿ *In many houses the staff joins the residents for meals. Manchester House, Victoria, BC has a monthly meeting in which staff provides a meal for the residents and ETAs from William Head and then have a meeting afterwards. This is also a good way to orient ETAs to the facility.*
- ✿ *John Howard Society of the Lower Mainland of BC paints the walls of the facilities in therapeutic colours.*
- ✿ *The Elizabeth Fry Society of Greater Vancouver provides an annual Christmas party for residents and past residents and their children. Through donations, they serve a turkey dinner and provide age and gender appropriate gifts for the mothers to give to their children.*
- ✿ *Some residents of Kirkpatrick House in Ottawa, Ontario commented on the importance of a home-like environment. They did not like anything that reminded them of an institution. They particularly liked the fact that Kirkpatrick House has no locks on the kitchen cabinets. Residents simply put their names on their own items and felt that this was enough security for them.*
- ✿ *Staff at Horizon House, Red Deer, Alberta put on Christmas, Easter and Halloween parties and give summer barbeques for the many residents with no families to go to in the holidays.*
- ✿ *Several CRFs use animals for therapeutic purposes in their agencies. Agencies have dogs or cats mostly but Meewasinota Aboriginal Healing Centre in Saskatoon, Saskatchewan, houses chinchillas, birds and fish as well as three hedgehogs and two bearded dragons (lizards).*
- ✿ *Tim Veresh of John Howard Society of the Lower Mainland of BC discusses issues in the newspaper on a daily basis with residents. He believes that by encouraging residents to think about how other people feel in the face of tragedy fosters empathy and strengthens a sense of conscience.*
- ✿ *The Labrador Friendship Centre provides a cultural home for the community of Goose Bay, Labrador. There are three cultures represented in the centre: Inuit, Innu and Métis. The Centre has a cultural worker who works with the immediate needs of residents. The centre runs a host of cultural activities including drum groups, arts and crafts and an Aboriginal Day celebration. They also have links with an Aboriginal Family Centre where children learn traditional languages. Although the centre only accommodates a few CSC clients, being surrounded by such a rich cultural atmosphere, is an important factor towards creating a feeling of home.*

ABORIGINAL PERSPECTIVE: Culture & Healing

The establishment of an accepting milieu is of particular relevance to Aboriginal peoples. Aboriginal peoples have experienced fragmentation of their culture for many years through the process of colonization. According to a CSC backgrounder on healing lodges:

“After colonization, many Aboriginal people faced the loss of their culture, their spirituality, language, parents as role models (some through the residential school experience) and connection to the land. The failed attempt to assimilate Aboriginal people has affected generations. For some, it has strengthened their resolve to maintain ties with their culture. Sadly, for others, as a result of marginalization, many fell into the prison system.”

Aboriginal CRFs create a venue that accentuates their culture both indoors and outdoors through:

- Aboriginal art and crafts
- Tepees and sweat lodges
- Sacred symbols – Central to the Native spirituality is the belief that everything in Creation has spirit, the animals and plants, the rocks and water, the moon and the stars. Sacred symbols of this belief are carried in bundles and used for healing and ceremonies. These symbols are imbued with deep spiritual and cultural meaning. They are therefore an essential part of the environment. They include:
 - The pipe, which represents the woman and the man, the bowl representing the woman and the stem, the man. When the pipe is smoked or touched it is carrying the thoughts and prayers of the people up to the Creator.
 - The drum, which is seen as the heartbeat of the Aboriginal peoples.
 - The rattle, which symbolizes the sound that existed in the darkness before creation; the sound of the shaking of seeds in a gourd. It is believed that shakers attract spirits when they are used in songs.
 - The eagle feather, a sign of honour, which was given to heroes in battle. In contemporary times, the battle is seen to be the one against alcohol and drugs and eagle feathers are earned in this forum.
 - The Grandfather teachings, which say that Wisdom, Truth, Humility, Bravery, Honest, Love and Respect are all aspects of our emotional, spiritual, physical and intellectual development.
 - The use and promotion of Aboriginal languages.

See Aboriginal Resource Centre, University of Guelph:
www.studentlife.uoguelph.ca/arc

WOMEN'S PERSPECTIVE: Acceptance & Empowerment

Managers of women's houses also supported the idea of the respectful, home-like atmosphere as being of primary significance. It is probably of even greater value in agencies catering to women because of the circumstances that women ex-offenders have often endured. Poverty, sexual and physical abuse, and social marginalization are common features in the experience of women prisoners. These women are especially vulnerable in society and the need for safety is high, both in the physical sense and in the psychological and emotional sense.

In addition to the need for acceptance, safety and dignity, the integrity and warmth of relationships formed within any CRF with female residents may be of particular relevance in the healing process because of gender. According to relational theory, men and women develop a psychological maturity through different pathways. Traditional theories of maturity, which described development as a process of separation and individuation were challenged by Jean Baker Miller, as only being applicable to men. Jean Baker Miller, who developed relational theory believed that women's paths to maturity were different. She said that women's feelings of self-worth and sense of self were built on connections with others. Connection, rather than separation was the driver of growth in women. Most of the women involved in the criminal justice system have experienced disconnection and violation in their childhood rather than warm relationships that foster growth. Their pathways to crime are far more likely to be connected to relational concerns than men. Knowing what drives women to commit crimes is essential to providing the environment that will address the needs at the core of criminal behaviour and thereby change these behaviours.⁸

Pat Babiak of the YWCA in Brandon, Manitoba indicated that lots of people commented about the family atmosphere and some return to visit the agency for that reason. She said that having someone who cares is key because often women residents had little family support and many are completely alone.

Emmanuel House in St. John's, Newfoundland have partnered with church groups in making the CRF more homelike. The groups have refurbished rooms and made curtains. Emmanuel House is also developing peer support for women offenders.

Feminist approaches are attuned to the effect of power imbalances and work to promote an atmosphere of equality and empowerment. The Elizabeth Fry Society of Cape Breton had some practical suggestions for empowering residents. Darlene MacEachern, the Executive Director, indicated that in her agency, the number of the office of the Correctional Investigator was kept by the residents' phone and clients were encouraged to call other Elizabeth Fry agencies if they felt that they had a problem with the Cape Breton agency. They were also given the option of calling the National Office. Staff is open to receiving suggestions from the residents and new policies often arise out of resident suggestions.

8 Bloom, B., Owen, B. & Covington, S. (2003). *Gender-Responsive Strategies: Research, Practice and Guiding Principles for Women Offenders*. Washington, DC: National Institute of Corrections.

Location, Location, Location

There is probably no absolute ideal for the location of a CRF. Every environment has its opportunities and drawbacks. In any location a well-maintained, clean exterior provides a positive image for the CRF and enhances public faith in the agency.

Suburbia/Family homes environment

Advantages

To enhance a home-like atmosphere, smaller places located amongst family homes and pleasant surroundings seem to be close to ideal. Such settings may give residents increased feelings of pride and enhance self-esteem and a sense of acceptance.

Examples of this type of setting are:

- *Bill Mudge Residence*, a heritage house located outside of Victoria, BC in a quiet area.
- *Genesis House*, a renovated Victorian House located in the smaller community of New Westminister, BC.
- *Kirkpatrick House in Ottawa*, Ontario is situated within walking distance of the downtown core in a quiet, residential neighbourhood.

Disadvantages

- There may be greater opposition from neighbours having a CRF in their midst.
- Accessing services may be difficult.
- The price of housing is high in the suburbs and residential settings.

Good Practices

- Keep the outside of the house and the gardens looking pristine.
- Make sure the house is close to major bus routes.
- Offer bus tickets for residents for important appointments.
- Get to know the neighbours.

Kirkpatrick House in Ottawa, Ontario has strict rules for front porch etiquette and any unacceptable behaviour is dealt with swiftly. This promotes good relations with neighbours.

Downtown locations

Advantages

- Easy access to services. Some agencies prioritize convenience and locate the CRF in a part of a larger building.

Island View House in Fredericton, New Brunswick is located in the downtown area and in addition is located on a floor of the Victoria Health Centre. Mental health services and a methadone clinic are located in the same building.

- Some agencies are fortunate enough to combine access to services with an attractive local situation.

The Phoenix Transition Society in Prince George, BC is located downtown in a beautiful house.

The YWCA Prince Albert, Saskatchewan has a great central location in a residential area on the edge of downtown.

Disadvantages

- Gentrification of many downtown areas have increased the price of property.
- Affordable property usually is found in areas with high social needs where drugs and alcohol abuse is a major problem.

Good Practices

- The existence of bars and crack houses in an area may provide an opportunity for the expansion of an existing agency to take over such premises without community opposition. CRFs provide a more stable environment than many of the pre-existing usages.
- Increase surveillance in the CRF because of increased risk.
- Staff need to work harder to provide a warm, welcoming environment

The Salvation Army facility, the Harbour Light Centre is located in the Downtown Eastside of Vancouver, BC. The halfway house is located on the fourth storey of a four storey building. The main purpose of the building is a Drug Treatment Centre. The centre also contains a urine analysis centre so it has the capacity to test residents 24 hours per day. If there is a suspicion of drug use staff are able to do an instant test, staff has access to a small test kit. Residents cannot be suspended on the grounds of this house test but it allows staff to keep on top of things.

A comment received in an interview was that living in such an area is sometimes a good lesson to clients as they can see how close they are to being on the streets.

Rural or small town

Advantages

Rural, small communities can provide:

- A more relaxed atmosphere than cities
- Greater access to nature
- An escape for residents from the influence of former colleagues
- Less temptations, such as easy access to drugs, than cities
- Closer relationships amongst professionals who are providing services
- Less expensive properties and rental accommodations

Disadvantages

Being in a small community also has its limitations

- Less access to a large variety of services
- Lower employment rates
- May be far from friends and family
- May have limited recreational facilities

Good Practices

- Make contacts with services beyond the immediate region
- Encourage upgrading of skills if resident is unemployed
- Help the residents with travel costs to see family
- Be creative in finding positive recreational activities

Jeanette Thompson of the Howard House Association of Cape Breton spoke about the benefits of living in the relaxed atmosphere of Sydney where it was easy to partner with other agencies and any competition was downplayed.

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GOOD PRACTICES IN RESIDENT SERVICES

2. ADDRESSING RESIDENTS' NEEDS

Case Management..... 17

Case management procedures in CRFs follow CSC Standard Operating Practices but many CRFs have developed ongoing practices for bringing improved services to residents in terms of selection, individual support, staff supervision, aftercare etc. Research findings also affect case management practices in CRFs.

Specialized Care 31

Some CRFs have developed specialized care for certain groups of residents – it could be in terms of specific medical conditions, mental health issues, problems with addictions or clients with high needs.

Programs 34

CSC Programs are delivered from CRFs but many agencies have also developed their own programs suited to the particular needs of their residents. Larger organizations such as the John Howard Society and the Elizabeth Fry Society are able to develop programs, which once tested and refined, may be conducted through their affiliates and sister agencies.

Living Skills/The Bare Necessities 39

Practical skills are essential in the reintegration process. Many CRFs are proactive in providing programs relating to employment, literacy, budgeting and social skills. They also work to overcome the stigma associated with having a criminal record within the community so that residents can access basic necessities.

The Aboriginal Experience

Culture and Case Management 28

Aboriginal agencies are unique in their approach to case management. It is carried out in the context of Native spirituality and through the practice traditional ceremonies and under the guidance of Elders.

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Women's Experiences

Case Management and Gender 29

CRFs for women accommodate women's special needs and recognize their distinctive experiences as women in society. Case management is focused on empowerment through fiscal independence and social connection.

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Case Management

The task of the case manager in community corrections according to Chapman and Hough (1998) is to “*integrate the core functions of: assessment, programme delivery and community reintegration into an effectively managed supervision plan.*”⁹ The concern of the case manager is to be vigilant in discerning indications of the beginning of relapse.

In the context of CRFs in Canada, the huge diversity of agencies apply case management principles in different contexts, within a variety of case management models. Case management in CRFs may differ according to individual needs and the tradition of the house. Distinctive practices are demonstrated within the context of common elements of case management.

Case management may be divided into key areas:

- **Selection**
- **Intake and Assessment**
- **Intervention Plan**
- **Individual Support**
- **Staff Supervision**
- **Working Collaboratively with Parole Officers**
- **Monitoring/Evaluating Progress**
- **Stages of Change**
- **Good Strategies: (Motivational Interviewing, Knowing the Appropriate Learning Style, Developing Professional Knowledge)**
- **Exit from CRF and Aftercare**

Bedford House in Calgary, Alberta suggested that sound casework practice is based on the following values:

- All people are capable of change.
- If we expect the client to be honest with us, then we must be honest with them
- Clients have the right to contribute to the decisions that affect them; to do this they must be informed, aware of what is expected of them and what they can expect of us.
- All clients, no matter what their offence or personal characteristics, have the right to our respect for their human dignity.
- Behaviour is more often the result of environmental factors interacting with internal characteristics; neither can be ignored if we expect significant changes to occur.
- We cannot expect to change everything about an individual that is not to our liking; we do not have the right to interfere in areas of a client’s life that are of no concern to us and where our presence is not welcome.
- The approach of choice is that which is least restrictive, and allows the opportunity for the client to make his own decisions (to the extent he is capable of doing so).

9 Chapman, T. and Hough, M. (1998). *Evidence Based Practice: The Effective Practice Guide London: HMIP.*

Selection

The selection of residents poses a difficult problem for CRFs. On the one hand, high-risk offenders are the most in need of support in the community. They are the most likely people to be rejected by the community and become further marginalized. On the other hand, there is the need to protect the agency and the public. High-risk residents represent a danger to both. In fact, a violent incident may threaten the very existence of the CRF. A good practice in selection is to make a thorough evaluation of the risk involved in any case and then determine what is needed to manage that risk. Is the CRF capable of managing the risk in terms of staff, surveillance strategies and community resources? Consider the possibility that the contracting agency can provide the additional resources required to manage the risk. Forthright discussions with the contracting agency concerning limitations of existing resources to appropriately manage public safety expectations can result in ad hoc adjustments to meet the identified risk and needs.

On the whole, selection of residents is conducted on a case by case basis. Generally, CRFs are looking for candidates who are motivated to change, who have made positive efforts whilst in prison to take programs and who have support in the community. Specifically, each facility has its own process and criteria for the selection of residents. Some have distinct criteria for rejection, for example, no sex offenders. Some houses are specialized for a particular group of offenders, for example, those with mental health issues. There is also the need to meet the Correctional Service of Canada's expectations on the selection of residents.

To select specific good practices across the range of input is difficult. However, an ideal process of selection for CRFs would probably contain these elements:

- Interviews with prisoners within institutions to promote agency services and outline rules and regulations and to give staff a more complete picture of applicants.
- The building of relationships with prospective residents within institutions early on in the process of transference.
- A thorough review of OMS (Offender Management System) files and RADAR (Reports of Automated Data Applied to Reintegration). OMS files detail past and current offending patterns, criminogenic factors, gang affiliation, mental health diagnosis, past supervision, violent behaviours etc. RADAR gives easy access to information such as security concerns, incompatibles, urinalysis testing results etc.
- Consultation with parole offices.
- Acceptance of would-be clients on TAs (Temporary Absences) in order to test suitability.
- Collaboration with other CRFs in the area to determine the best match.
- An admissions committee containing diverse members e.g. staff members, community service professionals, neighbours, parole officers and police.
- Clear criteria for admittance that protects the integrity of the CRF.
- A thorough risk assessment process that serves to protect the client, staff, other residents and the community.
- An assessment of motivation and potential for change.
- An assessment of family and other emotional support in the community.
- An assessment of employment opportunities for the client.

Intake and Assessment

Residents may be assessed for level of risk, and need for programs. Many agencies are now using tools such as the Level of Service Inventory – Ontario Revised (LSI-OR). When clients leave institutions they already have a correctional plan which is implemented through parole officers and case managers in CRFs. However, CRFs may institute their own methods of case management in addition to this set structure. In any assessment and planning process it is important to distinguish between criminogenic and non-criminogenic needs. Within a few days of entering a CRF a resident is informed about the rules and regulations of the agency and has met with a case manager to discuss goals and strategies in a case plan. House rules need to be written in a way that residents understand and not be overly legalistic. Here are a few examples of intake and assessment procedures:

101st Street Apartments, John Howard Society in Edmonton, Alberta, have a three day orientation which allows both staff members and the resident to get used to each other, other residents and the routine. When developing a case plan, staff members develop a crime cycle with the resident. This provides him with some important insight into his offending behaviour and staff uses it to identify when a resident's behaviour or performance is deteriorating. They also may complete a relapse prevention plan with the resident to help him avoid certain thoughts, feelings and behaviours that may cause him to relapse back into his crime cycle. Staff tries to identify high risk situations and positively intervene before the negative behaviour goes too far.

In Bedford House, Calgary, Alberta caseworkers are responsible for completing a written assessment within two weeks. They are encouraged to use a standard format, which covers such areas as social history, stresses which the client may be experiencing, his plans and goals, and the implications on all this on his overall workability. The individual should always be assessed in the light of different perspectives, e.g. the effect of past and present relationships on behaviour or inner resources he can draw on to deal with stress.

St. Leonard's Society of Hamilton, Ontario uses a Plan of Transition, as assessment and case planning tool. It consists of three parts:

- 1. Resident Questionnaire: To be completed by the prospective resident prior to his release. This document serves as a tool to gather information and also focuses the client's attention on developing concrete goals.*
- 2. POT (Plan of Transition) Worksheet: This document is a companion to the Resident Questionnaire and is meant to elaborate on the information provided by the client. The Worksheet is an assessment tool that allows the counsellor to explore potential problem areas.*
- 3. Case Planning Sheet: Actual working document in which the information gathered is drawn together to formulate a problem statement, goal and action steps.*

Intervention Plan

According to Community Residential Facility Standards set by the Correctional Service of Canada a good intervention plan includes:

- A thorough review of services required by the resident
- The prioritization of resident needs
- Concrete objectives in meeting these needs
- Realistic target dates for achieving the objectives
- Expectations concerning the behaviour of the resident
- Arrangements for the meeting of any special dietary or medical needs of the resident
- The CRF staff member responsible for assisting the resident and the undertakings he or she will assume in carrying out the intervention plan
- Information concerning connections and arrangements with other services in the community providing service for the resident
- The short term objectives and expected duration of the required services

Services for residents include individual support through case managers, correctional programs, therapeutic programs and programs to develop and enhance living skills.

Bedford House, Calgary, Alberta suggests that a case plan should take into consideration:

- *The length of expected stay of the resident and what can realistically be expected of him during that time*
- *The capacity of the individual to make his own decisions and structure his own activities: e.g. low-functioning, chronically or acutely-ill clients will require more structured activities than higher-functioning clients*
- *The recommendations/expectations of others involved with the client e.g. psychiatrist, parole officer*
- *The actions required by the program staff, parole officer, etc. to help the client achieve his goals*

A well-designed treatment plan should include activities relating to:

- *Employment/training*
- *Use of leisure time*
- *Therapeutic activities*
- *Family/friends*

The degree to which each of these areas is stressed will depend on the individual's own needs. Activities should have a specified target date by which they are accomplished, and details about the consequences of meeting or failing to meet those targets.

Quick Tip

Elizabeth Fry Society of Kingston, Ontario encourages peer support in which long-term stable residents partner with new residents to provide support such as showing them bus routes, assisting with grocery shopping and orientation to the residence.

Individual Support

Frontline workers attending the SLSC presentation and workshop: *Getting It Right: Experiences from the Frontline* at the Ontario Halfway House Association 4th Annual CRF Staff Training Conference in October 2006 gave these examples of good practices:

- Keep meticulous case notes, have regular sessions with residents and facilitate constant sharing amongst staff members.
- Don't keep contacts only to the office – more can be learned in a relaxing environment, so be creative. Take walks with residents, help with the yard work, eat your meals together or find a home-like room to chat in.
- Make sure to notice small changes in residents' behaviour, such as changes in dress or hair style or in habits. It may be indicative of a problem.
- Always give positive reinforcement.
- Be honest about the expectations and standards of the CRF.
- Show respect. It can be in small ways by shaking hands on arrival, calling them by their first name, etc. It is important to demonstrate a changed atmosphere from institutions, so help residents to use different words – not common room but lounge, not cell but bedroom, etc.
- Find a common link to establish rapport, e.g. a fondness for pets, or sports.
- Model body language – Do not stand over residents, giving the impression of dominance.
- If a resident is angry, listen, let them release but still set limits and remind him or her of house rules, be yourself and use humour if it works for you. Avoid confrontation and encourage the resident to come up with a solution. In such events it is important to know the client and respond according to the needs of the resident and your own personal safety.
- Trust your own gut feeling. If you feel there is something wrong, talk to colleagues about it.
- Be open to learning from residents. Be considerate, understanding and patient. A resident may come to you with one problem but you may find that the real issue only comes up towards the end of the session.
- Know your own strengths and weaknesses. Use the “colour-coding” procedure to evaluate different staff personalities and styles and use this information to match residents with suitable staff members. See www.truecolors.org for more details.

Quick Tips

- ✦ *La Maison (Joins-toi), Granby, Quebec invites previous residents to come into the house to talk to residents (under staff supervision) about their experiences in order to instil hope in them that they will be able to succeed in the community too.*
- ✦ *Talbot House, Charlottetown, PEI, has a Community Outreach Program. Two counsellors visit the Provincial Jail three times a week. They offer a range of addictions services including education and therapy groups. They also help clients connect with the community after release, including access to Talbot House. This enables staff at Talbot House to have in-depth knowledge of potential residents.*

Staff Supervision

Whilst individual case managers are responsible for the individuals under their guidance, effective case management has a team approach. Staff meetings are generally held on a regular basis. For many CRFs the whole staff is actively engaged in contributing to case management.

A staff member of the Prince George Activators, Prince George, BC commented that all of the staff is involved in case management, even the cook. The reason behind this idea is that vital information may be gained in the everyday interactions in the house. He also suggested changing case workers for residents on a monthly basis so that workers do not take ownership of cases for making it work, there is no favouritism, and everyone knows each case. When certain staff members are on vacation or sick, others are well-versed in the case.

Bob Ens of the Okanagan Halfway House Society, Okanagan, BC walks through situations with staff and talks about options. This enables staff to learn from their experiences and also how to problem-solve within case management.

Working Collaboratively with Parole Officers

The relationship between staff of CRFs and parole officers is key to successful case management. Many executive directors of CRFs commented on the benefit of only having one or two parole officers per house. They found that this strategy increased consistency and stability for residents in the house. Sometimes parole officers react differently to different situations causing feelings of injustice amongst the residents. Having few parole officers in an agency also provides the opportunity to build closer relationships between staff and parole officers.

Lavers House – Dismas Society in Truro, Nova Scotia is located very near to the parole office and receives visits from the one house parole officer several times a day.

Independence Apartments in Edmonton, Alberta rents one of its suites to the Correctional Service of Canada for parole officers. The parole officers spend most of their time there and have developed a good rapport with staff and residents. Monthly case conference meetings are held with caseworkers, parole officers and police officers.

Quick Tip

Contributors at the Ontario Halfway House Association 4th Annual CRF Staff Training Conference suggested using Resident House Meetings as educational opportunities for residents by inviting external speakers to the meetings or by encouraging peer training.

Monitoring/Evaluating Progress

Good practices in monitoring and evaluating progress include:

- Have intake and exit interviews to monitor attitude change
- Set goals at intake in conjunction with the client and every month follow up on the progress towards the goals. If there is a significant change in circumstances or needs, the plan will need to be revised.
- Create an exit tool that informs the agency about the efficacy of its services, for instance:
 - What goals have been achieved?
 - Have issues linked to recidivism been addressed?
 - What was the experience of being in the facility like for the residents?
 - How do they view the future? Do they have hope that they can live successfully in the community?
 - Do they have appropriate housing to go to?
 - Are they employed in a full-time job?
 - Do they have positive social supports? Has the stay improved family relationships?
 - Are they well connected with other social service agencies?
 - Do they have appropriate leisure activities?
 - What are some suggestions for improvement of the facility?
- Have an ongoing attitude of evaluation and improvement in casework. Be open to flexibility on meeting client needs.

Kirkpatrick House in Ottawa, Ontario has a thorough case management system. Upon arrival of a new resident he is assigned a primary caseworker. They meet within one week to complete an Individual Program Plan which is also connected to his Community Correctional Plan. The LSI-OR is completed at this time and entered into the John Howard Society of Ottawa Database. The Individual Program Plan is completed and the resident is allowed to read the report before it is copied to his Community Parole Officer. The parole officer and the caseworker communicate in joint case management to better manage the resident's release plan.

Monthly progress reports are completed for each resident and this illustrates where they are in regard to their conditional release plan in the community. At three month intervals a "re-assessment" is completed (LSI-OR) with the resident to determine the progress or lack thereof at that juncture. The LSI-OR goes hand-in-hand with the resident's progress reports.

Upon departure a termination report is completed to summarize the resident's residency and illustrate an overview of his stay (all of his activities, accomplishments, from start to finish).

Stages of Change

The stages-of-change model was produced originally through the study of how people change in the field of addictions. Prochaska and DiClemente (1984)¹⁰ developed a “wheel of change” of six stages but later redefined the model as the “spiral of change” in order to recognize the fact that people may circle the wheel several times before finally succeeding (Prochaska et al, 1992).¹¹ It can be used in working with offenders. Research has found that there are common driving factors, similar patterns in persistence and intensification and the same evidence of effective treatment.¹²

The Stages of Change are:

- *Precontemplation*; in which the offender does not consider offending to be a problem and sees no need to change.
- *Contemplation*; in which the offender can see problems in offending but is ambivalent about change.
- *Determination or preparation*; a window of opportunity in which there is sufficient motivation to decide to change.
- *Action*; in which the individual actively attempts to change.
- *Maintenance*; in which the individual maintains the changes made but is still at risk of relapse.
- *Relapse*; in which the individual re-offends. This may be a temporary setback or result in a return to the beginning of the cycle.¹³

Stage	Strategy and Skills
Precontemplation	Raise the doubt and reinforce cognitive dissonance between the benefits and costs of offending. Assessment and programmes at raising the awareness of the costs of offending.
Contemplation	Tip the balance of ambivalence over the risks of offending and strengthen the individual's self-efficacy for change. Skills-based programmes which increase competence and confidence.
Determination	Help the individual determine an action plan for change. Action planning.
Action	Help the individual to take steps toward change. Community reintegration.
Maintenance	Help the individual to identify and use strategies to prevent relapse. Community reintegration.
Relapse	Help the individual manage relapse without becoming demoralised. Reassessment and revision of appropriate programmes.

10 Prochaska, J.O. & DiClemente, C.C. (1984). *The Transtheoretical Approach: Crossing Traditional Boundaries of Change*. Homewood, IL: Dorsey Press.

11 Prochaska J.O. et al (1992). In search of how people change: Applications to addictive behaviours. *American Psychologist*, Vol. 47 (9) 1102-1114.

12 Hodge et al (1997). *Addicted to Crime?* Chichester: Wiley.

13 Chapman, T. and Hough, M. (1998). *Evidence Based Practice: The Effective Practice Guide*. London: HMIP p. 59.

Good Strategies within Case Management

1. Motivational Interviewing

Motivational interviewing is a style of counselling and psychotherapy designed to motivate change in clients who may be ambivalent or not clearly ready and willing to change. It involves a number of techniques but it also incorporates principles and ways of being with clients

Key Components are:

- *Collaboration* – The counsellor works from a supportive stance. It is not an authoritarian approach and involves exploration rather than a dictatorial style.
- *Evocation* – The counsellor seeks to elicit insights from the client rather than to impose wisdom upon the client. It requires counsellors to find the motivation for change within the client, and bring it out for the client to realize.
- *Autonomy* – The responsibility for change is given to the client. The decision to change must come from the client in full realization that this is what he or she needs to do to improve his or her life.

General Principles underlying motivational interviewing are:

- *Express empathy* – using the Rogerian techniques of acceptance and non-judgement and reflective listening.
- *Develop discrepancy* – Look at where the client is now compared with his or her goals and values. Help them come unstuck through becoming aware of the discrepancies and the *importance* of change.
- *Roll with resistance* – Do not argue but use resistance as a signal to change your approach. Allow the client to problem-solve and come up with new perspectives.
- *Support self-efficacy* – Believe in the client's ability to change and in their competence and abilities.¹⁴

Motivational Interviewing: Preparing People for Change gives hand-on details of the techniques used in this method. Sections of the book are specifically focused on criminal justice populations. In their article, *Towards a Model Regime for Approved Premises*, Cherry & Cheston¹⁵ describe their use of a motivational model called *Systematic Motivational Work in Approved Premises*¹⁶ in the Pathfinder Projects. This model was used (in conjunction with pro-social modelling and interventions designed to develop problem-solving skills), to promote a rehabilitative regime in Approved Premises. Results were encouraging in terms of staff having a positive influence on residents.

14 Miller, W.R. and Rollnick, S. (2002). *Motivational interviewing: Preparing people for change, 2nd Edition*. New York: The Guildford Press. pp. 34-41.

15 Cherry, S. & Cheston, L. (2006). Towards a model regime for approved premises. *The Journal of Community and Criminal Justice*, Vol. 53 (3) 248-264.

16 Fuller, C. (2004). *Systematic Motivational Work in Approved Premises*. London: National Probation Directorate.

2. Knowing the Appropriate Learning Style

Many offenders tend to prefer concrete rather than abstract thinking. Therefore, they like to view the world in terms of hands-on experiences and are generally “activists”. They have a tendency to be impulsive and may have problems in anticipating consequences for their actions. They also may need assistance in problem-solving and learning from their mistakes. However, they can be intuitive and open to new experiences. In order to capture their interest, it is best to start with real-life scenarios and incorporate a variety of learning experiences. It is also important to give participants in any program the opportunity to contribute to the discussion.

By exploring a real experience, counsellors can move on to the principles or values behind the situation. This discussion will then enable offenders to generalize from the specific situation. Offenders are, of course, individuals with their own unique learning styles. Some will prefer role plays, symbols and metaphors whereas others may learn more through participation in activities.¹⁷

3. Developing Professional Knowledge

A good practice for caseworkers is to develop a good, working knowledge of the various core programs that the Correctional Service of Canada operates. This information may come in useful if a client is beginning to have difficulties. For instance, let us look at a scenario in which a resident wishes to visit an area of the town and city that would put him or her at high risk. The caseworker could use the language of the program to challenge the resident and help him or her to understand the risk and modify his/her behaviour. This action would also reinforce lessons learned in the programs.

This strategy can also apply to community programs. A sound knowledge of programs that a client is attending will enable caseworkers to discuss the programs with their clients and possibly encourage them to bring up their own particular problems that could be addressed in the program. It is always good practice to build a network within the social services world and learn as much as possible about available programs. This opens up numerous possibilities for clients and may increase their confidence in taking community programs if their caseworker can recommend them from a position of first-hand knowledge.

17 Chapman, T. and Hough, M. (1998). *Evidence Based Practice: The Effective Practice Guide London: HMIP*. p.61.

4. Exit from CRF and Aftercare

Many CRFs have an open door policy for former residents. They are encouraged to return if they need assistance, have hit a crisis or simply need to connect on a social level. CRFs act as anchors for some people in the community. Some former residents have few friends and family and some are completely isolated in the community. A CRF can be a lifeline for such people as they have built positive trusting relationships with staff. This aftercare service provides an argument for the importance of retaining staff for long periods of time. They can be a significant influence and resource for residents and ex-residents for several years.

When residents leave the CRFs of the Okanagan Halfway House Society of BC they are asked to draw up a Continuing Support Contract which addresses their future needs, for instance, how often they will return for a meal, or for counselling.

The John Howard Society of the Lower Mainland of BC has an aftercare program, which is run by one full-time person, two volunteers and two practicum students. They provide interviews and referrals into the community.

Anchorage House – Salvation Army in Winnipeg, Manitoba has an aftercare program in which ex-residents can come back to talk about their problems for an indefinite period of time. The door is always open.

St. Leonard's Community Services of London and Region, Ontario has a funded aftercare program for developmentally-challenged clients.

THE ABORIGINAL EXPERIENCE: Culture and Case Management

Case Management by Aboriginal agencies is influenced by the traditional teachings of the Elders and by the intergenerational experiences of Aboriginal peoples. Many of the problems in Aboriginal communities have their basis in history and the issues of individuals are healed through connections with traditional culture. Native healing methods are focused on the medicine wheel teachings. They expound the importance of balance in life; between the mental, spiritual, emotional and physical aspects of being human. Problems arise when peoples' lives become unbalanced and parts of their humanity are neglected. Healing is a restoration process and often involves families and other community members.

Tsow-Tun Le Lum (meaning "healing house") Society was initially a community addiction centre for Aboriginal people but it is now a registered CFR with a contract with CSC. It is located on a small reserve in Lantzville, BC. Staff works with both traditional and Western therapy. They have a resident Elder and a group of supportive Elders who share their teachings for one or two weeks at a time. They perform traditional ceremonies such as sweat ceremonies or pipe ceremonies. In addition a psychologist sees substance-abuse clients one-on-one for two days of the week and the primary counsellor conducts individual counselling with the rest of the group.

Healing Lodges are specifically designed for the needs of Aboriginal offenders. They follow the Aboriginal cultural and spiritual teachings and are focused on the personal healing and empowerment of the residents. There are two types of healing lodge – those run by CSC and those run by Aboriginal communities. Aboriginal community lodges include: Prince Albert Grand Council Healing Lodge in Saskatchewan; Waseskun Healing Centre, St-Alphonse-Rodriguez, Quebec; Stan Daniels Healing Centre, Edmonton Alberta; and O-chi-chak-ko-sipi Healing Lodge, Crane River, Manitoba.

The Métis Addiction Council of Saskatchewan Inc. has three centres of which the Prince Albert Centre assists federal parolees. Ex-prisoners have access to many cultural activities such as Back to Batoche days – a Métis cultural celebration, sweat lodge ceremonies and healing circles. Elders from the Métis Nation and First Nations teach traditional values and beliefs.

Awo-taan Native Women's Shelter, in Calgary, Alberta offers cultural activities such as smudging, Naming Ceremonies and Full Moon Ceremonies, story telling for children and a women's drum group. Staff offers services in four Aboriginal languages as well as English, French, Sudanese and Punjabi. Elders attend the centre several times a week to provide counselling for the mothers and to act as grandparents to the children. When residents leave the centre they have access to an outreach worker for up to six months and sometimes longer if necessary.

See Aboriginal Healing Foundation website at www.ahf.ca.

WOMEN'S EXPERIENCES: Case Management and Gender

The vast majority of prisoners are men and therefore the procedures within correctional institutions are geared towards men's styles, needs and risk factors. Women, who represent a tiny minority in the prison system, may be neglected in certain ways because of their small numbers. Most CRFs only accept men, there are a few mixed facilities and some women-only services but the choices of CRFs for women are limited. However, the impression received from executive directors and managers of female-oriented facilities in the interview process was one of dedication to the special needs of women.

Women's pathways to crime generally fall under two associations – the link between childhood victimization and offending and the link between substance abuse and offending. Research in the 1980s and 1990s revealed a pattern whereby incest or other childhood abuse often led girls to leave home and live on the streets. They would often then resort to prostitution, robbery or selling drugs to survive. It was found that girls and women were more likely to use drugs to numb emotional pain than men. Men were more likely to use drugs for the “thrill” factor.¹⁸ A Canadian study by Sommers found that the reasons that women committed crimes included a manifestation of the pain inflicted on them by others, a survival tactic to maintain a standard of living for their families and as a way to receive acceptance from other people. So women are often motivated by economic or relational needs.¹⁹

These needs for economic and relational empowerment seem to form a basis for case management in many women's facilities. Added to the difficult economic and relational experiences of women in society is their responsibility as mothers. Women often fulfill a special role as mother and primary care-givers of children. Many of the programs delivered in women's facilities address the specific needs of women in terms of issues around poverty, relationships, self esteem, parenting, housing and employment.

Case management in women's CRFs seems to be geared to a client-centred, personal empowerment model. Peer support is very important in women's facilities as women seem to prosper through the development of supportive relationships. Trust and safety are vital to the healthy development of women as many ex-prisoners have experienced a breaking of trust and abuse in their histories.

Quick Tip

Elizabeth Fry Society of Kingston, Ontario uses Primary and Secondary Counsellors who work jointly with the women. This assists with rapport issues.

18 Covington, S. (2000). Helping women recover: Creating gender-specific treatment for substance-abusing women and girls in community corrections. In McMahon, M. (Ed) *Assessment to Assistance: Programs for Women in Community Corrections*. Lanham, MD: American Correctional Association.

19 Sommers, E. (1995). *Voices from Within: Women Who Have Broken the Law*. Toronto, Ontario: University of Toronto Pres.

Examples of Good Practices in Case Management in Women's Facilities

Berkana House – Elizabeth Fry Society of Calgary are open to receiving everyone and each person is assessed in a non-judgmental manner to determine suitability for residency. Women who display negative behaviour in prison often behave differently in the community setting, when they are treated with respect. Staff at Berkana House believes that everyone deserves a second chance and has the ability to heal, and staff members work to create the right atmosphere to promote this healing.

The Elizabeth Fry Society of Cape Breton develops Individual Personal Plans with residents which takes into consideration their correctional plans and personal needs. Key counsellors see clients once a week and track the plan. The whole staff team is involved in all cases. Women-centred programming is conducted in the house. Aftercare is an open-door policy.

The Phoenix Transition Society in Prince George, BC is a women's shelter for women and children in crisis with a contract with CSC. Staff work five days a week in the local regional correction centre promoting life skills, and giving support concerning anger management and drug and alcohol abuse. They also go to parole hearings, meet with lawyers and support women when they go to court.

At the house staff work with the women individually and in group sessions. Staff members say that all of the women in the house have suffered abuse. Time is spent building trust and safety. Parenting courses are run in the house but staff goes beyond this. Many residents have never been mothered and therefore staff members model the craft of motherhood, and encourage residents to tap into their inner child. They read children's stories and watch children's movies. Many of the women have never heard of the heroes and heroines of children's literature. This encourages women to read to their own children.

Anchorage House in Winnipeg, Manitoba is a drug and alcohol addiction treatment centre, which accepts parolees. It is a co-ed facility but SLSC interviewed a counsellor who worked with the women. A major issue is crystal meth which is closely related to criminal activity. Crystal meth completely takes over peoples' lives and they cannot function whilst taking the drug. Some young girls are attracted to the drug in order to lose weight but the effects of the drug are devastating to brain function. Young girls are recruited into this drug world and find it difficult to leave because of retaliation.

Counsellors educate the women on the effects of drugs on their bodies and their internal chemical makeup. There is a 10-14 day assessment period when counsellors assess the greatest need. They document observations, the women's stories and anything that comes up in therapy. They use behavioural, art and movement therapy. Movement therapy is used in group sessions to release tension both psychologically and in the body. They start to build a community together. The women bond through shared activities. Counsellors find that group caring is very effective and can make for lasting recovery. Many clients are stuck developmentally in their teenage years and counsellors help them to work through this stage and move forward into responsibility.

Specialized Care

When working with people with disabilities or disorders it is important to remember that each person is a unique individual and should be respected as such. There always needs to be a balance between the acknowledgment of the particular needs of certain groups of people and the avoidance of stereotyping according to race, culture, gender or medical diagnosis. Sometimes it is a delicate balancing act and a good practice is to be constantly aware of personal biases and be open to learning from each client.

When thinking about good practices concerning people with disabilities it is important to realize that CRFs deal with two types of issues:

1. The issue of providing an environment that is open to all people and is accessible (to wheel-chairs, for instance).
2. The issue of physical or developmental disabilities, which may contribute to a person's involvement in the criminal justice system.

Sometimes, there is a misconception about the term "special needs." To the general public the term "special needs" generally applies to people with physical or developmental disabilities whereas in the criminal justice field the term "special needs" is also used for offenders with mental disorders, FASD and even addictions that are criminogenic risk factors for that individual.

In the first scenario, when thinking about good practices for people with disabilities, the issue surrounds accessibility and the right to equitable treatment. So, CRFs need to be cognizant to any special measures needed to maintain that value. For instance, are residents who require special diets accommodated? Is staff trained on how to work with people of varying physical and mental abilities?

For more information about good practices in promoting accessibility refer to the Ontario Ministry of Community and Social Services website at: www.mcscs.gov.on.ca/accessibility/index.html. The website gives information on how to welcome "customers" with specific disabilities, including visual impairment, hearing difficulties and learning disabilities. It is written with businesses in mind but is applicable to CRFs. Another useful tool is the Directory for Accessibility. It is a resource list of service-providers in Ontario that can help you make your place of business accessible. Services include:

- architects, contractors and consultants who specialize in barrier removal and barrier-free design
- assistive technology
- communication devices
- consultation and training resources

The directory is available at www.accessibilitydirectory.ca.

Specialized Care – “Special Needs” Offenders

Offenders with mental health disorders constitute a large proportion of “special needs” offenders. St. Leonard’s Community Services of London and Region’s Gallagher Centre has developed good practices for working with offenders who have mental illnesses, in a residential setting:

- *Avoid being judgmental – keeping an open mind may help to create a safe environment where they are able to relax and enjoy themselves.*
- *Talk about what they find helpful – try asking what helps them when things are tough.*
- *Respect their limits – there may be times when the individual is not able to do something because of their illness. It is important to respect this and not put pressure on them.*
- *Encourage the individual to stay on their medication – the medication may have side effects which the individual may not like and therefore may not want to take the medication. However, medication is often a crucial part in managing the illness.*
- *Provide the individual with contact numbers – 24 hr. crisis lines, etc.*
- *Afford the same respect to persons with a mental illness as you would to anyone else.*
- *Take a strength-based perspective.*
- *Do not try to cure or rescue the person.*
- *Do not take things personally; do not get frustrated. Be patient and demonstrate empathy and genuineness.*
- *Be upfront with clients regarding suicide, etc. Check in with individuals on a regular basis regarding thoughts of self-harm.*
- *Watch your language – it is important not to use words like crazy, cuckoo, nuts, or bug. If you hear someone using these words, it is also important to speak up and state that such terminology is not acceptable. Furthermore, one must not define an individual by their mental illness. By this, I mean do not say “mentally ill person”, but instead use “person who has a mental illness”.*
- *Watch your pace and body language – It is important to know the client that you are working with i.e. if the individual has bipolar disorder and is in a state of mania – you do not want to get caught up in the rapid speaking and movements similar to people who are demonstrating signs of mania. Instead, keep your voice and pace calm and do not engage in rapid body movements or pacing. It is important to keep your body language as open as possible: do not cross your arms; do not fidget; do maintain eye contact. This type of open body language will create a more open and accepting atmosphere for your client to discuss issues.*
- *Reality checks – check in with the client regarding his sense of reality, e.g. does he know the date (day, month, year), does he know where he is (country, province, immediate location e.g. hospital, centre, etc.)? It is important to do reality checks on a regular basis as the individual may be oriented to time and space one day and not the next. Therefore, if the individual is talking about something he did one week ago, but does not know today’s date, it is important to keep in mind that his/her timeframe may not be accurate.*
- *Assist with Activities of Daily Living (ADL) i.e. cooking, laundry, cleaning, etc.*
- *Assist with filling out proper paper work for financial support.*
- *Formally meet with the individual on a daily basis.*
- *Connect the individual with other agencies and take clients to appointments.*
- *Provide crisis intervention as required.*

Specialized Care – Other Examples

Other CRFs have developed an expertise in the care of certain groups of clients and are a source of information for other CRFs dealing with similar issues.

Genesis House in New Westminster, BC has developed a specialized program for male clients with Fetal Alcohol Spectrum Disorder (FASD). This is a highly structured, high intensity supervision program for adult male offenders on conditional release to the community. In this program, experienced caseworkers provide FASD-affected residents with ongoing daily structure to assist them with basic life routines. For example, staff or highly trained volunteers will assist clients with such things as securing housing, employment or even simply going grocery shopping with them to help purchase the items they need while staying within their budget. After Warrant Expiry, volunteers deliver the required aftercare services to help clients establish and maintain stability in the community. With sufficient structure and routines in place, most FASD-impacted clients can eventually manage semi-independently with less intensive supports.

John Howard Society of the Lower Mainland of BC has developed a specialized program for people with acquired brain injury or who are developmentally disabled. In this work staff focuses on strengths rather than negative behaviour. The clients are involved in every decision in their life. Counsellors accentuate choices and work through various situations and discuss outcomes. They focus on what will work for the person. Residents are sometimes given laminated cards which indicate the different steps as an aide to memory. All the clients are encouraged to be as independent as possible.

Kelowna House is one of three houses run by the Okanagan Halfway House Society in Kelowna BC. It is a specialized house for high needs clients. At the establishment of Kelowna House the organization chose their most experienced and qualified staff to work in the house. Due to the high needs of the clients, Kelowna House will not take more than three men with mental health issues such as bipolar disorder or schizophrenia at any one time. The house works closely with the mental health community in Kelowna.

Staff at Kelowna House has a small case load and case workers are able to spend many hours of each day interacting with the residents. They try to address the unique needs of each individual. One parole officer is assigned to all the clients in the house. Case conferences are held weekly at the parole office with the house manager, counsellor, parole officer, psychologist, senior parole officer and an RCMP officer. The house receives a visit from an alcohol and drugs counsellor once a week.

Programs

Correctional Programs

Many of the programs offered by the Correctional Service of Canada are offered in Community Residential Facilities. This gives the participants more opportunity to practice new skills within their community. Dr. Donald Andrews of Carleton University outlines principles associated with effective correctional programs in the CSC Compendium 2000 on Effective Correctional Programs. Here are some of the important points to remember regarding these principles:

1. Work from a theory of criminal behaviour. This perspective identifies major risk factors for criminal behaviour:
 - Attitudes, values, beliefs, rationalizations and cognitive, emotive states that support criminal behaviour
 - Friends and colleagues who support criminal behaviour
 - Personality and temperament supports such as impulsiveness, restless aggressive energy and adventurous pleasure seeking
 - A history of antisocial behaviour including anti-social problems as a young age
 - Problems in the areas of home, school/work and leisure/recreation
 - Substance abuse
2. Community-based services are preferred over residential or institutional settings.
3. Reserve your high intensity services for higher-risk clients.
4. Target dynamic risk factors associated with re-offending, such as substance abuse issues and attitudes.
5. Target a number of criminogenic needs – be multimodal.
6. Use assessment instruments that specifically measure risk factors.
7. Use structured behavioural, social learning and cognitive behavioural approaches. This includes reinforcement, modeling, acquiring skills through practice by role playing and cognitive restructuring. The effects of these strategies are enhanced by interpersonal relationships that are open, warm, calm, non-judgmental and engaging.
8. When delivering service take into account the different personalities, learning styles and motivational levels of the recipients. These responsivity factors include personality, ability, strengths, age, gender, ethnicity, and language. Work with clients' personal strengths and social assets, such problem-solving skills, a supportive family or friend, or having meaningful employment.
9. Use the sophisticated tools available to assess responsivity and strength factors. However, be aware of particular strengths and challenges of each individual case as well as for groups of people such as women and minority groups.
10. After care, structured follow-up, continuity of care and relapse prevention is important and should be facilitated in the community.²⁰

20 Andrews, D.A. (2001). Principles of Effective Correctional Programs. In Motiuk, L. & Serin, R. (Eds) *Compendium on Effective Correctional Programming: Vol. 1*. Ottawa, Ontario: Correctional Service of Canada.

Community-Based Programs

Some CRFs have developed their own programming and most also refer residents to programs offered in the community. Larger organizations such as the John Howard Society and the Elizabeth Fry Society are able to develop programs which, once tested and refined, may be conducted through their affiliates and sister agencies. Other agencies such as the Salvation Army may have programs for a wide range of clients, not just correctional residents, which are available to all.

Although the abundance of choice in programming is positive, there can be problems associated with the diversity of programs with different therapeutic approaches. Residents can get confused between approaches they encountered within institutions, programs in their community and in-house programming. Good practices would be coordinated planning from the prison to the community and the education of residents on the diversity of therapeutic approaches available.

A wide range of programming is available demonstrating the broad range of issues that CRFs address. Many have a holistic approach and try and address as many issues as possible. One could almost say that they are teaching people how to live a good life in all the complexity that this entails.

When designing programs it is important to have:

- A knowledge of the background research
- Clearly defined goals and objectives
- A method of evaluation that will measure practical manifestations of the goals and objectives
- Educated and knowledgeable staff
- A realistic budget
- Resident input
- Community partnerships
- A well-organized reporting system
- Enthusiasm, creativity and a willingness to learn from clients.

Bedford House, Calgary, Alberta suggests that when a resident attends an off-site program it is imperative that program staff be made aware of specific release conditions (with the permission of the resident) where there is a potential for unintentional breach, for instance, being in the presence of a minor. Other agency staff is also informed of concerns where risk requires supervision within their environment. Staff at Bedford Houses encourage residents to discuss conditions independently with the program facilitator prior to facility staff obtaining confirmation from other agencies or supplying the information directly (with permission).

Examples of CRF Programming

Bedford House in Calgary, Alberta has a Life Transition Program. This is a psychotherapeutic group to help offenders identify causes of dysfunctional behaviour and learning more effective ways of dealing with personal and interpersonal issues. Its emphasis is on participation and activities focused on self-help and contributing to the growth and learning of others by being “up front” in declaring their personal perspectives and points of view. Since focus is on the “here and now” group members are not expected to reveal details of their past offences although some may choose to do so. The group is essential an opportunity system which has the potential to contribute to the learning, growth and well-being of each person. Through authentic dialogue, discussion and debate, perspectives, principles, attitudes, beliefs, values, ways of being in the world may be reinforced and consolidated, challenged or modified.

The Alberta Seventh Step Society in Calgary, Alberta, runs a Taking Responsibility Program based on the Seven Steps. They hold weekly meetings with a triad model – offenders, ex-offenders and non-offenders. The group maintains a high level of accountability and discusses how to get along in the community, how to ask for support, and triggers, behaviours and rationalizations that may keep them involved in crime.

The Walter A. “Slim” Thorpe Recovery Centre, in Lloydminster, Alberta, offers services for both offenders and non-offenders. It has a Chemical Dependency Program and a Gambling Recovery Program. Both programs have three main components: lectures and workshops, individual and group counselling. They are based on Jacob’s Theory of Addiction, which looks at addiction as a solution to a problem. Healing comes from finding a different solution. The centre also runs a “Bridging the Gap” Program that hooks up clients with temporary sponsors when they go home. See www.thorperecoverycentre.org for more details.

Maison « Cross Roads » de la Société St-Léonard (Mtl), Quebec has the Service Option-Vie™ Program which supports long-term prisoners reintegrating back into the Greater Montreal Area. Support is supplied by a long-term ex-prisoner who has gone through the process of reintegration in an exemplary fashion and is a good role model for others. He responds to requests for help in CRFs when:

- *an offender is having difficulties socializing and seems to isolate himself*
- *an offender is about to experience a specific event that may trigger intense emotions*
- *the caseworker notices important changes in the offender and cannot obtain a satisfactory answer.*

He also meets with families to provide support and gain a broader perspective. Additional assistance is provided through In-Reach to the Rivière-des-Prairies Prison.

This same program is offered under the English name LifeLine™ in other regions across Canada, by St. Leonard’s Society of Nova Scotia, St. Leonard’s House – Windsor and St. Leonard’s Society of Canada.

Quick Tip

Some agencies use acupuncture for residents. Lacey House in Charlottetown, PEI practices Auricular Acupuncture three times a week to help with withdrawal symptoms in cases of drug addictions.

Aboriginal Programs

Aboriginal programs are designed to fit the specific needs of the Aboriginal peoples within the context of their traditional healing methods. At the heart of Aboriginal perspectives is restorative justice – the idea that crime is a community issue rather than an individual event and needs to be addressed on a community level through dialogue and the restoration of balance within community relationships.

Examples of Aboriginal Programs:

The Tsow-Tun Le Lum (meaning “healing house”) Society, Lantzville, BC runs a five-week program called Qul-Aun (meaning “moving beyond the traumas of our past”), which focuses on trauma stemming from the residential school experience, substance abuse, violence, unresolved grief and issues passed down through the generations. Within the program the history of residential schools is taught. Clients also learn the effects of what happened – why alcoholism rates and the levels of family breakdown are so high. Knowledge helps to alleviate the guilt and blaming in these families. Healing techniques include psychodrama, group therapy and physical activity.

The Stan Daniels Healing Centre, Edmonton, Alberta runs the In Search of Your Warrior Program, a six week program. In this context, the warrior is a spiritual warrior who fights for justice and strengthens values and ethics in the community. This program is specially designed for Aboriginal offenders with a history of violence. Participants explore their acts of violence and the effect that violence has had on their lives and how it began. They work through traumas in their pasts and learn how to manage their anger. They learn triggers and develop a relapse prevention plan. The program is holistic and founded on the belief that all parts of the self must be addressed to become well. So it provides opportunities for spiritual, physical, mental and emotional growth through traditional methods. For more information, see the Native Counselling Services of Alberta website: www.ncsa.ca.

The Métis Addiction Council of Saskatchewan Inc., Prince Albert Center runs a 28 day Drug and Alcohol Treatment Program, Social Detox, Outpatient Counselling and Youth Department in partnership with Saskatchewan Health. The HAWKS program is for correctional clients exclusively and is a life skills and maintenance program. Clients meet once a week to discuss budgeting, employment, problem-solving, communication etc.

The Circle of Eagles Lodge Society in Vancouver, BC runs an innovative program utilizing the West Coast traditional canoe called “Kwa Kwem Tn” as a tool for healing. Three canoe healing journeys are undertaken each year including the RCMP Police Pulling Together Canoe Journey. This is an excellent opportunity for cross cultural training with members of the RCMP and local police departments as well as the Aboriginal community and the Brothers of the federal institutions and the halfway houses participating.

Women's Programs

Women's programming conducted by community services is designed to meet the multi-dimensional needs of women involved in the criminal justice system. In some ways, the situation is worsening. The Executive Director of the Elizabeth Fry Society of Cape Breton commented that she has found a change of pattern concerning shoplifting activities. Whereas in the past women generally stole for reasons of self-esteem (e.g. stealing makeup), now she is finding that women are shoplifting to fill survival needs (e.g. groceries or children's necessities). Here are some examples of programs for women and their families:

The Elizabeth Fry Society runs a number of programs specially designed to meet women's needs, for example Healthy Relationships, Women for Change, a Shoplifting Program and Boundaries. See elizabethfry.com for more information.

Emmanuel House in St. John's, Newfoundland has a four to six month live-in counselling program for people with mental health issues, most commonly, depression but sometimes, bipolar disorder or schizophrenia. They accept both men and women. They are currently developing a resource for women coming out of prison, under the Female Offenders Crime Prevention Project.

The Phoenix Transition Society in Prince George, BC runs a feminist-based drug and alcohol abuse program called 16 steps For Discovery and Empowerment. They also run a Watch and Wonder Program which works on promoting attachment between mother and child through gentler interactions.

Greenfield House in Moncton, New Brunswick is a co-ed facility, accommodating both men and women. Every resident has a male and a female counsellor. Staff has initiated three new programs for women this year to add to the schedule:

- *A Wraparound Program, which supplies an individualized circle of support created by each woman, individual counselling, educational videos and group counselling.*
- *Women at the Well, which addresses issues of self-esteem, loneliness, anger, problem-solving and assertiveness, with individual counselling as needed.*
- *Keys to Loving Relationships (for women and men), for couples as well as single women and men. This program provides help with relationships.*
- *Safe Choices, to provide a safe, relaxed non-threatening, learning environment for participants to explore the choices and barriers in leaving sex trade work and to provide hope and encouragement.*
- *OK Kids, to help children of incarcerated parents deal with the stigma that surrounds the issue of parental incarceration.*

YWCA of Prince Albert, Saskatchewan has an in-house program for women in conflict with the law called the Women Helping Women Program. The Program Coordinator works with women individually and in groups in their reintegration efforts.

A CSC staff member conducts a training program called Women's Relapse Prevention Maintenance at Nehiley House, Halifax, run by the St. Leonard's Society of Nova Scotia.

Living Skills/The Bare Necessities

Learning practical living skills is vital to the construction of a healthy, pro-social, economically secure, balanced lifestyle. These living skills are necessary for men or women, or for Aboriginal peoples involved in the criminal justice system. Life can be tough in the community for ex-prisoners and CRFs generally have additional resources for residents in starting their journey back into the community. *For instance, Salvation Army, Waterston Centre, in Regina, Saskatchewan, employs a Community Orientation Program Officer who helps residents with résumés, finding housing etc.* Many CRFs use creative means to fulfill the needs of their residents. Here are some examples of programs and activities designed to aid in the building of a new life:

Literacy

Literacy is a key issue for ex-prisoners. According to the Correctional Service of Canada, upon arrival in institutions, approximately 65% of offenders test at a completion level lower than Grade 8 and 82% lower than Grade 10. One research report concluded that the skills gained through the CSC Adult Basic Education Program significantly lowered recidivism rates for ex-offenders.²¹ Some CRFs, such as Emmanuel House in Newfoundland run the ABE program from the house. Others link residents to services in the community or run their own program. Staff should always be aware of potential problems with residents' abilities in both literacy and numeracy and adjust their communication accordingly.

Cannell House in Moncton, New Brunswick runs a literacy program. The facilitator is trained in CASP (Community Academic Services Program).

Howard House – John Howard Society of Newfoundland has a volunteer program of one-on-one literacy tutors, trained through Laubach Literacy. (See www.laubach.ca)

Budgeting

Being able to survive on a small income is also crucial for many ex-offenders returning to the community. It may come as a shock to ex-prisoners, who have had all their basic needs met whilst in prison to have to live on limited resources.

The Seventh Step Society in Calgary, Alberta has a budgeting and crediting course. Facilitators help determine residents' credit rating and help them face the reality of taking responsibility of paying bills whilst living in the community.

Dick Bell Irving House in Vancouver, BC has an Urban Survival Program. Residents are taught how to buy nutritious food on a small budget (maybe \$40-\$50 per month), cooking skills, their rental rights etc.

21 Boe, R. (1998). *A two-year follow-up of federal offenders who participated in the Adult Basic Education (ABE) Program*. Research Report R-60. Ottawa, ON: Correctional Service of Canada.

Employment

Employment is a widespread basic need of all ex-prisoners. Approximately 75% of incarcerated Canadian offenders identified employment as a need on entering institutions.²² In addition offenders indicate that unemployment is a contributing factor to criminal behaviour.²³

Many CRFs have employment programs and employ an employment counselor to assist with resume writing and preparing for interviews, etc. Some are pro-active in connecting with potential employers and others create jobs for their residents. The key good practice is to provide sustainable employment in which a resident stays in a job for over 13 weeks.

St. Leonard's Society of Hamilton, Ontario runs the GreenBYTE Program, which encompasses two mutually supportive but distinct programs, the Computer Technology Program and the Employment Services Program. See www.slsh.ca

Prince George Activator Society, Prince George, BC has a forestry camp in the bush complete with its own sawmill. The agency teaches clients everything related to forestry. Clients can work towards certification and apply for jobs in the forestry industry. The society also has direct contact with employers in town. Explicit criminal history is not divulged but employers have the option of choosing not to employ someone who has committed certain specific crimes.

The Mustard Seed in Calgary, Alberta has purchased a mountaineer lodge and they employ their clients (referred to as guests) in the lodge on a short or long term basis. (The Mustard Seed is an agency which is mainly focused on the homeless population and has only had a very small contract with CSC in the past.)

Stan Daniels Healing Centre in Edmonton, Alberta has a Computers for Schools Program. Residents gain certification on the repair and building of computers. Oil companies donate older computers and the residents rebuild them for use in schools.

John Howard Society in Calgary, Alberta offers the LEEP program – Learning Employment Enhancement Program. This program teaches résumé and cover letter writing and interviewing techniques. It also offers work tickets in H2S Alive, First Aid/CPR, Construction Safety with WHIMIS (Workplace Hazardous Materials Information System) and transportation of Dangerous Goods (TDG). It also offers computer instruction and self-management skills useful in the workplace.

Calgary John Howard Society also offers an Alternatives to Violence Program in which participants are provided various forms of work place training certificates and personal management. Program facilitators have developed a network of potential employers for the participants.

22 Motiuk, L. (1997). Classification for correctional programming: The Offender Intake Assessment (OIA) process. *Forum on Corrections Research*, Vol. 9 (1), 18-22.

23 Erez, E. (1987). Rehabilitation in justice: The prisoner's perspective. *Journal of Offender Counseling, Services and Rehabilitation*, Vol. 11, 5-19.

Good Practices in Resident Services: 2. Addressing Resident Needs

Elizabeth Fry Society of Greater Vancouver, BC maintains an active connection with facilitators of community-based programs. Job search and employment skills programs in the community which are geared towards acceptance and inclusion of women in a variety of non-traditional workforce opportunities, communicate frequently with Elizabeth Fry staff. Program facilitators are asked to attend the house on meeting nights to provide updates, new information and take referrals.

The Seventh Step Community Residential Centre in Calgary, Alberta has an Employment Fund Program – it provides bus tickets for work and work equipment such as boots, warm socks etc.

Kelowna House in Kelowna, BC runs an employment program under contract with HRSDC. There is a casual work program, in which staff provides transportation and also follow up with the employer on the performance of the resident. This information is used as a learning tool for the resident. The other part of the program is Project New Start which finds full time placements for residents (defined as at least 20 consecutive days under employment).

Emmanuel House in St. John's Newfoundland runs a program called New Beginnings, which is run in a carpentry shop. Residents build furniture and the shop is open to the public.

Housing Initiatives

All CRFs provide essential housing for ex-offenders whilst they are reintegrating back into the community. However, there are limits to the time that the residents can continue to live in a CRE. A major issue for residents leaving CRFs is finding affordable housing. Unfortunately, many are forced to reside in areas unsuited to establishing a better lifestyle. The only affordable apartments or rooms may be in parts of the city that have huge drug problems and are rife with crime. Housing is a key issue for ex-residents of CRFs. Without assistance they often become homeless with all the incumbent challenges.

John Howard Society of Ottawa, Ontario has two housing initiatives for ex-offenders:

- *St. Anne Street Apartments – 26 self-contained bachelor apartments, for stable ex-offenders with limited personal, financial resources*
- *Tom Lamothe Residence – 13 bachelor apartments for homeless offenders in transition back into the community*

Both programs provide counselling services, employment assistance, literacy and academic upgrading and assistance in lifestyle management.

Emmanuel House – Stella Burry Corporation in Newfoundland has joined with community partners in a project to buy old run-down buildings, renovate them and turn them into low-income housing. The profits from the rentals are then ploughed back into housing and to provide further community resources.

Principles to Practice: Residential Services for the 21st Century

Independence Apartments, Edmonton John Howard Society in Alberta has a pilot project called MATHS – Men's Temporary Housing Service – which is for abusive men who cannot go home and need a place to get back on their feet. It is run in partnership with the YMCA, Edmonton Police Service, City of Edmonton and other local agencies. Residents are mandated to attend a family violence program.

Salvation Army Harbour Light Centre in Vancouver, BC has low-income single occupancy apartments next door so that clients from the program can move on and live independently but still be able to access services when needed.

Kelowna House, BC staff has worked with the mental health community in the area so that ex-residents are able to access low-income housing run by mental health agencies.

Barry House is a community residential facility in Halifax, run by St. Leonard's Society of Nova Scotia. Barry House provides emergency shelter and supports for homeless women and children while they work on establishing more stable housing. Barry House supports women in recovery and utilizes a healthy living model by not permitting the use of alcohol or drugs when people are staying at the facility. Since opening in 2001 until March 2006 it has provided shelter to 1,130 homeless women and children.

Kaye Healey Homes – Elizabeth Fry Society of Kingston, Ontario, has developed a permanent, low cost housing program for women who demonstrate both economic and social need. Twenty-five apartments in eleven properties and one twelve-unit apartment building, owned by the Society are found throughout the City of Kingston. Tenancies are cooperative and geared-to-income. The Community Support Workers assist each tenant in developing an individual plan to address her social needs and provide the necessary support to enable her to achieve her goals.

Elizabeth Fry Society of Greater Vancouver offers the Pathways Program. It provides second stage housing on the second floor of their building. It is an excellent resource for women transitioning from the supervised environment at Columbia Place to a supportive living environment where staff is available 24 hours per day to provide support as needed but do not monitor the daily activities of the residents.

Quick Tip

The Elizabeth Fry Society of Kingston, Ontario has set up a Bursary Program to help women access the core items needed to set up a life in the community, i.e. Social Insurance Number, Birth Certificate, Health Card. Staff go into the institution before the women are due to leave and helps them with the appropriate forms. In this way there is no time wasted waiting for the necessary documentation when the women move into the CRF.

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GOOD PRACTICES
IN
OPERATIONS

GOOD PRACTICES IN OPERATIONS

Governance and Partnership – It’s a Team Effort..... 48

The vast majority of CRFs are non-profit organizations led by a Board of Directors consisting of members from the community. Good practices in Board development include clarifying its role, training in environmental changes in corrections, and how to build and process a strategic plan. Another governance model is the business model as demonstrated in the for-profit agency.

Procedures – Taking Care of Business 51

The effectiveness of CRFs is dependent on the efficiency and effectiveness of their processes for keeping records and for communicating information amongst staff. Many of these policies and procedures are documented in manuals but there have been suggestions for simple ways to improve the operating systems.

Evaluation – Do we do what we say we do? 58

Evaluation is an ongoing process of assessment and improvement of agency functions and outcomes. It lies at the core of CRF effectiveness but in practical terms is difficult to implement. Serious consideration is being given to evaluation by individual CRFs, social service accreditation agencies and the St. Leonard’s Society of Canada.

Staff – The Heart of the House..... 59

Staff lay at the heart of any CRF. Good practices in hiring, training and retaining a diverse and effective staff team are essential to the success of any agency.

Maintenance – Home Repair..... 66

With a limited budget, it is often difficult for CRFs to meet the high cost of maintaining and operating buildings. With high density usage the physical structure and contents need constant repair and replacement. Sometimes creative thinking and cooperation amongst CRFs is needed to keep up high standards.

Governance and Partnership – It's a Team Effort

The vast majority of CRFs are non-profit organizations with a Board of Directors made up of volunteer community members.

Good Practices in Board Development

1. Know your Governance Model

There are two major models for Boards of Directors in the non-profit sector. In the real world of Boards of Directors, the lines between the two models may become hazy and the roles of Board members may become confused. Therefore, an important step in Board development is to discuss the role of the Board of Directors and draw clear boundaries in the delegation of duties.

- ◆ **Policy Board**

In this model the Board of Directors' primary focus is on planning, determining the overall direction of the organization and creating and evaluating major policies. It is responsible for future initiatives rather than the daily running of the agency. However, the Board is ultimately responsible in seeing that the policies are carried out in accordance with the mandate of the organization.

- ◆ **Working Board or Administrative Board**

In this model Board members also contribute to the operations of the agency as well as planning, setting the direction of the agency and determining and evaluating policies. Board members may become involved in bookkeeping, service delivery, writing grant applications, etc.

2. Know the role of the Board of Directors

- The primary role is oversight, leadership, direction and policy-setting. Members should be careful not to overstep boundaries in operational spheres; this could lead to members taking on responsibilities beyond their capabilities, role confusion amongst the staff and possible burnout amongst board members in taking on too much work.
- Board members should not delegate too much authority to the executive director and thereby fail to fulfill their obligation of stewardship.
- Board members must be aware of their responsibilities. They are accountable to the clients, the funders and donors, volunteers and staff, partners, government bodies, professional associations linked with the agency and the general public.

3. Choose Board members wisely

- Choose members with planning and policy development skills and interest.
- Find people with skills in major areas such as finance, or human resources.
- Look for those with experience with other boards, committees or with service delivery.
- Make sure the board is diverse. Members should represent different cultures, genders, and geographical regions.
- It is beneficial to the organization to include members with contacts with potential donors, with the media or other community organizations or government bodies.
- Look for personal attributes in potential members that will be valuable to the board such as leadership skills, commitment, vision and an ability to work as part of a team.
- Advertise for and interview prospective board members

4. Create a Strategic Plan

- Create realistic goals and objectives that reflect the mission of the agency.
- Take into account the organization's strengths and weaknesses.
- Look into the external environment – what are the challenges and opportunities facing the agency in the field of corrections
- Investigate the feasibility of plans in terms of resources available to the agency. How much will the plan cost? Do you have the staff numbers and expertise needed? Is it sustainable?

5. Monitoring the Plan

- Ensure that the agency programs are of high quality and effectively advance the mission.
- Assess and manage any risks involved in the implementation of the plan.
- Continually monitor progress in the light of changing trends and circumstances.
- Be flexible enough to change plans and programs to keep the agency up-to-date and relevant.

6. Check your legal requirements

- Does the organization carry director's and officer's liability insurance?
- Are there any outstanding or potential lawsuits?
- Does the organization comply with all legal and regulatory requirements?
- What risks are inherent in the organization's operations and how are they managed?

Notes drawn from Mentoring Canada website at www.mentoringcanada.ca

Governance – For-Profit

Cannell House in Moncton, New Brunswick has a different governance model for a CRE. It is owned and operated by a private for-profit agency which is part of the AHS Group of Companies. It runs on a business model with Shareholders, a Board of Directors and a Community Advisory Panel.

The companies were started with private funds, with many of the owners having expertise in the social services field. The advantage for Cannell House of being part of a larger group is that they can sustain lower profits on an individual level because of the size of the organization. Also, there is diversity amongst the agencies, which means that staff of Cannell House has access to a broad variety of expertise and job opportunities.

Another advantage is that the organization has the resources to design curriculum, create basic policies and procedures and training for staff members that can be implemented throughout the organization. Cannell House has a strong customer service approach and profits are reinvested back into the agency to develop new programs.

Some of the disadvantages are that Cannell House is not eligible to apply for a lot of funding directed at the non-profit sector and the image that a for-profit agency engenders in the social service field.

Resources

For more information about good practices in governance see the following websites:

garberconsulting.com

www.cd.gov.ab.ca/building_communities/volunteer_community/resources/index.asp

www.boardsource.org

www.mentoringcanada.ca

Procedures – Taking care of business

Daily Routines

Good practices in the daily routines of CRFs involve the meticulous upkeep of resident records and evolving situations in the house. Added to this, there must be an efficient communication system between staff members to keep everyone fully informed and clear up-to-date policies and procedures. Many of these processes are covered under the Standard Operating Practices set down by the Correctional Service of Canada.

However, a good practice is to produce a Daily Operations Manual that sets out in detail the procedures conducted in the house. This would be a living document that would be constantly updated according to changing circumstances. It would act as both a training and a reference tool for staff.

St. Leonard's Society of Hamilton has a Daily Operations Manual which covers procedures in such subjects as:

- Alarm Systems
- Bus Passes and Tickets
- Checking In and Out
- Chores
- Confidentiality
- Conflict of Interest
- Curfews/Violations
- Discharging a resident
- Double-dooring
- Dress
- Employment
- Enhanced Supervision Cases
- Fire/evacuation/emergency
- First Aid Kits
- Frequency of Contacts
- Grounding
- Guests
- House Checks
- House Expectations
- House loans
- House Meetings
- House property
- Initial Client Interview
- Issuing receipts
- Kitchen fires
- Kitchen hours
- Laundry
- Level system
- Logs and files
- Long term Offender
- Long Term Supervision Order
- *Medical Emergencies*
- *Office Telephones*
- *Orientation Procedures*
- *Parking*
- *Personal Effects*
- *Petty Cash*
- *Police Contact/Attending Court*
- *Police Liaison Officer*
- *Policy and Procedure Manual*
- *Power Outage*
- *Prescriptions/Eye glasses*
- *Radios and televisions*
- *Reports and deadlines*
- *Resident Grievance Process*
- *Room and Board*
- *Rooms/Cleanliness*
- *Rooms/Search*
- *Security*
- *Sharing of information package*
- *Sick time*
- *Smoking Policy*
- *Special reports*
- *Staff Meetings*
- *Termination of Resident*
- *Universal Precautions*
- *Urinalysis & Breathalyser*
- *Weekend Pass*

Medication

The workshop conducted at the Ontario Halfway House Association 4th Annual CRF Staff Training Conference produced an interesting discussion concerning the dispensing of medication in CRFs. The debate centred around balancing the need to promote independence and responsibility amongst the residents and the need to minimize risk. Some participants contended that ongoing assessments of the residents to ascertain whether they could be responsible for their own medications allowed for a structured gradual process leading to independence in the community. Other participants argued for the practice of keeping medication in one place and thereby lowering the risk of individuals failing to follow their medication regime and for theft and sharing of medications. They pointed out that residents were given the responsibility of asking for their medications and that this system needed fewer resources.

Other suggestions from participants included:

- Be aware of legal issues concerning dispensing medication (according to CSC regulations, residents should self-administer medications – see CSC website for details)
- If the resident leaves the district, connect with other CRFs to monitor medications.
- Pharmacies are a useful resource in this area, both for products and information. Examples cited were medication dispensers and the CPS – Canadian Pharmacists Association Manual, which describes the various drugs and gives information concerning incompatibles.
- Be sensitive to residents concerning medications – describe the effects and be open to talking about shame associated with certain illnesses. Also look for changes of behaviour which may be indicative of lapsed medication.
- Have a zero tolerance for sharing over-the-counter medication in case of allergies.
- Be particularly vigilant about the storage of medications. They are of value and are a prime target for theft. Therefore keep in a locked container and a locked fridge.
- A good practice would be to have a medical professional in charge of dispensing medication.
- A good practice would be to have an in-house doctor for all residents. Sometimes residents access several doctors to obtain medication. (*Stan Daniels Healing Centre in Edmonton, Alberta has nurses on site and a doctor who attends weekly*).
- A good practice would be stronger links with institutions regarding continuity of care in terms of accessing health cards, doctors, ID. etc. Apparently, forms to access these essential documents are made available to prisoners but they tend to procrastinate and not follow through. A new system is needed.

Example of policy and procedures concerning administering medication

St. Leonard's Society of Hamilton

Section: RESIDENTIAL SECURITY	Subject: ADMINISTERING MEDICATION
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POLICY:

All prescription and non-prescription medication is to be maintained in a secure manner and dispensed solely by staff persons.

Standard:

- 1. All medication is to be kept in its original containers in all cases.*
- 2. Medication is to be stored in Medicine Cabinet in the Reception office.*
- 3. Prescription drugs are to be dispensed by staff persons, who are then to record the date, time, type of medication and residents name.*
- 4. Normally prescription medication is to be taken in the presence of a staff person.*
- 5. Non-prescription medication should be dispensed by a staff member but does not need to be logged.*
- 6. For those residents requiring insulin, the insulin is to be taken from the refrigerator just prior to use, and returned by staff to the refrigerator immediately after it has been administered.*
- 7. New needles are to be stored with the medication, in a secure manner, in the Reception Office. Used needles are to be stored in an appropriate container in the Reception Office. Used needles will be disposed of through the pharmacy.*
- 8. Unused medication is to be destroyed in a secure manner, through the pharmacy.*

Communication Systems

Effective communication is vital to the success of Community Residential Facilities in case management and in providing security to residents, staff and the community. Systems within CRFs have commonalities such as the log book but there are also differing styles of managing information. Here are some examples of tools for effective communications (*supplied by Bedford House, Calgary, Alberta*):

1. The Log Book

This is the main source of information of daily interactions in a CRF. It is a legal document and therefore any entry cannot be erased through white-out and information must be detailed and accurate. Entries document the comings and goings of residents, any concerns, (such as indications of substance abuse), updates on situations happening in then facility etc. Each staff member must read the log book at the beginning of their shift and initial each page up to the last shift in which they worked. A good practice is for each staff person to be meticulous in the production of the log and to keep themselves fully informed regarding the operations of the CRF.

2. Running Records

These records contain information regarding residents' cases plans, progress, contact information of other professionals working the residents etc. Staff is able to add information to the package about interactions, concerns etc. with specific residents.

3. High Light Binder

This binder contains details of resident curfews, extensions, ability to drive etc.

4. Resident Paper Files

These files contain pieces of documentation such as release certificates, travel permits, week-end passes, CSC reports etc.

5. Index Cards

Index cards are used as reference tools to access information such as FPS numbers, type of offence, conditions, names of parole officer and caseworker, community support phone numbers, and emergency contact numbers.

Organizational Procedures – Quick Tips

- ✦ *West-Bridge House – John Howard Society of Newfoundland uses a colour-coding system for filing. The red files are the most important. They also use different coloured dots to signify different types of meetings. To keep filing down to a minimum, and well-organized, the person on night shift is given the task of shredding and organizing files.*
- ✦ *Manchester House, Victoria John Howard Society, BC has circulation papers for all staff coming in on their shift. The circulation paper is put on colourful paper so that it is easily recognizable and staff knows to read it first, initial it and pass it on to the next shift. It brings them up to date on each resident as it contains case conference minutes. Other important information such as staff meeting minutes, information about current research and staff training is circulated. The Executive Director, Kathy Roy calls this strategy, “Simple but effective”.*
- ✦ *Another idea out of Manchester House is the Contact Sheet. It is broken into half hours, 24 hours per day. Staff members write down when they see a resident or when they receive a phone call so if a crime is committed, staff can pinpoint where residents were at the time and eliminate them from the investigation.*
- ✦ *Centre of Hope, Salvation Army in Calgary, Alberta has created its own in-house database.*
- ✦ *John Howard Society of Ottawa, Ontario manages a database which includes client contacts, monthly reports, LSI – needs inventory information for casework records.*

Security Measures

Assuring community safety during the process of reintegration is a priority for Community Residential Facilities. Security measures consist of curfews, room checks, logging the residents in and out of the residence, making community calls to check the whereabouts of residents and having the residents call in to the house. Measures are strictly enforced and any infringement of the rules generally means that the resident returns to a more secure institution.

In order to facilitate a gradual process of giving residents more freedom within the community, residents are put under a system of levels, whereby residents earn privileges through showing responsibility and trustworthiness. The Level System is a tool to address pro-social growth and development. Residents of all risk levels have access to the Level System. However, high-risk residents may be limited in having full access to weekend passes and time out of the house because of additional restrictions contained in their parole conditions or CRF case management plan. These residents are still able to progress through the Level System and will receive positive encouragement and recognition for doing so. However, they may be limited in some benefits, although they are able to enjoy others. Risk issues are not part of the Level System, which is designed to encourage responsible behaviour through a reward system. Risk issues are managed separately and additionally.

Other good practices to increase safety and security for the residents, staff and community are:

Bedford House in Calgary, Alberta has developed a strong relationship with the Calgary High Risk Offender Program (HROP) in the police service. These officers meet with their high-risk residents on a regular basis and are available to staff should an incident occur or if they require information on a potential offender. HROP has also provided staff with a 24 hour emergency contact number. The supervisor of the unit has also flagged the facility in case of an emergency (911) call. This flag helps ensure any call from the facility is rated as a high priority. If any panic button is pressed in the CRF the Calgary Police Service is notified immediately and historically has been on the scene within minutes.

Kelowna House in Kelowna, BC uses escorts in the community to ensure safety.

Railton House, Dartmouth, Nova Scotia uses the same person on back shift five days a week so he is more apprised of the men and can catch problems more easily.

Lavers House – Dismas Society, Truro, Nova Scotia makes sure a full-time person meets the men when they come back from a weekend pass in case they have experienced problems over the weekend. This helps to lower stress levels and therefore is a preventative measure.

The Elizabeth Fry Society of Kingston, Ontario has made available a Critical Incident Debriefing Manual.

Example of a system of levels from St. Leonard's Society of Hamilton

Level I (Minimum of First 30 Days – Probationary)

Requirements

- *Curfews and reporting instructions are all met during the probationary period*
- *Completed Plan of Transition worksheet*
- *Completed opinions about social problems*
- *Completed chores seven days a week*
- *Completed Police Check-in (within five days) and certificate submitted to verify.*
- *Room is kept up to standard of cleanliness*
- *Demonstrates awareness of House Expectations, House Rules, and the seven articles of the Constitution – through True/False Test*
- *Maintain all parole conditions.*

Earned Privilege upon completion of Level I

- *Support for Weekend Passes*
- *12AM curfew Monday to Sunday*

Level II

Requirements

- *Maintaining Level I*
- *Attending assigned programs (if applicable)*
- *Actively seeking employment (if applicable) and submitting job search forms*
- *Maintaining employment*
- *Participating in savings program*
- *Maintaining compliance (pro-social attitude) with Staff and other Residents*
- *Ongoing participation in the Plan of Transition*

Earned Privilege upon completion of Level II

- *Pizza night – resident's choice*
- *Movie pass*
- *Parking spot for a month*
- *3 nights every long weekend*
- *Utilizing Lights-out hours.*

Level III

Requirements

- *Maintaining Level II*
- *Assisting other residents with obtaining ID, SIN, OHIP, Job searches, setting up savings account etc.*
- *Extra effort around CRE, volunteering for extra responsibilities (chores, etc)*

Earned Privilege upon completion of Level III

- *If Full Parole or Statutory Release (both voluntary and residence) and eligible for weekend passes, St. Leonard's will support a request for an extra night on a weekend pass*
- *Apply for special privileges e.g. St. Leonard's will pay for a movie night or sporting event*
- *Travel outside of the area*
- *Eligibility for a single room*
- *Qualify to be House Representative.*

Evaluation – “Do We Do What We Say We Are Doing?”

Evaluation is a critical and difficult essential element. Thorough and effective evaluation requires a considerable investment of time and resources and can be difficult to achieve with limited funding. From the very basic, “Does this program achieve its stated ends?” to an in-depth examination of all aspects of the program, the range of potential evaluative measures is broad. However, initiating some kind of measured evaluation is crucial. Using basic tools, a program can be instituted and then added to as time and resources permit. This will gradually build an effective and extensive body of material. Measuring the outcomes of the residents’ stays is a simple and effective means of evaluation:

- Did the resident find suitable housing?
- Did the resident’s education level improve?
- Did the resident find a job?
- Did the resident complete a treatment program?
- Did the resident comply with CRF and parole rules?
- Did the resident’s family relationships improve?

Other key questions on the larger scale are:

- Are we constantly improving and moving towards the ideals set out in the mandate?
- Do we have sufficient resources to fulfill our mandate?
- What are the most important aspects of the program that we need to measure?

Here is a list of evaluation tools recommended by various executive directors of CRFs:

- CARF – Commission on Accreditation of Rehabilitation Facilities – This is an international accreditation process that comes from a stakeholder basis.
- CORI – The Canadian Outcome Research Institute
- HIFIS – Homeless Individuals and Families Information System

Some agencies such as the Salvation Army have developed their own auditing systems. Tsow-Tun Le Lum, Lantzville, BC has developed its own evaluation process. Every three years, they invite stakeholders for discussion on “Do we do what we say we are doing?”

The Awo-taan Native Women’s Shelter in Calgary, Alberta has developed its own pre/post assessment tool framed within the medicine wheel and the seven sacred teachings. They are currently completing a trainers’ manual for the front line on how to use the tool.

Walter A. “Slim” Thorpe Recovery Centre, in Lloydminster, Alberta is building a database to set up a tracking system. They will phone ex-residents at intervals – three months, six months, one year, two years, etc. up to five years. In this way they can monitor the long-term effectiveness of their program.

Staff – The Heart of the House

The overall impression gained from the interviews with executive directors across the country was that, on the whole, the full-time staff employed by CRFs was highly experienced, having several years of service, often in the same agency. They were also dedicated to their work and the residents. However, there were some problems with keeping staff, especially the part-time casual workers. On the whole the salaries of CRF employees, especially the casual workers are lower than salaries in government jobs such as those in parole offices and institutions. Many agencies provide benefits but it is not universal. Therefore, employees are often drawn to CRFs as a stopgap to gain experience on their way to a career as a parole or correctional officer.

This creates the issue in CRFs that they may be constantly training new staff members and this lessens the training budget, which could be spent on more specialized training for experienced staff. This issue is particularly relevant in places such as Calgary that are experiencing an economic boom and the competition for employees is fierce. In CRFs, generally, compensation levels do not reflect the importance of the work and the level of skill and education needed to implement it to the highest standards of quality.

Some CRFs address this issue in creative ways:

Howard House of Cape Breton, in Sydney, boosts staff salaries by absorbing administrative duties and sharing them amongst staff.

Other CRFs look for funding opportunities from other sources, for example the mental health sector, to upgrade salary levels.

Tsow-Tun Le Lum Society, Lantzville, BC, gives staff up to ten days a year for special leave.

Ed Poortenaar of Regina House in Winnipeg, Manitoba indicated that giving staff a positive, supportive environment encourages them to stay. The agency has staff social get-togethers outside of work.

Hiring Staff

When hiring staff, a good practice is to make sure you are building a diverse and effective team. Staff should be diverse in terms of ethnicity, gender and age where possible. Having contrasting personalities is also helpful in reflecting the real world and in giving residents wider choices in finding a compatible staff person.

It may also serve as a training ground for learning negotiation skills with people of varying types. For staff, having a diversity of perspectives and approaches to residents is very useful in forming a more complete picture of client issues. Being involved in human services means that there are always ambiguities and contradictions in your profession and another perspective may shine a light on complex dynamics. Differing skills and abilities are conducive to building an effective team.

Bob Ens of the Okanagan Halfway House Society, BC, assigns responsibilities according to staff skills and interests, for example one person has talent in computers and uses this expertise for the benefit of the agency. Another staff member has a penchant for statistics. So hiring case managers with additional skill sets unrelated directly to case management may be a good strategy.

The question is: “What is a good process to find the right combination of suitable staff?”

Here are some ideas from practitioners:

Emmanuel House in St. John's, Newfoundland, when hiring personnel, involve residents and former residents in the hiring process. They either conduct their own interviews or act as part of the hiring team.

Tsow-Tun Le Lum in Lantzville, BC has worked with a management psychologist for years. As part of the hiring process applicants write a test and are interviewed by the psychologist. In this way managers obtain a personality profile. One of the main criteria for employment is that the applicant is living a balanced life and is therefore able to model the same for the residents. All staff members and board members are expected to abstain from alcohol.

John Howard Society of the Lower Mainland of BC uses behavioural interviewing when hiring staff. Staff need to be good models and able to mentor. Therefore they need to be living a healthy lifestyle and show good coping skills. They also need motivation and passion in their work.

YWCA of Prince Albert, Saskatchewan, recommends hiring women who have experienced hard times and can relate to residents.

Genesis House of New Westminster, BC hired an HR consultant to help them hire staff with the right skill sets.

Training Staff

According to CSC Standard Operating Practices, orientation procedures for counsellors, supervisors, outreach workers and other similar workers should include, at a minimum, the following:

- agency's goals and objectives
- agency's policy and procedures
- confidentiality
- first aid
- basis crisis intervention
- emergency measures
- relationship to the Correctional Service of Canada
- agency's contractual obligations
- minimum of one week working with another experienced case worker

In addition, all counsellors/supervisors and outreach workers and other similar case workers should be trained within the first year of employment in these areas:

- crisis intervention
- counselling techniques
- diffusing hostile situations

Training of employees is a vital but costly endeavour. In order to maintain standards on a limited budget, CRFs are pressed to come up with creative solutions. Many practice cross-training with other agencies and use experienced staff members to train new staff. Other creative solutions include:

The British Columbia – Yukon Halfway House Association has developed a training website so that new staff can access online training. As part of the training, specific situations are described and a choice of solutions is given. Trainees can pick an answer and receive feedback. It is a fun and innovative way of learning. Check out their website at bcyhha.org.

The John Howard Society has developed an Employee Training and Enrichment Program and a Supervisory Training and Enrichment Program.

At Howard House – John Howard Society of Newfoundland any staff member who attends any training or conference is expected to make a presentation to the rest of the staff. The House Director is trained in debriefing so he/she will debrief after a crisis and sometimes after daily operations.

The Phoenix Drug and Alcohol Recovery Society – Ambro House in Surrey, BC has an Interests Board. Once a month a different staff member finds out as much as possible on a certain subject and posts it in the main area for staff and residents.

St. Leonard's Community Services of London and Region, in Ontario, has a LSI-R trainer on site.

Example of a Training Schedule for Staff Sent by Bedford House, Calgary, Alberta (in part)

GOAL #1. To develop an understanding of the criminal justice system, and the respective roles of the governmental and private agencies.

Objective 1.1 Become familiar with the policies and procedures of legal authorities

Initial

- *Read publications put out by the National Parole Board, Alberta Justice Department and the Correctional Service of Canada*
- *Consult with other staff*
- *Consult with visiting Parole Officers*
- *Accompany Provincial Referrals Liaison to Calgary Correctional Centre to sit in on selection interviews*
- *Arrange for a tour of the Remand Centre*

Ongoing

- *Consult with visiting Parole Officers*
- *Keep up-to-date on new issues, legislation, policies that affect our clients*

Objective 1.2 Become familiar with the values, philosophy, and practices of the Calgary John Howard Society in general and Bedford House in particular.

Initial

- *Read Bedford procedures manual (a signed statement that this has been read is to be placed on file)*
- *Read Calgary John Howard Society Personnel Manual (signed statement)*

Ongoing

- *Attend all staff meetings as scheduled; read minutes of any meetings missed*
- *Attend general John Howard Society Meetings at the agency, first Wednesday of each month (time permitting); read minutes of meetings missed.*
- *Attend all Full Team Meetings as scheduled; read minutes of any meeting missed*
- *Spend time with workers from other John Howard Society Programs*
- *Consult with supervisor and other staff at Bedford*
- *Make effort to attend retreats, provincial staff conferences, and agency staff on a formal or informal basis*

GOAL #2. To gain an understanding of case management practices in a residential setting.

Objective 2.1 To develop an understanding of the needs of the mental health client in conflict with the law.

Initial

- *Read relevant publications e.g. Mental Health Services for Penitentiary Clients, Treatment Models for Incest Offenders etc.*
- *Interview residents on an informal basis, become familiar with their medical files*
- *Consult with other staff*

Ongoing

- *Participate in client interviews with the consulting psychiatrist to Bedford House*
- *Attend in-services as scheduled*
- *Attend seminars, workshops, etc. relating to this issue as negotiated by supervisor*

Objective 2.2 To gain experience in the monitoring and supervision of a residential facility, including case management.

Initial

- *The initial shift(s) worked will be a busy hours shift, allowing new staff members more time to spend with supervisor and clients*
- *Assist experienced staff with general shift duties e.g. signing residents in and out, doing wake-up calls, monitoring visitor activities etc.*
- *Full time and Part time staff are required to have first aid/CPR training within 60 days of hire.*
- *Staff must undertake Suicide Intervention within 60 days of hire*

Ongoing

- *Perform all general shift duties in a competent fashion*
- *Attend and participate in the bi-monthly residents meeting (if on shift)*
- *Part time staff are encouraged to attend weekly staff meetings, expectation for full time staff, one meeting per month will be paid due to budget constraints*
- *Attend and participate in Full Team Meetings as scheduled*
- *Coordinate and facilitate individual apartment meetings as assigned*
- *Complete appropriate professional development opportunities to improve skills in crisis management*

St. Leonard's Society of Nova Scotia (SLSNS) employs, among others, the following practices related to Staff Training:

- *In order to maintain a highly trained and competent staff, SLSNS has created a Staff Training and Development Division. Good practice includes having one management staff person responsible for organizing all staff training files, to ensure all staff certificates are valid and up-to-date. This is especially beneficial with a larger staffing compliment.*
- *SLSNS offers in-house training: Internal staff have been selected and trained as facilitators in Non-Violent Crisis Intervention (NVCi) as well as Applied Suicide Intervention Skills Training (ASIST). This is good practice in that internal staff has the ability to tailor training to meet the needs of people working in its facilities. It is also of benefit in that training is always refreshed and up-to-date for staff, and acquiring qualified facilitators is never an issue. Although this requires a monetary investment to “train the trainers”, the return exceeds the investment in time. (NVCi – This program identifies how crises can escalate, and techniques to use to deflate or de-escalate crises, when working with agitated individuals. ASIST – Training in Suicide Intervention develops skills to use when performing suicide first aid).*
- *SLSNS is always seeking new and innovative training programs for staff. Current training requirements for employment include Valid First Aid, CPR, WHMIS (Workplace Hazardous Materials Information System), NVCi and ASIST. SLSNS provides this training to staff at no charge to them. SLSNS also provides staff with free training in the areas of medication awareness and fire extinguisher safety. SLSNS offers training for management, including Workplace Harassment Sensitivity Training Awareness, as required.*
- *SLSNS utilizes on-line training for its staff where applicable in the interest of time management.*
- *SLSNS is currently embarking on the potential creation of additional training to offer their staff. Areas of target include mental health awareness and healthy boundaries training. Currently, SLSNS periodically seeks outside agents to facilitate this training when available.*
- *SLSNS requires a minimum of 24 to 40 hours training (depending on experience) with fulltime staff spread over the three shifts that one might have to work at their facilities, prior to the first official shift.*
- *SLSNS is in the process of developing a training binder in addition to policies and procedures that will be located on site that will provide detailed instructions on how to fill out forms, deal with incidents, etc.*

Staff Safety

Keeping staff safe is a major priority for CRFs. Here are some strategies for increasing the safety of members of the staff:

St. Leonard's Society of Nova Scotia in Halifax has safety calls between the various houses at designated times for weekdays and weekends. The calls are made within 10 minutes before the hour and 10 minutes after the hour. Should a call not be received the expected receiving house will call. The agency has developed code words for different situations so that staff can communicate a problem without putting their personal safety at risk.

There are also partnerships between halfway houses. Independence Apartments – Edmonton John Howard Society, Alberta partners with another halfway house so that if they are ever single staffed there are call-ins every hour.

Roberts House in Calgary, Alberta has increased the safety of the house by adding mirrors around corners and blind spots.

YWCA in Regina, Saskatchewan has an ongoing working relationship with the Crisis Response Team from the local mental health clinic which responds swiftly to any critical incident in the agency.

Contributors at the Ontario Halfway House Association 4th Annual CRF Staff Training Conference suggested the following safety tips:

- *Use Kevlar gloves when conducting searches. Kevlar gloves are impenetrable and safeguard against the danger of needles.*
- *Use panic buttons, walkie-talkies, personal alarms and an emergency cell phone.*
- *Use double-staffing as needed*
- *Have an external alarm system*
- *Have night shift contacts.*
- *Have back-up generators*
- *Have a critical incident manual*
- *Coordinate with other houses to maximize staffing.*

Maintenance – Home Repair

Keeping the physical structure of the CRF well-maintained is a challenge for many CRFs as they are functioning on a very tight budget. It is important to keep a high standard in the physical space in terms of health and safety as well as to provide a comfortable atmosphere.

Here are some suggestions on how to save money on the operation and maintenance of the physical structure.

Tim Veresh of the John Howard Society of the Lower Mainland of BC recommends buying in bulk through groups. For instance, if all the halfway houses in the region buy carpets together, (through the British Columbia – Yukon Halfway House Association), they will be able to negotiate lower prices from suppliers. In addition, investing funds through the United Communities Cooperative Society achieves higher rates of interest.

Tsow-Tun Le Lum, Lantzville, BC is also part of a community purchasing group. There is a fee involved but ultimately savings are made through group purchase. The agency also has hired a dietician to work with the cook on the menu. This practice has produced significant savings on grocery bills.

Bob Ens of Kelowna House in BC has contact with the local Holiday Inn and receives a consignment of mattresses when they upgrade.

Prince George Activators, Prince George, BC, allots specific areas of the house to individual staff members to check for maintenance. Thereby, problems are caught early. They also keep lists of significant items for purchase such as washing machines when they are beginning to cause problems so that the manager has time to look for sales in the area. In addition, each staff member is given a small part of the overall budget for office supplies and is responsible to keeping within the budget. Every three months staff meets to review the budget.

Awo-taan Native Women's Shelter, Calgary, Alberta uses a technical advisor – a retired social care facilities maintenance engineer who advises on repairs and negotiates with contractors.

Independence Apartments in Edmonton, Alberta have developed a good working relationship with a group of contractors, who each specialize in a different service, e.g. painting, flooring etc. As a loyal customer the agency is given competitive rates.

A staff member at New Frontiers – Salvation Army, Saskatoon, Saskatchewan, indicated that the agency puts a portion of their funding every month into a reserve fund for property maintenance. This is Salvation Army policy.

Aline Farrell of Greenfield House in Moncton, New Brunswick recommends buying in bulk from local farmers.

Resources

Correctional Service of Canada: Standard Operating Practices may be accessed at:

www.csc-scc.gc.ca/text/plcy/tocsop_e.shtml

St. Leonard's Society of Hamilton's Daily Operations Manual may be accessed at:

www.slsh.ca

CARF – Commission on Accreditation of Rehabilitation Facilities has the following website:

www.carf.org

CORI – The Canadian Outcome Research Institute has the following website:

www.hmrp.net/CanadianOutcomesInstitute

HIFIS – Homeless Individuals and Families Information System has the following website:

www.hifis.ca

GOOD PRACTICES
IN
COMMUNITY RELATIONS

GOOD PRACTICES IN COMMUNITY RELATIONS

Entering the Community – the NIMBY factor..... 72

When opening a new halfway house it is important to consult with numerous stakeholders and the give due consideration to the NIMBY factor (Not In My Back Yard).

Involving the Community – Welcoming the neighbours 75

Educating the public and increasing community responses to crime in a positive way are vital aspects of CRF work. In order for residents to reintegrate successfully, the stigma attached to ex-offenders needs to be reduced and the connection between residents and pro-social members of the community needs to be increased.

Becoming part of the community – Reaching Out..... 77

Increasing the involvement of staff and residents in the community not only improves the image of the CRF but also provides concrete experiences of pro-social activities. Giving back to communities is a valuable part of the reintegration process.

Effective Collaborations – Working together 78

CRFs do not operate in a vacuum. They often act as the spoke of a wheel radiating outwards into the community and using all of its resources to the benefit of the residents.

Entering the Community

Overcoming the NIMBY (Not In My Back Yard) Factor

In 2003, the Housing and Homelessness Branch (formerly (National Secretariat on Homelessness) and Canada Mortgage and Housing Corporation (CMHC) formed a working partnership to undertake the *Strategies for Gaining Community Acceptance* workshop and Train The Trainer (TTT) initiative. The result of this partnership are capacity development tools designed to provide municipalities and affordable housing service providers with the tools, resources and best practices to overcome community opposition. The workshop focuses on homelessness and affordable housing, and is useful for when transitional housing proposals, such as a new halfway house, are put forward. Below is a brief summary of this workshop as presented at St. Leonard's Society of Canada's Bolton Day 2006 in Peterborough, Ontario. In order to understand the dynamics surrounding the NIMBY factor a model was presented called the NIMBY Iceberg, which was divided into three sections:

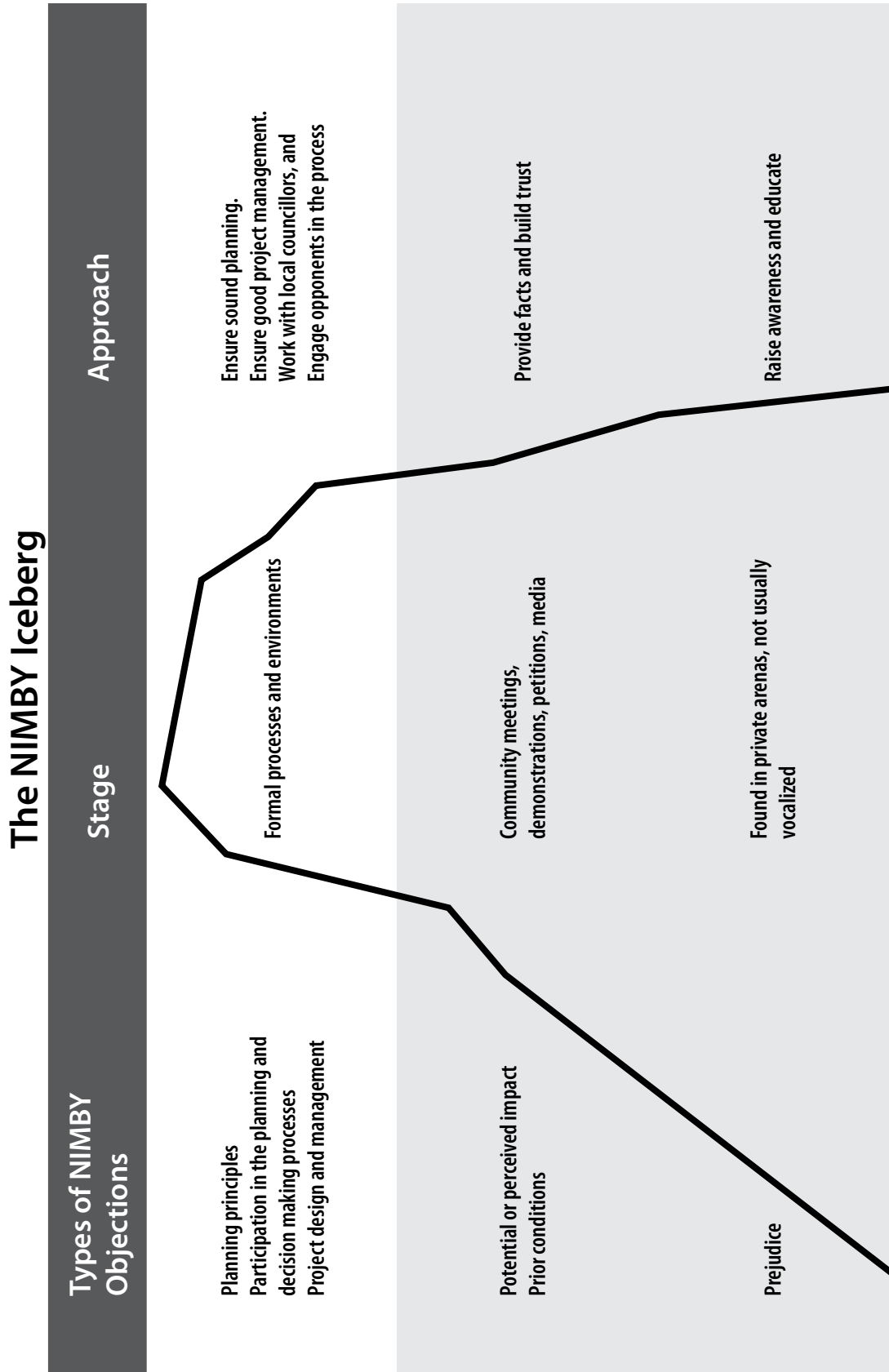
- The tip of the iceberg represented objections raised through formal processes and forums and based on:
 - Land use and planning principles e.g. zoning
 - Public consultation or participation
 - Physical characteristics of the proposed house e.g. exterior
 - Proposed operations of facility e.g. hours, nature of serviceOvercoming opposition required:
 - Ensuring project is based on sound planning and design principles
 - Ensuring good planning and management
 - Working with local counselors and ensuring political support
 - Consulting people in the community

- The layer just below the surface of the water represented the underlying concerns of the community. These underlying fears were manifested through community meetings, demonstrations, petitions and through the media and were based on:
 - Concerns about the potential and perceived impact of the proposal
 - Concerns relating to prior conditions in the neighbourhood.Overcoming this type of opposition required:
 - Providing factual information
 - Building trust

- The final, bottom layer represented the deeper prejudices against the occupants of the proposed housing and were found in private places. These prejudices were based on:
 - fear and stereotypical ideas about the future residents.Overcoming this type of opposition required:
 - Raising awareness
 - Educating the public

For more information see:

www.homelessness.gc.ca
www.cmhc.ca
www.cmhc.ca/od/?pid=65185 (English version)
www.schl.ca/bdc/?pid=65186 (French version)



(Wynne-Edwards, 2003)

St. Leonard's Community Services of London and Region – Timeline of activities for opening a CRF

July 2001 – Proposal to Correctional Service of Canada (CSC) for Satellite Apartments under the Effective Correctional Initiative – supported by CSC London and Windsor

*November 2001 – Community Strategic Planning Committee Meeting
Discussed Proposal with Rosemary O'Brien (CSC Women Offender Sector)*

January 2002 – Proposal submitted to CSC to facilitate Substance Abuse Programs for Women in London

October 2003 – Meeting with Allison Cunningham (Family Court Clinic) and Shelley Harris (Social Worker, EMDC Women's Unit)

November 2003 – Meeting with A. Cunningham, K. Wiggins (Women's Community House – WCH) and Barb McQuarrie (Centre for Research on Violence against Women and Children)

December 2003 – Meeting of Women's Groups in London at Women's Community House, including representatives of CSC London and Grand Valley Institution to review services for women

March 2004 – St. Leonard's staff facilitates Parenting Program at Elgin Middlesex Detention Centre, Two staff members receive training from Childreach

March 2005 – CSC London continues to offer support

April 2005 – New proposal to CSC re: Community Residential Facility for Women in London to address needs of women in South/West Ontario in conflict with the law, closer to their homes/families

*June 2005 – Meeting with CSC Community Advisory Council (CAC)
Proposal receives support from CAC*

Summer 2005 – Letter sent out to various local stakeholders and many letters of support received

September 2005 – Second meeting with CAC, continues to endorse the endeavour

January 2006 – Pauline Radley, consultant, hired to develop proposal, sent to Ontario Ministry of Health and Long-Term Care (MOHLTC) re: research/needs analysis. MSW student commences placement to contribute to research

*February 2006 – Meeting with staff at Grand Valley Institution (GVI), who endorse proposal
Proposal sent to MOHLTC*

March 2006 – Staff receive training in Parenting Teens and Women – Centred Training provided by CSC at GVI

*April 2006 – Staff receive training in Women Offender Substance abuse Program from CSC
Proposal sent to Karen Prevost, A/District Director, CSC S/W Ontario*

Summer/Fall 2006 – Follow up letter sent to local stakeholders

Ongoing meetings with women's organizations

Meetings with Nancy Stableforth (Regional Deputy Commissioner of CSC) and Karen Prevost (Area Director)

Meetings with consultant to organize a community forum

Community Forum held – Attended by 35 women's service providers

Meetings with contractor – Permit in the hands of the city

Involving the Community – Welcoming the Neighbours

The Board of Directors and the executive director of a CRF need to plan carefully regarding how they will engage with the community. It needs to be done in a strategic manner, so that it does not appear to be defensive or reactive. Bringing the community into the CRF and educating them about marginalized people and reintegration may be done in various ways. The main methods identified in the SLSC survey of CRFs were:

1. Community Events

Elizabeth Fry of Vancouver, in BC, holds an annual Community Town Forum Town Hall Meeting and takes part in the National Elizabeth Fry Day by hosting a community picnic and open house.

Railton House in Dartmouth, Nova Scotia had an Open House including a show and sale of a resident's paintings.

Salvation Army Belkin House, Vancouver, BC conducts a lot of tours of the facility. Staff members try to demystify what they do and give instances of successes whilst still painting a realistic picture. (Success is a process rather than a single event).

The Seventh Step Society in Calgary, Alberta runs a Stampede Breakfast every year.

Manchester House in Victoria, BC gives tours and holds yearly garage sales.

House of Hope in Ottawa, Ontario held a street party for its 30th anniversary.

2. Individual Citizens and Groups

Many CRFs involve individual citizens, in the screening process as part of the Community Assessment Team, or as members of a Citizen Advisory Committee.

Emmanuel House in St. John's, Newfoundland has a Wellness Committee which runs an annual health fair including a vaccination clinic.

Audrey Gracie of West-Bridge House, Stephenville, Newfoundland invites people from the community to lunch, has socials in the house and invites community speakers.

Lavers House – Dismas Society, Truro, Nova Scotia, ran a community college competition to create their logo.

Railton House, Dartmouth, Nova Scotia has a strong connection with the church next door. Pauline Fryer, the Executive Director gives talks to the congregation. The congregation have sent gifts and cheques for the residents.

St. Leonard's Society of Hamilton, Ontario, recommends producing a quality annual report which includes relevant information about the agency including statistics.

3. Media Relations

Good practices for dealing effectively with the media are not clear cut. The managers of CRFs are divided into two camps – those who prefer to keep a low profile and have minimal contact with the media and those who wish to build a relationship with media representatives. Any media contact is usually delegated to specific staff members.

Media contact is a sensitive area, and needs to be handled with extreme care. History has shown that negative media coverage of a critical incident perpetrated by a resident of a halfway house can result in its closure. Alternatively, having a community support system in place can provide a balancing effect on media coverage. A good practice is to be prepared for the worst.

The actual appearance of the agency and its surroundings is importance regarding media relations. Photographs and television coverage showing the agency also give a message to the public. A neat and tidy, well-maintained agency helps give an impression of professionalism and may reassure the public.

Tim Veresh, the Executive Director of the John Howard Society of the Lower Mainland of BC suggested choosing a few reporters and building a relationship with them. He indicated that he acts a resource for them; he supplies positive stories and education. He believes in building a reputation as a responsible, accountable agency. He uses statistics to build an argument for the efficacy of the halfway house. He added that the John Howard Society has developed a Serious Incident Binder which is very helpful.

The Elizabeth Fry Society of Kingston, Ontario has developed a Speakers Kit for dealing with the media.

Kathy Roy of Manchester House, Victoria, BC suggested that having good relationships with neighbours was important from a media relations standpoint. When Manchester House was interviewed by the press, the reporters were inclined to also interview neighbours.

Jack Cooper of the Dick Bell Irving House – BC Borstal Association in Vancouver writes articles for a newspaper and is a contributor on a radio talk show.

John Howard Society of Ottawa, Ontario, has developed a “Serious Occurrence Response Policy” in binder form that directs staff on the procedures of handling serious incidents.

Centre La Traverse, Sherbrooke, Quebec, takes part in an Annual Conference on Crime Prevention, which attracts media interest. It was also involved in a Radio-Canada documentary about this population in Sherbrooke and the need to pay attention to them.

Becoming Part of the Community – Reaching Out

Staff and residents of CRFs become involved in giving back to their communities in a number of creative ways. Through these processes they act as ambassadors for the agency. What they do affects the public view of the agency and also promotes a socially-conscious lifestyle. Here are some examples of good practices in becoming an active part of the community:

The residents of Manchester House, Victoria, BC help purchase and/or deliver Christmas hampers to needy families in their community.

Every year, the residents of the Stan Daniels Healing Centre in Edmonton, Alberta, clean up the environment around the local river.

Residents of the 101st Street Apartments and the Satellite House in Edmonton, Alberta, volunteered their free time to help build a children's playground and every year specially-chosen residents help run a children's carnival.

Residents from the Prince George Activator Society, BC do community service such as mowing lawns for seniors, cooking for members of the Hospice Society or cleaning up the baseball diamond.

Residents from Ketso Yoh in Prince George, BC do volunteer work for events such as the Prince George Native Friendship Centre Pow Wow and All Native Hockey Tournament.

Salvation Army Centre residents and staff often serve their cities and towns through supplying food and other comforts where needed in the community.

The Métis Addiction Council of Saskatchewan Inc., based in Prince Albert, is part of a committee called Uniting to Heal, which comprises of service providers from various sectors who meet to develop universal visions. The committee has developed four pillars – prevention, treatment, reintegration and supply reduction.

Talbot House in Charlottetown, PEI has a choir which sings in the community at Christmas time.

Residents from Réhabilitation de Beauce Inc., Vallée Jonction, Quebec give free services to neighbours such as snow-blowing and grass trimming.

Elizabeth Fry Society of Greater Vancouver, in BC, conducts speaking engagements within Soroptimists International and United Way Speaking Engagements regarding social justice, female offenders and parole and conditional release.

The Alberta Seventh Step Society in Calgary offers a Public Legal Education Program for youth which depicts the realities of the criminal lifestyle. Ex-offenders are hired as speakers, and present workshops to students in schools and post-secondary institutions and community groups. This project is funded by the Alberta Law Foundation and includes funding for the speakers to access training for professional development.

Effective Collaborations – Working Together

The needs of residents of CRFs cover a huge spectrum in terms of personal, medical, social and pragmatic needs. CRFs often seek collaborations with other agencies that specialize in one of the particular requirements of residents. In this way they are able to expand the services available to residents. Here a few of the examples of collaboration between CRFs and other services.

Cannell House in Moncton, New Brunswick builds personal relationships with referral agents so that when a resident needs to access the services, staff can tell him exactly what to expect or even accompany him there if necessary. The same tactic is used in a number of different agencies.

Kelowna House, Kelowna, BC has built a relationship with the Ministry of Social Services. They have an agreement under which three months before a resident's warrant expiry date he can apply for disability payments so that the payment schedule is set up before he leaves the halfway house.

YWCA in Brandon, Manitoba collaborates with the Homelessness Initiative and keeps statistics on homelessness.

The Canadian Mental Health Association Calgary operates Roberts House CRF in conjunction with the Correctional Service of Canada.

Walter A. "Slim" Thorpe Centre, Lloydminster, Alberta works in partnership with the local sexual assault clinic and mental health services.

101st Street Apartments, Edmonton John Howard Society, Alberta has an excellent relationship with their local police and especially the High Risk Offender Unit. The agency has bi-weekly case conferences at the facility with representatives from the High Risk Offender Unit, Parole Officers, and Program people who are involved with the cases. If there is a serious problem with one of the residents they make sure that the police send an officer who is personally known to them. In this way they can have more control over the process.

101st Street Apartments also has a full-time Psychiatric Nurse on staff, who has developed an enhanced relationship with Forensic Assessment and Community Services (FACS). The organization sends a Psychiatrist once a week to 101st Street Apartments for a clinic with some of the residents.

Island View House in Fredericton in New Brunswick has bought 10 spaces in a methadone program so that residents do not have to wait for service.

Berkana House has a connection with Calgary Parks and Recreation and accesses subsidized recreational passes for their residents and their children.

The Okanagan Halfway House Society, BC meets with other organizations monthly in a group called Kelowna Community Resources. Agencies share information about ongoing services and there is also a volunteer service.

La Maison (Joins-toi), Granby, Quebec has a collaborative relationship with their local police. The police is given a list of residents and if any officers come in contact with a resident, they advise the house.

Agence Sociale Spécialisée de l'Outaouais is a member of the Canadian Society of Criminology.

Jack Cooper of Dick Bell Irving House – BC Borstal Association in Vancouver, BC meets with the Police Commander of his district every month to six weeks.

Andrew Boyd of Genesis House – Westcoast Genesis Society of New Westminster, BC has been the president of the Downtown Residents Association for the last four years.

FINAL THOUGHT

This quotation sums up well the whole rationale of this manual, and we believe, provides a suitable closing for this section of the manual:

“The overall tenor...is to make research appear not only more accessible to practitioners, but a virtual onus placed on them for the monitoring and improvement of their practice.... In cognitive-behavioural psychology a model of this process has been developed, loosely called that of the *scientist-practitioner*. Each individual is a new body of knowledge to be investigated. In doing so and adopting this attitude, we maximise the chances that we will provide a better service to that individual, in addition to generating information that will help us to become better helpers; and if made known to others, will similarly help them.”¹

1 McGuire, J. (2000). *Cognitive-Behavioural Approaches: An Introduction to Theory and Research*. London: HMIP.

Annotated Bibliography

American Correctional Association (1998). *Best Practices: Excellence in Corrections*. St. Joseph, Michigan: Imperial Publishing.

The American Correctional Association (ACA) is the oldest and largest international correctional agency. It promotes excellence in every aspect of the field through professional development and certification, standards and accreditation, networking and consulting, research and publications, conferences and exhibits, technology and testing. It also works to shape public policy on correctional matters. This book is a compilation of “best practices” in 19 areas of corrections (including community corrections) in the USA and Canada. The various programs were chosen by experts in each particular area and demonstrate innovation, quality management and, of course, positive results. The book is structured for easy access to information and gives contact information for those readers who wish to follow up on any particular project.

Andrews, D.A. and Bonta, J. (2003). *The Psychology of Criminal Conduct: Third Edition*. Cincinnati, Ohio: Anderson Publishing Co.

Don Andrews is a professor in the Department of Psychology at Carleton University in Ottawa. He is also a consultant and researcher in the area of criminal conduct. James Bonta is Director of the Corrections Research Unit at Public Safety and Emergency Preparedness Canada. He is also an adjunct research professor at Carleton University. Dr. Andrews and Dr. Bonta co-developed the Level of Service Inventory – Revised (LSI-R), a risk-needs offender assessment tool. In *The Psychology of Criminal Conduct: Third Edition* Andrews and Bonta emphasize the importance of individual differences in understanding a psychology of criminal conduct. However, they also identify common factors, including developmental and social factors, which affect criminal conduct and they explain the theories behind such behaviour. The latter section of the text is devoted to risk-need assessments and the efficacy of various forms of prevention and rehabilitation methods. Andrews and Bonta not only give an empirically-reasoned account of the psychology of criminal conduct but also discuss the larger political and academic arguments within the corrections field.

Aos, S., Phipps, P., Barnoski, R. & Lieb, R. (2001). *The comparative costs and benefits of programs to reduce crime, Version 4.0*, Olympia, WA: Washington State Institute for Public Policy.

Steve Aos is Associate Director of the Washington State Institute for Public Policy. He and his colleagues studied crime prevention programs in order to evaluate their cost effectiveness – did the cost-saving effects of the program outweigh the costs of implementation? They examined interventions that met their criteria for sound methodology conducted over the previous 25 years in North America. Using a business cost-benefit analysis approach they looked at over 400 program evaluations over a broad spectrum, from children’s programs to cognitive-behavioural interventions for juvenile sex offenders to drug treatment, boot camps and work release programs for adults. Results were mixed but they found programs that could achieve even relatively small reductions in crime could be cost-beneficial. The largest and most consistent returns for investment costs were for certain programs designed for juvenile offenders. An interesting perspective but have fun trying to make sense of the statistical analysis!

Bernfeld, G.A., Farrington, D.P. and Leschied, A.W. (Eds) (2001). *Offender Rehabilitation in Practice: Implementing and Evaluating Effective Programs*. Chichester: Wiley.

Gary Bernfeld is a clinical psychologist, the Co-ordinator and a professor in the Bachelor's degree program in Behavioural Psychology at St. Lawrence College, Kingston, Ontario. David Farrington is a professor of psychological criminology at Cambridge University. Alan Leschied is a psychologist and professor in the Faculty of Education at the University of Western Ontario in London. The aim of the book is to bridge the gap between research and practice; how can the lessons learned in the academic world be implemented into the day-to-day ground-level work of practitioners? The first part of the book is devoted to the subject of effectiveness in correctional practice. The second part describes specific successful programs and part three looks into the broader issues surrounding implementation. The authors consist of an impressive array of academics and practitioners from Canada, USA, UK and Germany. The book is part of a series in forensic clinical psychology published by Wiley. It is particularly relevant for Canadians because of the prominence of Canadian content within the text.

Bloom, B., Owen, B. & Covington, S. (2003). *Gender-Responsive Strategies: Research, Practice and Guiding Principles for Women Offenders*. Washington, DC: National Institute of Corrections.

Barbara Bloom is an associate professor in the Department of Criminology and Criminal Justice at Sonoma State University in California. Barbara Owen is a professor of criminology at California State University and Stephanie Covington is Co-director of both the Center for Relational Development and the Center for Gender and Justice in La Jolla, California. The National Institute of Corrections began this 3-year project in 1999. The researchers summarized existing literature in a wide range of disciplines concerning women's issues and also collected expertise from criminal justice practitioners. They developed a set of guiding principles to inform correctional policy and practice. These principles include: acknowledge that gender makes a difference; develop policies, practices and programs that are relational and promote healthy connections to children, family, significant others and community; and establish a system of community supervision and re-entry with comprehensive, collaborative services. This is a foundational document.

Bonta, J., Wallace-Capretta, S. and Rooney, J. (2000). "A quasi-experimental evaluation of an intensive rehabilitation supervision program". *Criminal Justice and Behaviour*, Vol. 27 (3).

James Bonta, along with Suzanne Wallace-Capretta and Jennifer Rooney (then researchers at Solicitor General Canada) conducted this evaluation of the Learning Resources Program offered by the John Howard Society of Newfoundland. Three groups of offenders were compared for recidivism rates: treated offenders under EM (Electronic Monitoring), treated probationers and released inmates. The results showed no significant differences between the groups in recidivism rates. However, further analysis revealed that treatment was effective for higher risk offenders. This study reaffirmed the importance of matching treatment intensity to offender risk level and the importance of treatment in community corrections. It also raised questions as to the effectiveness of Electronic Monitoring.

Burnett, R. and Eaton, G. (2004). *Factors associated with effective practice in Approved Premises: A literature review.* Home Office Online Report 65/04.

Dr. Ross Burnett is Senior Research Fellow at the Centre for Criminological Research at the University of Oxford. Guy Eaton is a forensic psychologist from the Camden and Islington Mental Health and Social Care Trust (Research and Development Operations Unit) of St. Pancreas Hospital in London. In this article the authors review the history and the changing role of Approved Premises in the UK. Through a review of literature they examine the effectiveness of Approved Premises in their role in reducing offending, in risk-management and public protection and their ability to work with different categories of residents such as female residents, sex offenders and minority ethnic residents. They give an optimistic view of progress within these agencies with the development of positive regimes, cognitive-behavioural programmes, pro-social modelling and motivational and supportive work. Although there is still much to be learned, the authors believe that Approved Premises are poised to take a more prominent part within the criminal justice system.

Brown, J. (2004). "Managing the transition from institution to community: A Canadian parole officer perspective on the needs of newly released federal offenders". *Western Criminology Review* 5 (2), 97-107.

Jason Brown is a licensed clinical psychologist, registered social worker and assistant professor at the University of Manitoba. In this study, he asked 74 community parole officers, "What do offenders need to succeed in the first 90 days after release?" He then organized the replies into clusters. He found seven different categories – basic needs, life skills, education and employment, correctional programs, insight into problems, preparation during incarceration, and parole assistance decreasing over time. The author suggests that the attention of research has been focussed mainly on programs and that there is only modest attention paid to the understanding of all the contextual factors associated with recidivism. It certainly is a very complex situation and offenders face many challenges on release. This study acknowledges the importance of knowledge derived through many years of experience as well as information gained through research.

Canadian Training Institute (1998). *A Primer on Community Corrections and Criminal Justice Work in Canada.* Toronto, Ontario: CTI.

The Canadian Training Institute is a national voluntary organization which provides training and consulting assistance, and undertakes applied research projects in contributing to the effectiveness of services delivered by criminal justice and related human service agencies in Canada. This primer is designed to give an overall picture of the criminal justice system in Canada and to provide valuable information for those working in the field. There are six themes that run through the book: the philosophical bases of justice; the administration of justice in Canada; the role and responsibilities of community agencies; effective strategies for working with clients; trends in the field and challenges facing agencies now and in the future. This is an easy-to-read, well-structured primer which is invaluable for reference purposes and as a guide through the complexities of the field.

Canadian Training Institute (2002). *Towards an Evaluation of Community-Based Residential Facilities (CRFs) in Canada: A Review of Literature*. Toronto, ON: Canadian Training Institute. Prepared for the Correctional Service of Canada.

The Canadian Training Institute is a national voluntary organization which provides training and consulting assistance, and undertakes applied research projects in contributing to the effectiveness of services delivered by criminal justice and related human service agencies in Canada. This paper was initiated by St. Leonard's Society of Canada and the Correctional Service of Canada. This study reviews evaluation literature conducted in Canada, the USA and Great Britain concerning the effectiveness of halfway houses in the reintegration process. The authors give a description of the growth of the halfway house movement, the different models of halfway houses and the rationale behind their use. Their examination of the literature indicates that most of the evaluation studies occurred over 20 years ago, before the "What Works" movement including modern psychological principles and practice. In addition, the evaluation studies cited commonly had weak scientific methodologies. In summary, the authors recommend that contemporary evaluation research is needed to inform the Correctional Service of Canada on the role that CRFs can play in the reintegration process.

Carrigan, D. Owen (1991). *Crime and Punishment in Canada: A History*. Toronto: McClelland and Stewart.

Dr. Carrigan was past professor of history at St. Mary's University in Halifax. This book is a comprehensive overview of the development of crime in Canada and the response from government forces. Dr. Carrigan paints an interesting picture of how society evolved in Canada and was influenced by European and American ideas concerning morals in general and penal reform in particular. He documents the lurid forms of punishment in history and evaluates the various attempts at rehabilitation of offenders. He devotes separate chapters to white-collar crime, juveniles, female offenders and organized crime. Dr. Carrigan manages to weave individual tales with explanations of broader societal trends in a very entertaining and informative fashion.

Chapman, T. & Hough, M. (1998). *Evidence Based Practice: A Guide to Effective Practice*. London: Home Office Publications Unit.

At the time of writing, Tim Chapman was Assistant Chief Probation Officer for Northern Ireland and Michael Hough was a professor and the Director of the Criminal Policy Research Unit of South Bank University. This book is a resource and reference guide for probation officers and managers. The guide is a response to the "What Works" literature and the changing political climate in the profession in the UK, with increased expectations on effectiveness and accountability. It is structured as a work manual; the information is formatted for easy access. It is not designed to be read from start to finish but to be dipped into when needed. It covers a wide spectrum of issues in professional service such as the causes of crime, case management, program implementation and evaluation. It is a good overview and helps the reader to structure the great variety of skills and extensive knowledge base needed to be an effective probation officer. After all, this is a human endeavour with all the complexities that this entails. The authors seem to be well aware of the need for a scientific approach along with flexibility and curiosity.

Cherry, S. (2005). *Transforming Behaviour: Pro-social Modelling in Practice*. Cullompton, Devon: Willan Publishing.

Sally Cherry is Assistant Director of MPTC (Midlands Probation Training Consortium), providing training and consultancy to the criminal justice sector. She is a former probation officer. This book is a handbook for practitioners and managers. Although it gives a summary of the theoretical basis for pro-social modelling, the bulk of the text is devoted to the hands-on development of skills for both front-line practitioners and for managers. The aim of the training is to promote a pro-social environment within correctional settings, not only between clients and counsellors but also throughout the organization in all of the daily communications between all of its members. The author gives scenarios rooted in real-life experiences and documents all-too-human mistakes. The book is structured in a way that makes the information very accessible to busy professionals.

Cherry, S. & Cheston, L. (2006). "Towards a model regime for Approved Premises." *Probation Journal*, Vol. 53 (3), 248-264.

Sally Cherry is Assistant Director of MPTC (Midlands Probation Training Consortium). Len Cheston is Commissioning Manager at the National Offender Management Service in London. In this article, they address the current climate in Britain concerning Approved Premises. Negative press has led to public hostility, the removal of sex offenders from certain locations, fear of acceptance of high-risk offenders in these premises and a concentration on surveillance and monitoring. This is to the detriment of rehabilitation efforts. The authors investigate research from the UK and North America concerning the effectiveness of rehabilitation efforts. They argue that having a regime which combines warmth, support and strict limits serves to reduce recidivism and increase pro-social attitudes. They explore specific issues within the context of building a positive environment within Approved Premises, such as staff training and diversity. They conclude that rehabilitation efforts promote public protection and the unbalanced approach of relying purely on monitoring and surveillance lead to further problems. This is an important article for people working in Canadian CRFs as it may serve as a warning of things to come in Canada.

Cohen, Stanley (1985). *Visions of Social Control*. Cambridge, England: Polity Press.

Dr. Cohen has an interesting personal history. Raised in South Africa, he moved to London in 1963 and obtained his PhD at the London School of Economics (L.S.E.). In 1980, he moved to Israel where he was Director of the Institute of Criminology at the Hebrew University in Jerusalem. He also worked with human rights organisations dealing with Israeli-Palestinian conflict. He is now Professor of Sociology at L.S.E. and has helped establish the Centre for the Study of Human Rights. In this book, Dr. Cohen looks at the processes involved in crime and control in a new way and fundamentally questions the processes and institutions that we take for granted in the ordering of our society. He identifies patterns and themes in western crime control through a review of history and speculates on future developments. This is a very personal analysis which challenges the mind and broadens the perspective.

Correctional Service of Canada (2001). *Community Needs Assessment for Métis Offenders in Manitoba*. Research Branch.

According to this report the Métis are seriously over-represented in Manitoba's federal correctional institutions and the supply of culturally-appropriate services almost non-existent.

Service providers make little adjustments for Métis-specific needs: Aboriginal agencies cater to First Nations clientele and Métis institutions have little contact in criminal justice reintegration. In this qualitative study, researchers interviewed inmates, family members, community representatives and service providers concerning the needs of Métis offenders. They found a high degree of consensus about the importance of the provision of Métis-specific programs in areas such as employment, correctional programming and family support. Participants also emphasized the value of alternatives to incarceration and a greater connection between Métis organizations and the criminal justice system. They highlighted a need for initiatives that would improve relationships within the service and breach the cultural divide. The researchers recommend a pilot project be initiated to begin the process of developing a best practices model for Métis-specific offender reintegration supports and services.

Cullen, F.T. and Gendreau, P. (2000). "Assessing correctional rehabilitation: Policy, practice and prospects". In J. Horney (Ed.), *Criminal Justice 2000 (Vol. 3, pp. 109-175)*. Washington, D.C.: Department of Justice, National Institute of Justice.

Francis Cullen is Distinguished Research Professor of Criminal Justice with the University of Cincinnati. Paul Gendreau is Director of the Centre for Criminal Justice Studies and Professor of Psychology with the University of New Brunswick at St. John. This excellent essay is divided into 7 sections. The first section is devoted to a history of the rehabilitation paradigm and why it was called into question. In the second section, the authors assess Martinson's influential "Nothing Works" study and the subsequent "narrative" reviews of research that challenged this notion. In the third section, they examine meta-analyses that have contributed to the "What Works" movement. The fourth section is a review of the work of Canadian psychologists to develop principles of effective interventions and the authors examine "multisystemic therapy" in the fifth section. The last two sections are an exploration of what does *not work* in changing criminal behaviour and recommendations for "evidence-based" corrections and the return to the rehabilitation ideal.

Eaton, M. (1993). *Women After Prison*. Buckingham, UK: Open University Press.

Mary Eaton is Head of the Department of Sociology at St. Mary's College, Strawberry Hill, Middlesex. This book was written as a result of a research project involving 34 ex-prisoners. The women were interviewed about their lives before prison, during prison and after prison. The author analysed the interviews and found recurring themes of exclusion and inclusion in the women's lives and themes of redirection, recognition and reciprocal relationships during the process of change. This book opens a door into women's lives and shows the effects of disconnection in early life and what happens when basic human needs are unmet. It is an inspiring book as many of the women have made major changes in their lives and have found a happier pro-social life through accessing meaningful work, a more independent lifestyle and validation through supportive, equal relationships. Dr. Eaton makes recommendations for change within the British criminal justice system that would create an environment supportive of the necessary changes needed for marginalized women to become welcomed members of the broader society. This is a hopeful book and it demonstrates the inner strength within women prisoners to take control of their lives.

Farrall, S. (2002). *Rethinking What Works with Offenders*. Cullompton, Devon, UK: Willan Publishing.

Stephen Farrall is a Research Fellow in the Department of Criminology, Keele University. He was previously at the Centre for Criminological Research at the University of Oxford where he carried out the research study described in this book. In this project, 199 probationers and their supervising officers were recruited to take part in a longitudinal study. The progress of the probationers was tracked over a four-year period through interviews with both the probationers and their officers. Dr. Farrall seeks not simply to understand “What Works” but to understand *how* rehabilitation works and *why* it works for some offenders and not for others. It is a difficult task to tease out the various factors and understand the processes involved in desistance within the complex social world of the probationers, whilst taking into consideration individual differences in personalities and backgrounds. However, Dr. Farrall manages to organize and communicate the findings very well, giving an overall picture along with detailed examples of the reality of probationers’ lives and their perspectives. He found that the key elements in desistance were probationers’ own motivation level and changes in the nature of the social context in which they lived. In the conclusion, he questions the approach of the “What Works” movement, which uses the ‘black box’ approach to desistance and recommends that more qualitative in-depth studies be initiated. In practical terms, he sees a shift in focus from offence-driven interventions to desistance-related assistance, such as the strengthening of family relationships, to be a more effective strategy.

Fox, A. et al. (2005). *Throughcare and aftercare: approaches and promising practice in service delivery for clients released from prison or leaving residential rehabilitation*. Home Office Online Report 01/05.

Anne Fox runs the social service research company Galahad SMS Ltd, which was commissioned by the Home Office in the UK to examine approaches to throughcare and aftercare for people with drug abuse issues who were returning to their communities either from prison or from rehabilitation centres. The researchers interviewed staff, prisoners and clients from six aftercare services in England, including CARAT (Counselling, Assessment, Referral, Advice and Throughcare) workers from a local prison. The researchers found a high degree of dedication amongst the workers and evidence of good practices involving the availability of workers to clients and the collaboration between agencies. The simple idea of meeting high-risk clients at the prison gate made a significant difference. However, there were still many challenges to developing a smooth transition for clients through the prison or rehabilitation centre and back into the community. The old story of decreasing services for an increasing population and short-term funding methods creates a challenging environment for practitioners. However, there is hope in the form of the Drugs Intervention Programme which addressed many of the issues raised in this report.

Gadsden, V.L. (Ed.) (2003). *Heading Home: Offender Reintegration into the Family*. Lanham, MD: American Correctional Association.

Vivian Gadsden is Director of the National Center on Fathers and Families and Associate Professor of Education at the University of Pennsylvania. This book is from the “What Works” series from the American Correctional Association. (ACA) and the International Community Corrections Association (ICCA). It contains a collection of essays developed from presentations given at the ICCA Annual Research Conference in 2001. Some of the foremost research-

ers in the field document innovative practices throughout Canada and the USA with offenders and their families. There is a growing understanding of the broader effects of crime and the intergenerational patterns of criminal involvement. Corrections agencies know the stabilization effect of good family relationships on the returning offender but what about the effects of the process on the family? Separation during incarceration and, hopefully, reconnection afterwards, may be particularly poignant for women prisoners and their children.

Gendreau, P. (1996). “Offender rehabilitation: What we know and what needs to be done”. *Criminal Justice and Behaviour*, Vol. 23 (1): 144-161.

Paul Gendreau is Director of the Centre for Criminal Justice Studies and Professor of Psychology with the University of New Brunswick at St. John. In this article Dr. Gendreau reviews the considerable gains made in offender rehabilitation research in the previous twenty years. However, he contends that far too little of this knowledge is being used by policymakers, scholars and practitioners. Barriers to communication are theoreticism (accepting or rejecting knowledge on the basis of one’s own values and experiences), technology transfer (getting the information to those who need it) and shortage of appropriate training programs. He discusses the disregard of evidence in public policy and the ineffectiveness of “get tough” policy. Ten years later, these issues are still relevant.

Gendreau, P. and Ross R. (1979). “Effective correctional treatment: Bibliotherapy for cynics”. *Crime and Delinquency* 25 (October): 463-489.

Paul Gendreau, at the time of writing this article was Regional Coordinating Psychologist at the Rideau Correctional Centre, Burritt’s Rapids, Ontario. Robert Ross was a professor in the Department of Criminology at the University of Ottawa. In this paper, the authors provide evidence, obtained from a review of literature on correctional treatment from 1973 to 1979, that correctional rehabilitation can be effective. They discuss research on family intervention, contingency management, counselling, diversion and biomedical techniques and the treatment of alcoholism, drug abuse and sexual deviance. They also investigate reasons that some programs are “proven” to be ineffective, including poor evaluation methodology and lack of therapeutic integrity. I particularly enjoyed their colourful introduction which describes the raging debate within the various disciplines and professions of corrections concerning rehabilitation.

Gendreau, P. and Ross,R. (1987). “ Revivification of rehabilitation: Evidence from the 1980s”. *Justice Quarterly*, Vol. 4 (3): 349-407.

Paul Gendreau, then of Centracare Saint John Inc. and Robert Ross, a professor in the Department of Criminology at the University of Ottawa reviewed the offender rehabilitation literature from 1981-1987 and assessed a variety of types of interventions including: biomedical; diversion; early and family interventions; education, “get tough” programs; restitution and work. They also evaluated treatments for specific groups of offenders – sex offenders, substance abusers and violent offenders. This study was produced as a challenge to the “Nothing Works” doctrine prevalent at the time. It concluded that there were a number and variety of successful attempts to reduce delinquent behaviour. The authors also attested that the principles underlying effective rehabilitation generalized across too many intervention strategies and offender samples to be dismissed as trivial. This comprehensive review provides a fascinating look at the complexity of offender rehabilitation.

Goff, C. (1999). *Corrections in Canada*. Cincinnati, Ohio: Anderson Publishing Co.

Colin Goff is a professor of sociology with the University of Winnipeg. In this book, he gives a broad overview of Canadian Corrections. He explains the criminal justice system in contemporary Canada, and gives descriptions of the prison population. He examines the various correctional ideologies and relates the history of the penitentiary and correctional ideologies in Canada. He looks at probation and parole and issues concerning women offenders. The final chapter is devoted to the future of corrections in Canada and includes discussion on issues such as private prisons, restorative justice and electronic monitoring.

Hammett, T.M., Roberts, C. & Kennedy, S. (2001). "Health-related issues in prisoner re-entry". *Crime & Delinquency*, Vol. 47, (3) 390-409.

Theodore Hammett, Cheryl Roberts and Sofia Kennedy all worked for Abt Associates Inc. at the time of writing. Abt Associates Inc. is an international research and consulting firm. In the article, the authors divide the issues related to the health of ex-prisoners returning to their communities in the USA into five categories. These are: discharge planning, community linkages, and continuity of care; adherence to treatment regimens; availability of housing; quick access to benefit programs; and the particular needs of dually and triply diagnosed individuals. Within each category they summarize the state of programs and research, the barriers to improvement and suggestions for further research. They conclude that, although the health needs of ex-prisoners are disproportionately high compared to the rest of society and services are inadequate to meet the need, there are examples of exemplary programs and encouraging strategies. They also suggest that additional research should be a high priority because it would open opportunities to make a significant difference to public health through targeting a high-need population.

Harper, G. & Chitty, C. (Eds.) (2005). *The impact of corrections on re-offending: A review of "What Works"*. Home Office Online Report.

Gemma Harper and Chloe Chitty are researchers with the National Offender Management Service in England. This report is a very good summation of the "What Works" literature, its positive impacts and its shortcomings. The authors describe in detail: the difficulties within methodology; the factors associated with re-offending; the effectiveness of offending behaviour programs; and alternative approaches to reintegration. The authors conclude that there is still a long way to go in the improvement and refinement of methodologies, which is needed in order to validate outcomes. In addition, they call for a more sophisticated evaluation measure than re-conviction rates. They also discuss the complex multiple needs of prisoners and the importance of looking into the *breadth* of interventions that may work in concert, rather than single intervention efforts. They find mixed results from behavioural programming and explore problems associated with implementation and evaluation. Finally, they suggest that gains made within prison walls need to be augmented by aftercare services put in place *before* prisoners leave the institutions. This is a lengthy report but it is clearly laid out and very useful for a greater understanding of "What Works". The section about methodology is particularly beneficial for the layperson.

Home Office (2004). *Reducing re-offending: National Action Plan*. Home Office Report.

This report was in part a response to the Social Exclusion Unit's 2002 report "Reducing re-offending by ex-prisoners" (described in this bibliography). It addresses some of the recommendations made by the SEU. It outlines strategies for smoother delivery of services at the national,

regional, and local levels in prisons and in communities following release. Areas of concern include education, mental health, addictions, attitudes, families and employment. It documents concerted efforts made by government services to improve frontline services and communication systems between service providers. The challenges are immense considering the diversity of the prison population and the complexity of the issues. However, there are positive signs in this report that the prison system in England is taking more responsibility for the reintegration of prisoners back into their communities.

HMIP (1998). *Delivering an enhanced level of community supervision: Report of a thematic inspection on the work of approved probation and bail hostels*, HM Inspectorate of Probation.

Her Majesty's Inspectorate of Probation conducted an inspection of all probation and bail hostels in the UK in 1997. The inspection was undertaken in two phases. Phase 1 consisted of an audit of policy and practice relating to the requirements of National Standards, key performance indicators and Home Office targets. Phase 2 consisted of in-depth inspections of a selected number of hostels. The results were mainly positive. On the whole, inspectors were impressed by the quality of the work and the dedication of the staff and recommended that hostels be viewed as a valuable resource as rehabilitation and public safety centres rather than simply as a means to house homeless offenders. This detailed study is one of the most positive endorsements for halfway houses in western research.

HMIP (2005). *An essential element of effective practice: An inspection of National Probation Service work on offender accommodation*. HM Inspectorate of Probation.

Her Majesty's Inspectorate of Probation conducted inspections of eight areas in the UK, evaluating the quality of management, assessment, interventions and initial outcomes regarding offender accommodation. They discovered that accommodation was a key factor in lessening reconviction rates amongst offenders. The report also cites a reconviction rate of only 3.1% for those offenders in Approved Premises, which is considerably lower than the rates for offenders in other accommodation. It mentions that there were many examples of innovative practices in Approved Premises that were geared to lowering re-offending, improving reintegration and enhancing public safety. In particular, it notes 'wraparound' services for offenders with drug abuse problems. This is a useful paper for case managers to review, even though it applies specifically to the British environment, there are universal themes.

Law Commission of Canada (2003). *Discussion Paper. What is a crime? Challenges and Alternatives*. Online Report.

The Law Commission of Canada is an independent federal law reform agency that advises Parliament on how to improve and modernize Canada's laws. This is an extensive review of what constitutes justice in contemporary Canada. How do we define crime? Why are some activities which cause harm defined as criminal whilst others are not? How do we respond to unwanted behaviour and how do we choose the particular response? Are we relying too heavily on criminal law rather than taking the therapeutic route? Finally, what are the values that drive our choices and what are the challenges we face in the future? This is thought-provoking, logically-argued document. It is surprisingly easy to read and well worth the effort of reading almost fifty pages.

Lewis, S. (2005). "Rehabilitation: Headline or footnote in the new penal policy?" *The Journal of Community and Criminal Justice* Vol. 52 (2): 119-135.

Dr. Sam Lewis is a lecturer in criminology at the School of Law at the University of Leeds. In this article, she examines the rise and fall of rehabilitation in the British criminal justice system and discusses different assumptions behind approaches to rehabilitation. She puts forward an approach which focuses on offenders' strengths and their human rights. She investigates contemporary penal policy and concludes that the system is mainly punitive and managerial, (that is, the emphasis is on the smooth running of the system). Any attempts at rehabilitation are for the purpose of reducing crime and are not given as a basic right for offenders to receive help. However, she finds a "glimmer of hope" at the grass-roots level. She writes that many successful strategies for work with offenders are conducted by practitioners at the local level.

Lipton, D., Martinson, R., and Wilks, J. (1975). *The Effectiveness of Correctional Treatment: A Survey of Treatment Evaluation Studies*. New York: Praeger

At the time of writing, Douglas Lipton was Director of Research for the New York State Drug Abuse Control Commission, Robert Martinson was an associate professor of sociology at the City College of the City University of New York and Judith Wilks was an independent consultant on criminal justice problems. This was an ambitious survey of local, national and foreign studies pertaining to the assessment of treatments for adult or young offenders. The studies were drawn from research conducted between 1945 to 1967. The basic questions asked were: "What treatment methods have been administered to criminal offenders?" and "What can be said of their effectiveness in changing the offender or in reducing recidivism?" The 231 selected studies were classified according to outcome measures such as recidivism, community adjustment and personality and attitude change, and treatment methods such as parole, individual psychotherapy and group methods. The authors attempted the difficult task of summarizing the findings of the myriad of studies, whilst taking into account their methodological shortcomings and the varying definitions of the measures.

Lockhart, A. & Zammit, L et al. (2005). *Restorative Justice: Transforming Society*. Toronto: Inclusion Press.

Arthur Lockhart is a professor at the School of Social and Community Services at Humber College in Toronto. He introduced the first training of restorative justice to community agencies in Toronto. He is also the founder of The Gatehouse, which is a home for those who have suffered sexual abuse. Lynn Zammit is Director of the Choices for the Youth Program. She established Canada's first education-based restorative justice conferencing model and provides workshops and training focusing on community justice initiatives. This book was designed to be used in a training workshop; however, it stands up well on its own. It includes analysis of the philosophy behind restorative justice, personal testimonials and hands-on practical applications, written by various authors. The soul of the book is demonstrated by the exquisite Native spiritual paintings by Randy Charboneau, an ex-inmate.

Lowenkamp, C. & Latessa, E. (2002). *Evaluation of Ohio's community based correctional facilities and halfway house programs*, University of Cincinnati, Center for Criminal Justice Research.

Christopher Lowenkamp is Director of the Center for Criminal Justice Research and Edward Latessa is Division Head and Professor at the College of Education, Criminal Justice and Human

Services (both at the University of Cincinnati). This was a large-scale research project in which offenders attending programs in Community-Based Correctional Facilities and halfway houses were matched and compared with offenders receiving no treatment. Results showed that CBCF and halfway house programs were effective in reducing recidivism in moderate and high risk offenders but not in low risk offenders. In fact, low risk offenders may show an increase in recidivism rates. The authors recommend a consistency in the use of risk assessment tools in halfway houses and further research into the relationship between program characteristics and program effectiveness. In addition, they suggest that future research focus on the non-programmatic characteristics of agencies.

Macallair, D. (1993). "Reaffirming rehabilitation in juvenile justice." *Youth and Society* 25 (September): 104-125.

Dan Macallair is Executive Director of the Center on Juvenile and Criminal Justice, and adjunct professor in the Criminal Justice Program at San Francisco State University. In this article, he examines the decline of the rehabilitation in juvenile justice in the 1970s.

Marion, N. (2002). "Effectiveness of community-based correctional programs: A case study." *The Prison Journal* Vol. 82 (4): 478-497.

Nancy Marion is a professor of political science at the University of Akron. Her area of research focuses on the interplay of politics and criminal justice. This is a case study using information from a non-profit community corrections agency in a Midwestern state in the USA. It includes an analysis of the community-based correctional facility, the halfway house, work release, day reporting and home incarceration programs. Dr. Marion focuses on three issues:

1. Are the recidivism rates for community-based programs lower than those associated with prison inmates?
2. Are these community-based programs cheaper than the costs of imprisonment?
3. Do community-based programs help to alleviate prison overcrowding?

Dr. Marion concludes that the recidivism rates for the CBCF and halfway house were about the same as for offenders released from prison. On face value, the community programs were cheaper than institutions but with high recidivism rates, may simply serve to delay imprisonment and therefore add to the cost. They may lessen overcrowding in local jails rather than prisons.

Martinson, R. (1974). *What works?-Questions and answers about prison reform. The Public Interest* 35 (Spring): 22-54.

This is Martinson's famous, or infamous, article which was at the heart of the "Nothing Works" debate. In it, he describes the study conducted with his colleagues, Doug Lipton, and Judith Wilks in which they reviewed reports of correctional rehabilitation programs from 1945 to 1967. They evaluated those studies whose design and execution met the standards of social science research. Over 200 studies were analysed, and various types of offender improvement measures were included. However, in this article Martinson concentrates on lower recidivism rates as the measure of success. He reviews different types of intervention such as education

and vocational training, individual and group counselling, medical treatment, intensive supervision and prison versus parole and probation. He looks at programs for young people as well as adults. He concludes that the studies “give us little reason to hope that we have in fact found a sure way of reducing recidivism through rehabilitation”. Although, he goes on to provide explanations as to why these treatments were not working, the general opinion gained from this article was that “Nothing Works”.

Maruna, S. (2001). *Making good: How Ex-convicts Reform and Rebuild their Lives*. Washington, D.C.: American Psychological Association.

Shadd Maruna joined Queen’s University Belfast’s Law School in 2005 as a Reader in Criminology. Previously, he had been a lecturer for four years at the University of Cambridge’s Institute of Criminology, and before that was an assistant professor for three years in the School of Criminal Justice at the University at Albany, State University of New York. This book is based on the Liverpool Desistence Study, which compared and contrasted the stories of ex-offenders who were actively involved in criminal behaviour and those who were desisting from crime and drug use. Shadd Maruna characterized two types of personal narrative: a “condemnation” script (common to active offenders) and a “generative” script (preferred by desisters). He examines how the generative scripts work to promote desistence and integrates his findings with contemporary criminological and psychological thought. In addition, he discusses the implications for rehabilitation efforts. Whilst grounded in science, this book also displays the author’s depth of humanity and genuine interest in understanding individuals’ life stories.

McGuire, J. (2000). *Cognitive-Behavioural Approaches: An Introduction to Theory and Research*. London, UK: HMIP.

James McGuire is a clinical psychologist and lecturer in forensic clinical psychology at the University of Liverpool. This manual was produced by HM Inspectorate of Probation in order to assist with the implementation of the “What Works” and effective practice initiative. It was designed for members of staff, who were preparing to deliver the offender programmes based on cognitive-behavioural theories. The manual begins with a historical review of the ideas that led to cognitive-behavioural therapy. It goes on to describe the model in detail and link it to theories of criminal behaviour. McGuire then investigates how “normal” behaviour may become dysfunctional and how cognitive-behavioural therapy may be used as a facilitator of change. He explores the actual process of change and looks at particular types of offences, the theories behind the behaviour, and consequent interventions. There is a very clear and easy-to-understand explanation of methods of evaluation of interventions for offending behaviour and a summary of the “What Works” debate. The final chapter gives practical advice on how to implement programmes within agencies. This is a very useful book to explore. There is a wealth of information and references to further studies. It is well-organized and can easily be used as a reference tool. As an added bonus it is available on the HMIP website at no cost. The webpage is accessible at <http://inspectors.homeoffice.gov.uk/hmiprobation/>.

McGuire, J. (Ed). (1995). *What Works: Reducing Reoffending*. Chichester, UK: Wiley.

James McGuire is a clinical psychologist and lecturer in forensic clinical psychology at the University of Liverpool. This book gives a broad outline of issues related to the “What Works” movement. It is divided into three sections: a review of the “What Works” debate; practical examples of programs and developments within criminal justice; and issues involved within ef-

fective programme implementation. The chapters are composed by a variety of knowledgeable authors, which adds to the interest and dynamism of the book. It is a useful tool for practitioners and academics and provides a sound basis from which to spring into the world of rehabilitation of offenders. It was inspired by a series of “What Works” conferences held in Manchester in 1991, 1992 and 1994.

McMahon, M. (Ed). (2000). *Assessment to Assistance: Programs for Women in Community Corrections*. Lanham, MD: American Correctional Association.

Maeve McMahon is a professor in the Department of Law at Carleton University in Ottawa. This book is a compilation of papers presented at 1998 Conference of the International Community Corrections Association by prominent researchers and clinicians for the USA and Canada. The chapters include a detailed explanation of the concept of “wraparound” and how it pertains to women offenders, an overview of assessment and classification procedures, gender-specific substance abuse programs, effective programs for young girls in conflict with the law and ethical issues. This book provides a wealth of information for those working in corrections. It offers strong academic knowledge along with examples of sound practices and case studies. The language is easy to comprehend and there are numerous tables and illustrations to make the information easier to digest. The last chapter is devoted to the 1998 Margaret Mead Award Address given by Paul Gendreau from the Center for Criminal Justice Studies, University of New Brunswick.

McMahon, M. (1998). “Assisting Female Offenders: Art or Science?” *What Works: Women and Juvenile Females in Community Corrections*. Chairperson’s commentary on the 1998 Annual Conference of the International Community Corrections Association. Arlington, Virginia, September 27-30, 1998.

Maeve McMahon is a professor in the Department of Law at Carleton University in Ottawa. This is a thought-provoking paper and a rather unusual one. It is an extremely logical and perceptive critique of certain academic perspectives towards women offenders. However, at the same time it is an immensely personal and feeling-driven story of Dr. McMahon’s reactions to the ICCA conference presentations. In fact it is a demonstration of the sort of holistic approach that she espouses; art and science, intuition and logic. It is a fascinating review of the variety of perspectives represented at the conference. Dr. McMahon shows that there are no simple solutions and that an arrogant approach could be dangerous. She concludes that we must all be wary of compartmentalization and be constantly alert to the bigger picture.

Merrington, S. and Hine, J. (2001). *A Handbook for Evaluating Probation Work with Offenders*. London, UK: HMIP.

At the time of writing, Simon Merrington was a research consultant based in Cambridge working in the area of probation and youth justice with a special interest in program evaluation. Jean Hine was a research manager in the Department of Law at the University of Sheffield. This handbook is an excellent resource for anyone working with offenders. It is divided into three major sections: an introduction to evaluation, which covers definitions, principles and methods; advice on specific methods of evaluation used in different areas of work, e.g. sex offender programmes, individual case management and hostels; and an inventory of tools and measures appropriate for the field. Although it is a British book, there are references to Canadian and American studies, assessment tools and measures. It also gives some very practical ideas on

how to combat the blocks to effective evaluation, which crop up in the everyday work of practitioners. It is a good reference tool to have on your shelf.

Merrington, S. and Stanley, S. (2004). "What Works?": Revisiting the evidence in England and Wales. *Probation Journal* Vol 51 (1):7-20.

At the time of writing, Simon Merrington was a research consultant based in Cambridge working in the area of probation and youth justice with a special interest in program evaluation. Steve Stanley was Head of Research and Quality for the London Probation Area. In this article, the authors review the evidence published in the previous three years (up to October 2003) relating to the effectiveness of interventions with offenders in Probation, Prison and Youth Justice Services in England and Wales. A variety of programs were studied such as cognitive-behavioural programs and sex offender interventions. The results were mixed, however, there were useful learning opportunities. The authors found that good targeting for programs seemed to be linked to successful results, for instance. They reiterate the importance of good research design and suggest the use of exploratory studies to look at the dynamics of offending and the delivery of interventions before bringing them together.

Miller, W.R. and Rollnick, S. (2002). *Motivational Interviewing: Preparing People for Change, 2nd Edition*. New York : The Guildford Press.

William Miller is Distinguished Professor of Psychology and Psychiatry at the University of New Mexico and Co-director of UNM's Center on Alcoholism, Substance Abuse and Addictions. He maintains an active interest in the integration of spirituality and psychology. Stephen Rollnick is on the faculty in the Department of General Practice at Cardiff University in Wales. He has also worked as a clinical psychologist in the British National Health Service. His interest is now focused on the behaviour of practitioners and behaviour change in clients. In this book, Miller and Rollnick describe what motivational interviewing is and how to implement it. It is full of case examples and referrals to research findings. Although, scientifically and theoretically based, it also comments on the role of values and ethical considerations in counselling and gives practical insight into the use of motivational interviewing in a variety of settings, including within the criminal justice system. It is seen as a classic text in its field.

Motiuk, L. and Serin, R. (1998). "Situating risk assessment in the reintegration potential framework." *Forum on Correctional Research*, Vol. 10, 19-22.

At the time of writing Larry Motiuk was with the Research Branch of the Correctional Service of Canada. Ralph Serin is a professor of psychology at Carleton University in Ottawa, Ontario. In this article, the authors challenge the approach by researchers, which focuses on false negatives (i.e. prematurely released offenders who re-offend) in risk assessment procedures. They believe that this strategy hampers the general reintegration efforts of offenders and leads to unnecessarily long times in prison. They recommend that risk/needs assessment and principles be tied to reintegration potential. They indicate that gains could be made in this area through adjustments in assessment tools, improved correctional practices and a lessening of the stringency of parole-suspension practices.

NGA (National Governors Association) (2005). *Issue Brief: Improving prisoner re-entry through strategic policy innovations*. Online report.

The NGA is the collective voice of US governors. The NGA Center for Best Practices focuses on state interventions and best practices on a range of issues from education and welfare reform to the environment. This brief gives a good summary of contemporary issues in USA re-entry and puts forward recommendations based on the present climate. Recommendations include: raising the profile of prisoner re-entry as a public safety issue and not simply a corrections issue; improving how prisoners are prepared for release when in prison; making sure that the necessary supports are in place during the initial release ; and targeting and supporting high risk communities that are home to the majority of offenders.

Nielsen, M. (2003). "Canadian Aboriginal healing lodges: A model for the United States?" *The Prison Journal*, Vol. 83 (1), 67-89.

Marianne Nielson is an associate professor in the Department of Criminal Justice at North Arizona University. In this article, she examines the Stan Daniels Healing Centre in Edmonton, Alberta, which is the oldest and largest healing lodge in Canada. She describes the history of the centre as well as presenting data about its residents, staff, mandate, ideology, programs and recidivism rates. She then explores barriers to the creation of similar projects in the USA. However, she concludes that the healing lodge model is a good one to emanate in her country because of common difficulties faced by the Native American inmates and Aboriginal prisoners in Canada.

O'Leary, V. and Duffee, D. (1971). "Correctional policy: A classification of goals designed for change." *Crime & Delinquency* Vol. 17, 373-386.

At the time of writing, Vincent O'Leary was a professor in the School of Criminal Justice at the State University of New York. He subsequently served as President of the university from 1977-1990. David Duffee, MA (Criminal Justice) worked in the same department as Dr. O'Leary. In this article, they indicate the need to study the underlying assumptions of the administration of the correctional system and to examine the processes for change systematically. They point out that having a variety of goals, which are played out in different ways in the diverse sectors of the correctional process leads to incongruence within the system. They stress the importance of building a classification system that accounts for offenders' motivations. In order to achieve this, the authors use Herbert Kelman's theory of influence processes. They relate the three modes of influence within this theory (compliance, identification and internalization) to specific correctional concerns. Using these change strategies as a base, the authors develop the classification system called Models of Correctional Policy. Four models of correctional policy are constructed and described: reform, rehabilitation, reintegration and restraint. The authors then applied the system to various correctional professionals and to offenders. They discovered that the perception of policy was quite different at various levels of the organization. This is an interesting article and serves to show the importance of clarifying goals and underlying policy and integrating service to achieve those goals and policy needs.

Partridge, S. (2004). *Examining case management models for community sentences*. Home Office Online Report 17/04.

Sarah Partridge is a researcher in the Research, Development and Statistics Directorate. In this report she examines the different models of case management, particularly regarding proba-

tion. She discusses the pros and cons of the basic models – specialist and generic. Within specialist models, the client is directed to several different practitioners who specialise in various aspects of care. In the generic type, one individual case manager is responsible for carrying out all aspects of care. However, there was no strong conclusion as to the “best” model. As this is a human endeavour, there are far too many variables in how case management is implemented. Clients found wide differences within the same model. However, the important point that struck me in defining good case management was the importance of the basic human relationship and the ability of case managers to build rapport and trust over time. The difficulties lie in being efficient and effective at the same time.

Petersilia, J. (2003). *When Prisoners Come Home: Parole and Prisoner Re-entry*. New York: Oxford University Press.

Joan Petersilia is Professor of Criminology, Law and Society at the School of Social Ecology, University of California. In this book she describes the punishment-orientated criminal justice system in the USA and the consequences of this policy. She investigates the tough barriers to re-entry for prisoners returning to their communities and the high recidivism rates amongst parolees. She also studies the experiences of those peoples overrepresented in the system and particular communities, which are subjected to high crime rates, social disintegration and poverty. She goes on to give a number of recommendations in four major areas: the in-prison experience, release and revocation practices, post-prison services and supervision and collaborations within the community. This is a comprehensive analysis of the reintegration process which documents the effects of punitive policies and the “War on Drugs”. It is well-argued and researched and provides an informed view of the correctional process within the context of political and public opinion.

Petersilia, J. (2001). Prisoner re-entry: Public safety and reintegration challenges. *The Prison Journal* Vol. 81 (3) 360-375.

Joan Petersilia is Professor of Criminology, Law and Society at the School of Social Ecology, University of California. In this article, Dr. Petersilia looks at the state of parole in the USA in the light of record-breaking numbers of incarcerated individuals. She notes that as the numbers of prisoners have increased so the availability of services for parolees has decreased. She reviews the effects of determinate sentencing and fewer programs in prisons. She argues that inadequacies in services lead to collateral damage at the point of release. In particular, she writes about the breakdown in social cohesion when parolees recycle in and out of prison, the huge difficulties involved in gaining employment, the effects on families and children, mental and physical health concerns, homelessness and political alienation through an inability to vote. She concludes that a policy of increasing prison space and reducing rehabilitation will exacerbate the problem and recommends a return to indeterminate sentencing and investment in effective re-entry programs.

Pollack, S. (2004). “Anti-oppressive social work practice with women in prison: Discursive reconstructions and alternative practices.” *British Journal of Social Work*, 34, 693-707.

Shoshana Pollack is an associate professor in the Faculty of Social Work at Laurier University in Waterloo. She teaches courses in clinical practices with individuals, differential use of self, and gay/lesbian/bisexual/transgender issues in social work. Her research interests are in the areas of criminal justice, mental health, poverty, gay/lesbian/bi/transgender issues and violence

against women. In this article Dr. Pollack challenges the cognitive-behavioural programming considered to be “What Works” in reducing recidivism and the basic premise that crime is the result of individual defective thinking. She endorses a broader perspective that acknowledges social inequalities and structural oppression. She particularly focuses on women prisoners and the effects of imprisonment on their mental health. She challenges the view that many women prisoners have a personality disorder and rather sees certain behaviours such as self-harm as a way of coping with trauma and disempowerment (which is replicated within prison social structures). As an alternative, she examines anti-oppressive practice in social work, which recognizes power imbalances within social work practice and calls for ways to put the control into the hands of the recipients themselves. She documents successful peer support programs run by women prisoners. This is a well-argued article that offers an alternate way of thinking about “What Works”.

Rollo, Ned (2002). *99 Days and a Get Up: A Guide to Success Following Release for Inmates and Their Loved Ones: 3rd Edition*. Garland, Texas: Open Inc.

Ned Rollo is a former prisoner who served over five years in federal and state prisons. He is also a graduate of Roosevelt University in Chicago. In 1979, he founded OPEN INC., a non-profit agency to provide training and support to offenders and their families. In this guide book he speaks directly to prisoners as if in a conversation with them. He talks about the stresses associated with re-entering outside life, the unrealistic dreams, and the hidden traps to success. He teaches them how to survive and ultimately flourish. The main message is that any life can change with courage and persistence. Ned is a living testament to this belief. This book is also valuable to practitioners as it opens up the ex-offenders’ world in vivid colour.

Ross, R. (2006). *Returning to the teachings: Exploring Aboriginal Justice*. Toronto, ON: Penguin (Canada).

Rupert Ross has been Assistant Crown Attorney for the District of Kenora since 1985, with responsibility for criminal prosecutions on over twenty remote Cree and Ojibway First Nations. In this book, Mr. Ross opens up the world of Aboriginal justice, not only through intellectual processes but also in revealing his own deep feelings about his experiences. He is able to explain the Aboriginal philosophy, which focuses on relationships rather than individual people and things. Verbs rather than nouns are key words in Aboriginal languages. He gives fascinating insights about how language is a reflection of our own particular viewpoint and how the English language has enforced Western doctrines onto the Aboriginal culture. He documents the healing processes used in Aboriginal societies in response to criminal behaviour in which the offender, victim, families and community are brought together to bring balance and harmony back into the relationships. This is not an easy or quick process but one which may bring lasting healing. All in all, this is a wonderful book for anyone interested in values and spiritual growth.

Seiter, R and Kadela, K. (2003). “Prisoner re-entry: What works, what does not , and what is promising”. *Crime and Delinquency*, Vol. 49 (3), 360-388.

At the time of writing, Richard Seiter was Director of the Criminal Justice Program and Karen Kadela was from the Department of Sociology and Criminal Justice, both at Saint Louis University. In this article they analyse re-entry programs in the U.S.A. and Canada in light of the tremendous changes that have occurred in the U.S. criminal justice system in the last twenty years. Programs included vocational and work programs, drug rehabilitation, educational ini-

tiatives and halfway houses. Results were promising, including the halfway house programs. This article provides a general picture of re-entry in the USA and how policies have changed and a method of reviewing a large sample of programs. It is a good place to start in terms of a review of literature but it does not provide much in terms of details.

Social Exclusion Unit (2002). *Reducing re-offending by ex-prisoners*. Office of the Deputy Prime Minister.

Prime Minister, Tony Blair, set up the Social Exclusion Unit in 1997. The unit was formed to provide innovative approaches to some of the most difficult problems facing British society. This huge document is an analysis of the prison system in Britain and the reasons behind the high recidivism rates. The focus of the report is on prisoners and ex-prisoners as vulnerable people who have been excluded from the basic benefits of society that most people take for granted. The SEU conducted a thorough analysis of the issues surrounding prisoners such as education, housing, employment, mental health and drug addiction. The report includes examples of good practices within the system and recommendations for the future. One of the conclusions was that there were far too many people in prison who should not be there. Although the report is very long, it is well structured for easy access to information.

Travis, J. (2003). *In Thinking about "What Works," What Works Best? The Margaret Mead Address at the National Conference of the International Community Corrections Association*. Urban Institute. Available at www.urban.org.

Jeremy Travis is President of John Jay College of Criminal Justice at the City University of New York. He previously served as Senior Fellow with the Justice Policy Center at the Urban Institute, a research and policy organization in Washington, DC. In this address Mr. Travis speaks about the importance of the "What Works" movement and rigorous and effective evaluation methods. However, he also advocates for a broader approach for determining the effectiveness of the work in prisoner re-entry. He believes in focusing more on people than programs, broadening measures of success beyond simply recidivism rates and aligning services to meet the public's safety expectations.

Van Voorhis, P., Braswell, M., and Lester, D. (2004). *Correctional Counselling and Rehabilitation, 5th Edition*. Cincinnati, Ohio: Anderson Publishing.

Patricia Van Voorhis is a professor of criminal justice at the University of Cincinnati. She is also a consultant to several state, local and federal agencies in the areas of correctional programming, evaluation research and correctional classification. Michael Braswell is a professor in the Department of Criminal Justice and Criminology at East Tennessee State University. He is also a correctional psychologist, a marital/family therapist and a consultant to a variety of correctional agencies. David Lester is a professor of psychology at Stockton College. He has written many books in the area of suicidology, as well as works relating to psychology and criminal justice. This book takes a panoramic look at correctional counselling. It gives a realistic and very human picture of the life of a correctional counsellor including its pitfalls. It covers the various psychological theories and how they relate to the prison population. It looks at family therapy and treatments for sex offenders and for those prisoners with substance abuse issues. There are case studies throughout the text and examples of successful programs. This book is a must-read for anyone contemplating a career in this area of counselling.

Weinstein, L. & Jaccoma, R. (Eds). (2005). *Prison Voices*. Kingston, Ontario: John Howard Society of Canada.

This book was produced by the John Howard Society of Canada. This beautifully-designed, sumptuous book, is a compilation of essays and poetry from inmates from across Canada. It is the result of a project to promote literacy in prisons. The editors received hundreds of submissions but finally settled on twelve contributors. The authors write about their histories and their experiences as prison inmates. They represent a cross-section of society and were imprisoned for a variety of crimes. The photography is exquisite and the writing is amazingly fine and powerful. It provokes a plethora of different emotions; from inspiration to shock and sorrow. However, the most significant adjective that the writings bring to mind is real. The writings have the ring of truth and are uncompromising in their honesty. It is a worthwhile book for anyone to read as it shows the depth and complexity of human existence and the innate capacity of people to change.

Wilson, R.J., Picheca, J.E. & Prinzo, M. (2005). *Circles of Support and Accountability: An evaluation of the pilot project in South-Central Ontario*. Correctional Service of Canada.

Robin Wilson is a professor and program co-ordinator at Humber Institute of Technology and Applied Learning in Toronto, Janice Picheca is a psychologist and Michelle Prinzo is a psychological associate at the Centre for Addiction and Mental Health in Toronto. As clearly set out in the title of this study, the researchers examined the effectiveness of Circles of Support and Accountability (COSA). COSA began when a Mennonite Pastor responded to pleas for help from a high-risk, child sex offender who was released into the community amidst a deluge of public and media attention. The Mennonite Central Committee of Ontario agreed to sponsor a pilot project consisting of a volunteer circle of support and accountability for the sex offender and COSA was born. Ten years later, similar projects have been taken up in other regions of Canada, in the USA and the UK. This evaluation consisted of two separate studies. Firstly, the authors examined the experiences of various members of the circle groups (the ex-offenders, volunteers and professional and agencies affiliated with the groups) and members of the local communities. Secondly, they studied the effect of COSA on recidivism. In both cases, the COSA initiative was extremely successful. COSA had a profound effect on all stakeholders and significantly lowered recidivism rates. This is especially encouraging as all of the sex offenders in the study were at high risk to re-offend. It is also hopeful in terms of providing a practical example of how communities can respond to public safety issues in a very positive, innovative and collaborative way.

Wincup, E. (2002). *Residential Work with Offenders – Reflexive Accounts of Practice*: Aldershot: Ashgate.

Emma Wincup is Senior Lecturer in Criminology and Criminal Justice at the University of Leeds, UK. This book is the result of qualitative research conducted between 1994 and 1998. The main focus is on the experiences of staff working in Approved Premises and the problems they face in putting the Home Office, “National Standards for the Supervision of Offenders in the Community” into operation. The role of workers is pursued in depth, along with the anxieties associated with the job. The actual words of the workers are documented throughout the book. Also, this particular case study is used to reflect wider issues in the criminal justice system such as managerialism, risk management and effective practice. Although qualitative studies do not have the evaluative power of quantitative research, there are advantages to this

in-depth format. It gives a more realistic, hands-on and human picture of what it is like to work in an Approved Premise. It also serves to highlight some of the problems that staff deals with on a daily basis and the dynamics between the various professionals working in the field.

Zeitoun, L. (1978). "The development of Community-Based Residential Centres in Canada". *Offender Rehabilitation*, Vol. 3 (2) pp. 133-150.

Mr. Zeitoun was Director, Community Resources Development, Canadian Corrections Service at the time of the writing of this paper. It was presented at the National Training Institute on Community Residential Treatment Centres in Detroit in May, 1978. In this essay, the author gives a background of the development of Community-Based Residential Centres in Canada. He traces the evolution of government policy towards the centres and discusses issues such as funding, staff training, research and evaluation and public opinion towards halfway houses. In the conclusion, he recommends that the resolution of these issues would require a coordination of efforts among the Community-Based Residential Centres themselves and the establishment of mechanisms of consultation and communication between the centres and the federal/provincial governments.