



Connections that better lives

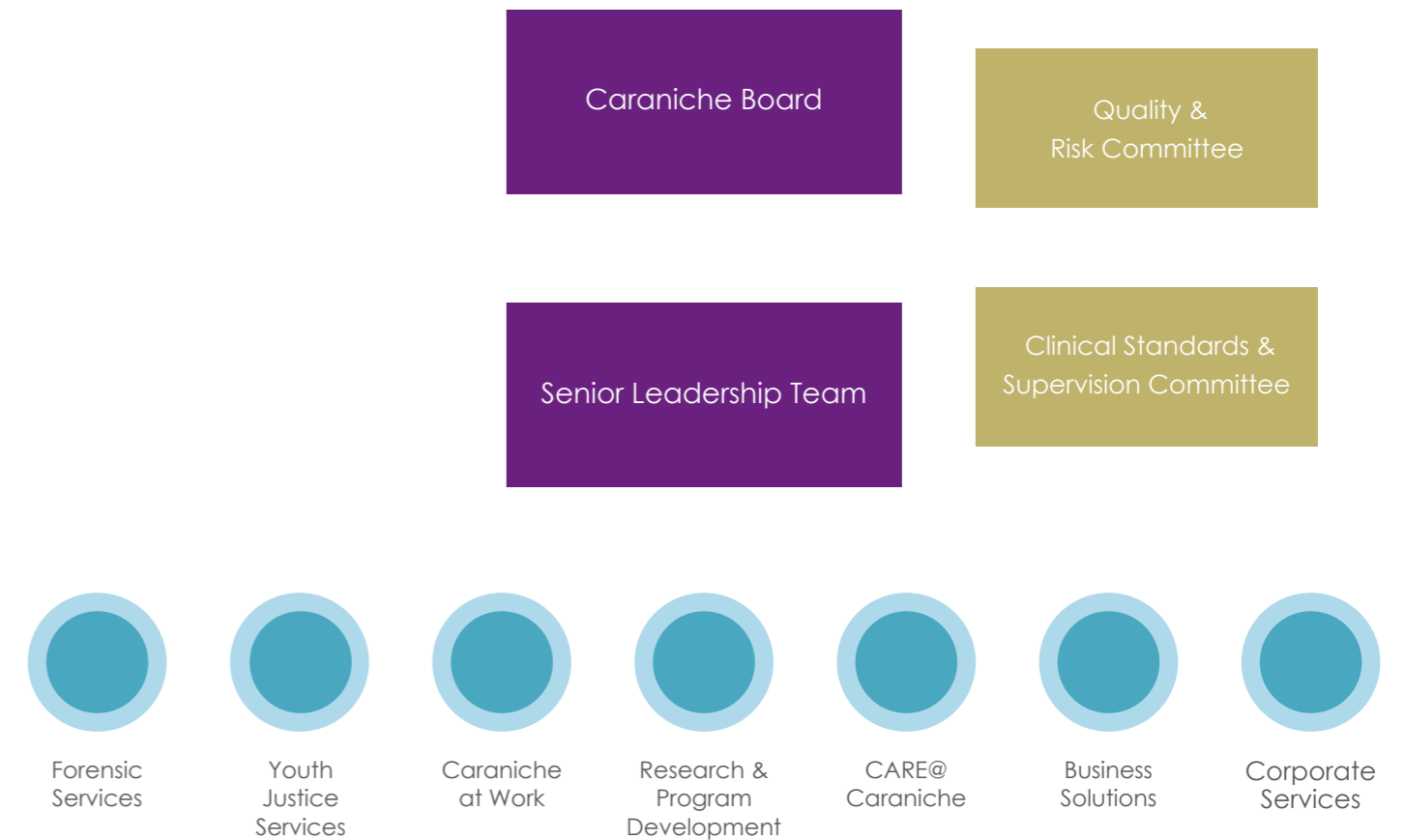
Caraniche Annual Report 16/17



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Company organisation chart



Our mission:

Services and solutions that clients recommend, customers prefer and our staff are proud to deliver.

Who we are

With 25 years in the field, Caraniche is a specialist provider of a broad range of psychological services across Australia.

We work with employers across Australia to deliver leading workplace wellbeing programs, including Employee Assistance Programs and Critical Incident Response.

We work with some of the most marginalised people in our community to get their lives back on track through alcohol and drug counselling, specialised services for youth, and behaviour change programs.

We are the state-wide drug and alcohol treatment provider in Victoria's public prisons, and the Victorian state-wide provider of rehabilitation services to the youth justice sector.

At the heart of everything we do are the connections we build that better client lives.

Our values

INTEGRITY

We are committed to ethical, reliable and transparent service delivery.

EXCELLENCE

We strive to provide professional service of the highest quality.

INNOVATION

We develop creative solutions that facilitate leadership and realise individual and collective potential.

PARTNERSHIP

We pursue collaborative and supportive partnerships to support client outcomes.



Message from the Chair of the Board

The end of the 2016-17 year marks my first year as the Chair of the Caraniche Board, and it has been an honour to serve such an extraordinarily committed and focused organisation.

I joined the board at a very interesting time for Caraniche, when it became clear that our focus on creating and strengthening connections that better lives had far wider applications than we realised. In short, there is an opportunity to leverage Caraniche's deep expertise from the demanding of environments of the adult and juvenile justice systems further into employee assistance programs, community drug and alcohol and beyond. We worked to develop new programs and partnerships, much of those are starting bear fruit.

Extending into new opportunities required us to focus more on the development of the organisation as a whole; from the senior leadership structures and team through new capabilities and onto the governance of the company. We worked on the foundations of the company: growing deeper capability in our finance and human resource functions; and, with the recruitment of a General Manager Business Solutions, a new capability of developing and integrating technology platforms.

Under the leadership of our CEO Jacinta Pollard and her senior leadership team, the company has made great strides in creating a robust organisation, capable of meeting the challenges before us. Of course, organisational development will remain a key item on the agenda as we grow and explore the opportunities before us.

In addition to governance and oversight, the Board's primary role is to support the management team, but not blindly. The board looks to leverage its collective experience, insights and relationships in testing and furthering

the strategic mission of the company. New markets and technologies along with the ever changing operating and competitive environment continues to pressure all directors to continually lift their game; a challenge my colleagues are approaching with gusto.

Reflecting on the achievements of the organisations over the last 12 months, it has been an extraordinary year. We have won contract extensions from our core customers, laid great foundations for developing new services within the community while participating in tenders for services in new geographies. We are well positioned for continued growth.

The commitment of our people to our clients – those that benefit directly from our programs and interventions – can be no better demonstrated by our Youth Justice team. In the most trying of circumstances and rapidly evolving youth justice environment, where little was optimal, the Caraniche team remained focused and committed. They made a difference: a difference to their clients, to the wider youth justice system, and to the community at large.

On behalf of the Board, I'd like to thank every staff member for their hard work and dedication. I'd also like to commend Jacinta and the Senior Leadership Team for the outstanding leadership they provide. We are thoroughly enjoying supporting all of the endeavours of the organisation and look forward to the many opportunities that lie ahead.

Richard Cawsey
Chair of the board



Message from the Managing Director

Over the past year we have spent time thinking about our purpose and the real reasons why we come to work each day. We are here to make lives better and we do that by building connections.

Connections that better lives is our new purpose statement and it sits at the heart of everything we do. We build connections with individual clients in counselling that help them to join the dots of their life story to build a better future. We deliver group programs that harness the raw relationships between group members to challenge themselves to change their behaviours, we build strong and supportive teams that have the courage to work with the most difficult clients and situations. We work with organisations, teams and individual employees to connect to their own sense of purpose to achieve better work life balance and build resilient teams and organisations.

Across the very broad range of services we deliver – from individual counselling and group programs, drug and alcohol treatment and mental health, EAP and training, to research and program development -our aim is to better the lives of our clients.

Our clarity of purpose has contributed to our ongoing growth. We have achieved overall growth of 15%, but more importantly every part of the organisation has grown and our team is growing in parallel, with a 16% increase since last year. We continue to be an employer of choice for psychologists, social workers and other clinicians, offering flexibility and career progression and excellent professional development opportunities.

We have continued to innovate and develop new partnerships. We started two new contracts with Primary Health Networks including AOD@theGP in partnership with the Eastern Melbourne PHN, a

new service that supports GPs and other health professionals to help patients with alcohol and other drug (AOD) and aims to prevent long term harm. In addition, the completion of successful pilots for both the High Risk Offender AOD Service (HiRoads) and the Kickstart program have seen these programs become embedded as essential elements of the community drug and alcohol treatment system.

We have also taken steps to start addressing the lack of culturally appropriate programs available to indigenous offenders in Victorian prisons by working with indigenous groups to better understand the importance of connection to culture in the recovery process. This resulted in the development of a Koori alcohol and drug program that was piloted at Loddon prison and cofacilitated by an aboriginal elder. The program has ongoing support from the Department of Justice and Regulation and is set to roll out more widely in the coming years. Following this success we have established an Aboriginal Reference Group that is developing clinical guidelines for our staff on how to understand the role of culture, grief and loss when working with aboriginal clients.

One of the most visible changes this year was the launch of Caraniche at Work, the new name for our workplace services division. With a new branding, logo and colour scheme Caraniche at Work has a fresh new look. The tagline **Making people the priority** resonated with the whole team and perfectly captures the passion, commitment and purpose they bring to their work everyday.

Jacinta Pollard
Managing Director

Caraniche has been working with young people in youth justice since January 2014. Today, a team of 26 clinicians are evolving their expertise to help change the lives of more young people and the broader community. Samantha has been leading this team since its inception and has been with Caraniche as a Psychologist, Trainer and Manager since 2005.

What's it like working with young people in youth justice?

We work with young people in the Parkville and Malmsbury youth justice precincts, and those serving community based orders. They're aged between 10 and 21. It's a huge chronological and developmental age span. Many of the young people we work with come from traumatic backgrounds and often their neurological, psychological, emotional and spiritual development has been affected.

Our team is excellent at taking their training as psychologists or social workers and applying it in a way that's incredibly responsive to the needs of young people. We adapt our approach to meet the needs of a specific young person every time – your first session of the day will be quite different for the next young person you're working with an hour later. Our work is founded on best practice but the ability to tailor our delivery to the needs of the client is what the team excels at.

We also respond to very different cultures and linguistically diverse backgrounds, and we work with Indigenous Australian and Maori and Pacific Islander young people. So it's crucial that we work well with cultural workers from youth justice and the community, and try to link in with their networks when we can.

Has anything surprised you in your role?

We're learning all the time! Take the idea of 'family'. It means something very different if you've lived in a refugee camp: you might call someone brother because you've slept next to

them for three years and kept each other safe. We've done a lot of work in learning how to understand and respond to the refugee journey, because psychology, psychologists and mental health intervention can be alien concepts to some of these young people.

We also have a large cohort of young people who have had contact with the child protection system, some where they've predominantly grown up in residential care. So the most significant person in their lives is often a residential worker who may have been there for only a few years. We've had to look at our use of language and change the concept of family to 'who's important in your life'.

Have you always worked with young people?

I actually worked in the Royal Air Force for 12 years before migrating to Australia. I did my undergraduate and postgraduate studies while serving in personnel and training and developed an interest in psychology after working at a military hospital.

My first role after leaving the Royal Air Force was as a Psychological Assistant at a youth justice centre. I then became an Outreach Worker at a child and adolescent mental health service for 5 to 16 year olds. I wanted to gain clinical experience because it was my second career and I felt like, as an older person, I had to catch up!

Q&A

With Youth Services Manager, Dr Samantha Beeken



What made you decide to work in forensic psychology?

My masters' thesis was on evaluating restorative justice interventions for young offenders. I've always seen forensic psychology as being able to work with people who offend in a way that by default also supports healing in the community. For me, forensic psychology is about having a realistic ability to intervene and make things better for everybody.

When did you come to Caraniche?

I came to work for Caraniche 12 years ago when I first moved to Australia. I was an Intensive Therapist at Marngoneet Correctional Centre before becoming the Senior Clinician and later Regional Manager of five prisons across Victoria. In 2014 when we won the contract to deliver services in Youth Justice I was thrilled to take this role.

I never stop being a psychologist though. I see everything I do as working for better outcomes for the community and the young people who offend. What I'm always trying to do is help both individuals and systems to respond better. That's critical to why I love this job.

Even though I don't get to work one-on-one with young people – which is what I'd love to do as I'm a psychologist at heart – I can work across hundreds of young people because I'm in a

unique and privileged position as the Service Manager. I never take my psychologist hat off.

My Doctorate in Clinical Psychology explored the treatment of OCD and family systems. At the heart of what I try to do is look after my own system: the wonderful group of psychologists and social workers who deliver the front line services. If they're not healthy, validated and trained, they can't do their best work. I'm also part of a broader system of leadership at Caraniche and we're trying to achieve great things as a business.

You need effective systems to support change in individuals and organisations.

How does your team stay healthy and validated?

There's nothing better than when one of the staff comes in and says, "We've got a letter, call or message from so-and-so and they say, 'I've got a job, I haven't been involved with the criminal justice system for 12 months, and my first baby is on the way'."

We only need one a year. The entire team can live off that – it's literally all it takes! We go really far to share those stories. If we've helped one young person change their trajectory then it's worth all of us being here every day.

It only takes one.

“If we’ve helped one young person change their trajectory then it’s worth all of us being here every day”

– Dr. Samantha Beeken, Youth Services Manager .

Connecting with Koori culture

A Koori-specific AOD pilot program – developed by Caraniche and commissioned by Justice Health – reveals rich learning and reconnection for Aboriginal offenders.

Designed to address the lack of culturally appropriate criminogenic AOD programs available to Indigenous offenders in Victorian prisons, the Koori AOD program begins with a Welcome to country performed to formally acknowledge the commencement of the group and welcome the group members and facilitators onto the lands of the local Dja Dja Wurrung people.

"This is a unique group AOD program because it focuses primarily on Koori and indigenous culture," says the pilot program's co-facilitator and Caraniche Psychologist, Jayson Rom.

Over three months, Jayson and Indigenous Elder Aunty Trudy Cooper facilitated the 44-hour pilot program twice a week at Loddon Prison Precinct, exploring the role of culture in the lives of Indigenous offenders. For many of the participants, this is new territory or an opportunity to reconnect with their cultural roots.

The participants were Indigenous men aged between 21 and 45. Aunty Trudy says the Koori Program is about "developing conversations they have never had the opportunity to have before."

"One of the biggest surprises for me was that the men were very disconnected from culture," she says. "They know they're Aboriginal but they don't know what that means. They have to fit in with mainstream but they've lost their culture too."

The Koori AOD program was commissioned by Justice Health in 2015 and developed by Caraniche in consultation with the Koori Program Advisory Board and with cultural supervision from Aboriginal Consultant, Nicole Cassar.

Grounded in a set of cultural principles, the program design was informed by national guidelines like the National Strategic Framework for Aboriginal and Torres Strait Islander People's Mental Health and Social and emotional Wellbeing (2004-2009).

The program content is also underpinned by culturally relevant theories of offence-specific rehabilitation and behaviour change, as well as incorporating cultural elements of psychological wellbeing and spirituality.

"The Koori AOD program is an opportunity for the men to share their own stories around culture. They are then more able to reflect on how drugs and alcohol have impacted their connection to culture," says Jayson.

Opposite page: This painting was produced by the men participating in Pilot 1 of the Koori Program, at Loddon Prison Precinct in 2016. Participants have kinship ties to various Aboriginal communities, including the Yorta Yorta, Gunaikurnai, Yawuru and Quandamooka People. Caraniche would like to acknowledge the artist of this work, Jordan Secombe, who has granted permission for it to be published by Caraniche.



Caraniche would like to acknowledge the artist of this work, Sheldon Blunt, who has granted permission for it to be published by Caraniche.

One participant initially said he was only doing the program so he could be granted parole. At first, he mocked the cultural activities and was often late to sessions; but later, he began attending sessions on time and engaging more openly in group activities and conversation. He has since approached Caraniche wanting to engage in individual counselling.

"One of the things I brought up quite often with the group," says Aunty Trudy, "is that they will say 'drugs are part of our culture' and I quietly remind them that it's an introduced thing in our culture. That's not who we are... that usually hits them a bit."

According to Aunty Trudy, one of the challenges working with Aboriginal people is that Australia has "a long way to go towards reconciliation" and acknowledging its history – something that she sees impacting younger Indigenous people.

"If you go back to your grandparents', they could have been raised up on a mission," she explains. "Our younger generation may pick up on how that's impacted certain family members, but they don't know how to manage the past."

The pilot program was delivered to only a small group of men. "Some of them didn't like each other when they started," says Aunty Trudy, "but they developed a friendship. They look after each other now, in there as well as outside of prison."

Mid-way through the program, a local Aboriginal man performed a smoking ceremony.

"A lot of our program is about healing, so the smoke from the ancestors is healing for us," she explains. "We asked all the aboriginal offenders to join us, whether they were in the program or not."

"I now have offenders asking me cultural questions when I go into prison to do an acknowledgement to country," says Aunty Trudy. "They're giving me their interpretation of totems, rainbow serpents and smoking ceremonies."

Since the pilot, Caraniche has established an Aboriginal Reference Group and are developing clinical guidelines for staff when working with Indigenous people. The program has ongoing support from the Department of Justice and Regulation and is set to roll out more widely in the coming years.

Throughout the program, participants "developed a connection to culture and each other," says Jayson.

For Aunty Trudy, the program encouraged participants to connect with their culture for their whole life. "We talk about loss, grief and family. We encourage them to make different decisions when they get out."

"Hopefully they feel like they've got a few more choices."

“The Koori program is an opportunity for the men to share their own stories around culture.”

– Jayson Rom, Koori Program Co-facilitator and Caraniche Psychologist.

Support on the highwire

Caraniche at Work provides psychological support and training in the workplace. John Orr, Finance and HR Manager at Victorian Opera, explains why Caraniche was their first choice when it came time to look for support.

"At Victorian Opera, we work with tight deadlines," says John. "You're always putting on a show and the show must go on." While it's not unusual for arts organisations to be stretched during show time, John knew from previous roles that external help was available and worth seeking out.

"In my previous role, we had an Employee Assistance Program (EAP) with Caraniche so I knew they offered high-quality services," he explains. "People work under pressure here and that impacts what they're doing at work and outside of work too. It's really priceless, to have something available for staff that's confidential."

John started at Victorian Opera in June 2016 and introduced the EAP six months later. "Because I knew of Caraniche I immediately had somewhere to go," says John. "I knew we needed help in lots of areas, like learning how to relate to one another in the workplace and managing stress."

Victorian Opera has 23 full-time staff members who steady the ship, while a hundred or so others come and go depending on the show. Directors, producers, conductors, singers, actors and occasionally dancers, they may be fleeting visitors, but all they leave an imprint on the permanent cast.

"One of the nice things about Caraniche is that they didn't treat us any differently because we're a small organisation," says John. "An org like ours who signs up on a user-pays plan may not use many services, so we could easily be dismissed. But that wasn't my experience with Caraniche who were understanding of our needs."

For permanent staff at Victorian Opera there's little time to rest between shows – there are sometimes concurrent shows with two rehearsal schedules and two casts. It's not your typical workplace and the stressors are unique, which is another reason John was keen to get Caraniche onboard.

"The pressure can really build and our staff need to know how to release that," he explains. "It's an interesting culture because everyone wants to put on a good show but often they're so busy they don't deal with things or sit down and discuss what went right or wrong."

Through the EAP, Victorian Opera's permanent staff can access three sessions of counselling with a Caraniche clinician. John receives a bill whenever the EAP is used, but the staff member's name is never included. "I know that the program works, even if I don't know who uses it," says John.





Victorian Opera have also used Caraniche's mediation services, to help staff communicate and come to an agreement over their differences. "Mediation helped our staff work together without friction, with an understanding that they could discuss things with each other, so long as it was done in a certain way."

"It was great to take the issue out of house and work independently with Caraniche as there was no bias at all. I think that's critical in mediation," says John. Staff members are now learning to communicate more effectively and reach out for support, while managing the demands of a busy performance schedule.

John also distributes Caraniche's monthly e-newsletter to staff and has found it useful for starting conversations around coping strategies. "How people communicate is critical to everything we do here," he says. "This is one piece of a much larger puzzle that has been really helpful in the last year."

"Some people have told me when they've accessed the EAP service," says John, chuckling. "They've been happy that they've found a way to resolve their issues and had the chance to develop strategies with an external expert. They tell me too that the Caraniche staff are helpful and professional, and that they really appreciated it."

"I know that the program works, even if I don't know who uses it"

– John Orr, Finance and HR Manager at Victorian Opera

AOD@theGP: reducing harm, increasing support

In 2017, Eastern Melbourne PHN (Primary Health Network) collaborated with Caraniche to design and develop a new AOD service – one that supports GPs and other health professionals to help patients with alcohol and other drug use.

Designed and delivered by Caraniche to assist GPs, AOD@theGP connects patients with AOD clinicians, providing non-judgemental, health-focused care around the impact of substance use. Based on an early intervention, evidence-based model, the innovative service aims to reduce the wider effects of alcohol and drug use.

The service recognises that GPs are uniquely placed to identify patients whose substance use is at risk of becoming unhealthy, but are often under-resourced and lacking time to address this with patients. AOD@theGP supports GPs in engaging at-risk patients and offers a pathway beyond the GP's consultation room.

Commissioned by Eastern Melbourne PHN (EMPHN), AOD@theGP also represents a successful partnership between Caraniche and the primary health sector.

EMPHN CEO, Robin Whyte, said basing the AOD clinicians at general practices provides a more holistic approach to health care for patients, bringing physical, mental, and drug and alcohol treatment together in one location.

"AOD@theGP aims to respond to research demonstrating people with alcohol and other drug problems are less likely to receive

appropriate care than people with other health problems such as mental illness, smoking or chronic disease," she said.

For many patients, being able to explore the impact of substance use can open up a chance to discuss strategies for change. The service provides an experienced AOD clinician – a Recovery Support Worker – onsite at the GP clinic to provide on-the-spot assessments, information, resources, and facilitate access to community-based AOD services.

"Research has found that screening, brief intervention and referral to treatment to manage substance abuse has many health benefits for the individual," says Sally Thorpe, Manager of Community Counselling Services at Caraniche, who oversees the initiative.

"Early intervention in primary health settings has been demonstrated to be a highly effective treatment for people with alcohol and other drug issues."



The service also supports patients who are concerned about a family member's substance use. Through AOD@theGP, family members can access a Recovery Support Worker along with resources and strategies to support young people, partners and relatives whose substance use may be impacting their own lives.

As specialists in the AOD field, AOD@theGP works with GPs to develop plans for gradual substance use reduction, suggest pharmacotherapy, refer people for counselling, support referrals to pain management services and explore other treatment options.

A secondary consultation service is provided so GPs can discuss the best treatment options for their patient with an AOD clinician; and, a phone service is available for GPs and other health professionals who work across EMPHN's catchment. This provides information and support including urgent assessment and appointments for patients in crisis.

Practice nurses, pharmacists, medical receptionists and allied health providers working in the EMPHN area can also receive support through the email and 1800 number, and they can refer patients to AOD@theGP. Recovery Support Workers are on hand to help GPs and other health professionals address all kinds of substance use and associated health issues.

Following the success of this pilot program, Caraniche hopes to see AOD@theGP services become available in other Primary Health Networks.

What type of issues are addressed by AOD@theGP?

- Linking patients to pharmacotherapy
 - Smoking cessation
 - Liver health, Hepatitis C assessment and treatment referral
 - Alcohol consumption and harm reduction strategies
 - Pregnancy substance use and cessation
 - Overdose management
 - E-cigarettes and vapours
 - Synthetic substances
 - Codeine use and dependency
 - Safe injecting practices
 - Risks related to recreational drug use
 - Over the counter medication misuse
 - Illicit substances
 - Excessive caffeine consumption
-

“Early intervention in primary health settings has been demonstrated to be a highly effective treatment for people with alcohol and other drug issues.”

Community

MANDATED TREATMENT

Caraniche designs and delivers programs for offenders in the community who have been mandated to undertake treatment to address substance use issues and offending behaviour.



CARE@CARANICHE

Counselling and Recovery Empowerment (CARE@Caraniche) is a comprehensive community-based mental health service that provides integrated treatment for drug and alcohol and mental health issues from our clinics in Abbotsford and Epping. The CARE team is a DHHS accredited AOD provider.

BEHAVIOUR CHANGE PROGRAMS

Caraniche is the largest current provider of psychological assessments and program delivery on behalf of Corrections Victoria (CV) Offending Behaviour Programs (OBP) preferred panel of providers. We also deliver KickStart, a highly effective behaviour change program designed by Caraniche for moderate to high risk AOD clients in the community

This year we opened our new Epping Office established to better serve our clients in Melbourne's north



HIROADS

The High Risk Offender Alcohol and Drug Service team provides AOD treatment to high risk offenders with complex needs including violent and sex offending, significant mental health issues, intellectual disability, and acquired brain injury.



DRINK DRIVE PROGRAMS

Caraniche is a provider of the VicRoads Safe Driving Program. We are also contracted by VicRoads to develop and pilot drink drive programs for recidivist drink drive offenders mandated to attend treatment. This consultancy includes the provision of training to existing community based drink drive program providers.

13% growth compared to last year

1016 Health Program Assessments delivered

550 Criminogenic Program Assessments delivered

19 programs delivered in total, including 8 x 100 hour Making Choices Programs Delivered

KickStart Pilot Program evaluated and re-funded for 14 programs over 2 years



Connections that better lives



Caraniche works across the criminal justice system to design and deliver AOD, counselling and offence-related treatment programs that help offenders turn their lives around.

4 FTE: our HIROADS team has expanded to 4 Full Time Equivalent employees

A team of Psychologists and Care & Recovery Co-ordinators

State-wide service supporting offenders on Community Corrections Orders and Parole Orders; and at Corella Place and the Judy Lazarus Transition Centre.

310 high risk clients have received treatment since the service was piloted in 2015

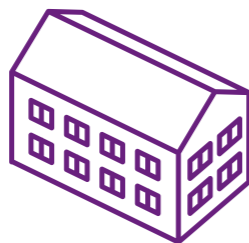
-VicRoads Safe Driving Program delivered to 180 participants



Youth Justice

REHABILITATION SERVICES

Caraniche is Victoria's sole provider of Rehabilitation Services to young offenders, which includes the delivery of group and individual interventions at Parkville, Malmsbury and Youth Justice Centres across metropolitan Melbourne.



20 Full Time Equivalent staff who specialise in working with young people. This represents 20% growth in our staff team since last year

New Remand Support Team established this year to provide early intervention to clients on remand

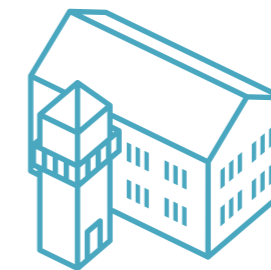
New services in Grevillea

Unwavering commitment to the young people in our care

Prisons

ALCOHOL AND DRUG TREATMENT PROGRAMS

Caraniche is the state-wide provider of alcohol and drug treatment programs across Victoria's 13 public prisons (male and female).



65 staff who specialise in working with offenders

35,000 hours of AOD treatment per year, including assessments, individual counselling, information groups, cognitive behavioural programs and residential drug and alcohol programs

7,500 prisoners received treatment from Caraniche this year, including more than 5,530 participants in group program sessions

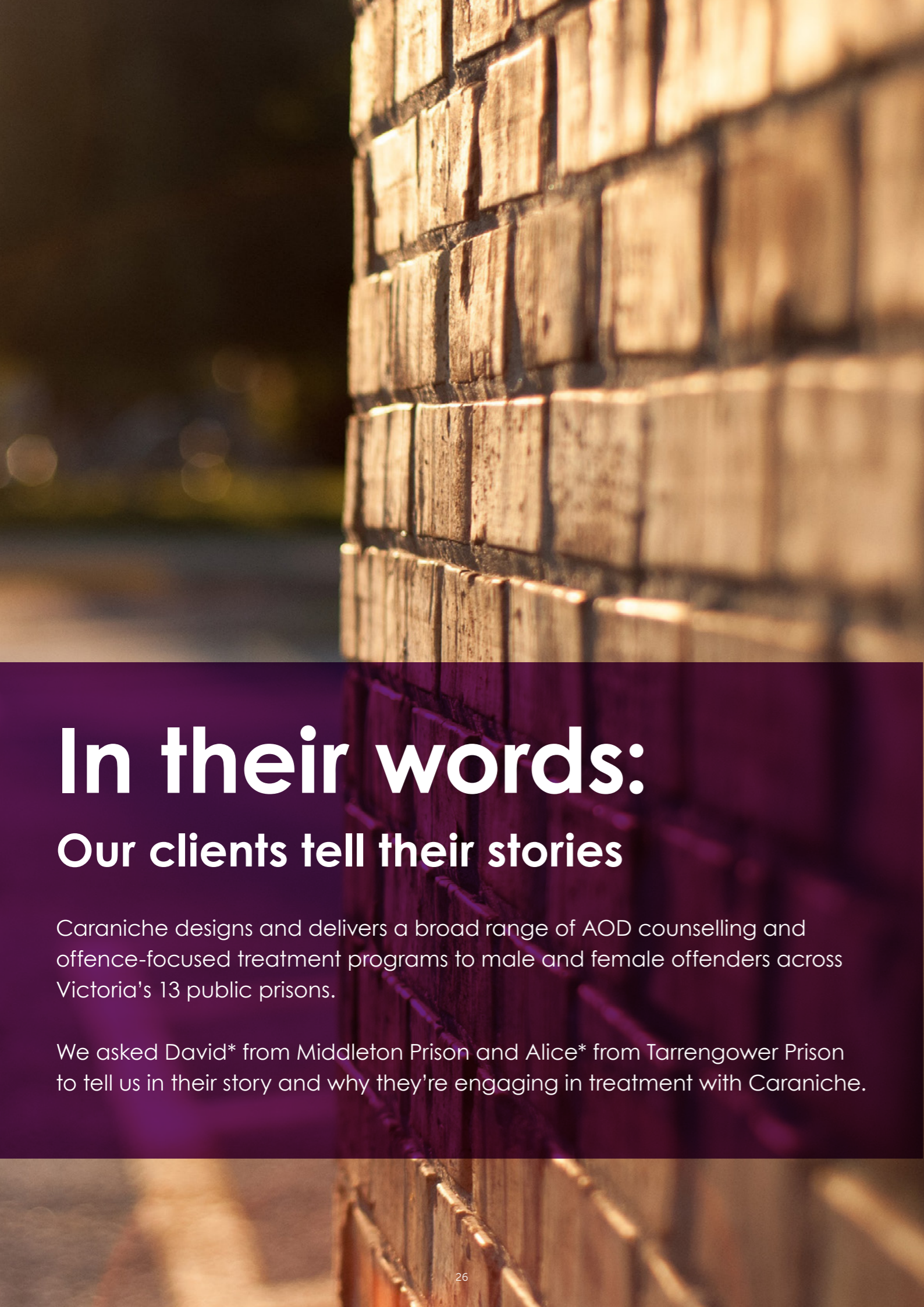
22 programs offered, ranging from 3 hours to 80 hours, including 2 new Caraniche AOD Programs piloted this year: a 40 hour Sustaining Change program and an 80 Hour Criminogenic program

Continued delivery of treatment services specifically tailored to the unique needs of female prisoners and the women's prison system

An entire team and suite of services rolled out at the new Karreenga prison facility, which opened in September 2016

98% of prisoners reported that they would recommend Caraniche programs to others

12% increase in services since last financial year



In their words:

Our clients tell their stories

Caraniche designs and delivers a broad range of AOD counselling and offence-focused treatment programs to male and female offenders across Victoria's 13 public prisons.

We asked David* from Middleton Prison and Alice* from Tarrengower Prison to tell us in their story and why they're engaging in treatment with Caraniche.

David's story

"I loved dirt bikes when I was a kid. We had a farm – about 150 hectares.

Drug use for me started when I was 14, and crime started then too. The house we were living in burnt down, so I moved in with the people across the road. It turned out they were heroin dealers.

The drug and alcohol programs I've done with Caraniche have turned me around in a big way.

I've done the 24 hour program, and the 44 hour program twice, and 108 hours of the Sustaining Change Program. The Caraniche staff are honest and straight forward."

Alice's story

"I grew up with a beautiful, supportive family. I loved horses. Mum and Dad both came from poor families of five and six siblings, so they wanted to give me and my sister everything they didn't have.

I was caring, but I also had anxiety, self-doubt and low self-esteem from a young age. I found drugs at about 13 or 14 years old, and they made me feel better. I started cannabis, and by 15 I was using heroin every day. I went to school until Year 11, but mum didn't find out about my drug use until I started stealing.

Since being in prison, I've done both group programs and individual counselling with Caraniche.

There have been sessions with my counsellor that I've just sobbed. We delve into so much. It's not just about drug and alcohol, it's about life.

In the group programs, people give me different perspectives on things. I really value the insight other people can give me about myself.

There's a lot I need to work through, because I've never dealt with anything – instead I pack

"The drug and alcohol programs I've done with Caraniche have turned me around in a big way."

things into boxes. That means I'm still unpacking those boxes. I've learnt how to allow myself to be with painful experiences. I've also learnt about boundaries and self-care.

Most of all, I've learnt that it's important to be vulnerable – to feel trusting and safe enough to express what I'm feeling. It's been a slow process, but the people in the group make me brave.

When I get out, I just want to be with my family. I want to take care of my grandparents, and help my parents with their business. I've missed out on so much."

"We delve into so much. It's not just about drug and alcohol, it's about life."

Working at Caraniche

What's it like to work at Caraniche? True flexibility and tailored career progression were the key themes when we caught up with three clinicians from across the organisation.

Finding flexibility at Caraniche

Bridget Bice works full time in the Behaviour Change Programs (BCP), splitting her time between a clinical and a coordination role. Bridget currently facilitates an offence related intensive program at Marngoneet Correctional Centre, while balancing contract management commitments.

"I've been working for Caraniche for four years and within the BCP team for 12 months," explains Bridget. "My role as a BCP Clinician involves facilitating group programs in the prison setting or in the community, providing long term group treatment. In between I get the opportunity to run KickStart programs, provide individual counselling, and complete forensic assessments."

Last year, Bridget completed her Master of Clinical Psychology.

"There were times where I didn't have any availability and Caraniche gave me leave, and times when I could only work one day and they found work for me," says Bridget. "When I moved from Bendigo to Melbourne, Caraniche accommodated a change in location as well. So, they have been very good to me!"

Caraniche is contracted by Corrections Victoria to run a variety of offending based programs in prisons across Victoria. The programs vary in length and generally run two or three days a week. Clinicians like Bridget co-facilitate these programs and given the regional locations, often travel together to work and have the opportunity to complete their admin from home.

"A lot of clinicians travel together if they're going out to prisons, so you have that time to debrief in a private setting. By the time you come home to write your case notes, you've really had a good



Bridget Bice

*Psychologist & Coordinator
Behaviour Change Programs*

discussion about the participants," says Bridget. "Co-facilitation is great for that, you've always got someone to bounce ideas off."

"There are always people in head office and clinicians popping in and out, so you have the opportunity to pick people's brains. Considering everybody is here, there and everywhere, everyone is still on the same page and it doesn't feel disjointed," she reflects, before adding "and it could be if it wasn't run properly".

Bridget began working as a BCP clinician last year, but has also run prison-based group programs and individual sessions in a prison setting with Caraniche. Before coming to Caraniche, she worked as a Case Manager for Corrections Victoria.

"I enjoy the challenge that comes with working with this population," she explains. "There are barriers that can come up, in that many have traumatic backgrounds, or come from chaotic lifestyles and struggle to manage their emotions. A lot of the work can be challenging to the beliefs they've grown up with."

"I really love seeing the development of insight that can come as the program progresses. You really do get to see a change in people over a period of time."

"You've always got someone to bounce ideas off."



Setting off on the right path at Caraniche

Andrew Toohey started as a Clinician and Provisional Psychologist in Langi Kal Kal Prison and Hopkins Correction Centre six months ago. As a recent graduate, he first learned about Caraniche in his honours year and realised this was the path for him.

"I knew I wanted to work in the prison system or at least with offenders," says Andrew. "I thought it was something I'd enjoy and as it turns out, I have." He scanned the website weekly for jobs available. "As soon as I read the role description for Clinician/Provisional Psychologist I knew then that was my goal."

Two months after graduating, Andrew had his first interview at Langi Kal Kal Prison, a minimum-security protection facility for at risk men, located approximately 30 kilometres from Ballarat – a convenient location for Andrew who had moved home to Ballarat to finish his honours year.

While he initially worked across both locations, Andrew now works solely at Langi Kal Kal. Hopkins Correction Centre is a medium security protection facility for men located on the outskirts of Ararat. "I loved working at Hopkins but it was further away from home, so there was more travelling," he explains.

"Hopkins feels more like a prison, whereas Langi Kal Kal is an open camp, so there are no walls."

Andrew chose the 4 + 2 pathway to become a registered psychologist. He'll work for two years under weekly supervision from clinicians at Caraniche and have fortnightly supervision with an external practitioner in the community.

"It's challenging work and every day is different," says Andrew. "You're meeting with different clients

Andrew Toohey

Psychologist
Forensic Services

who are presenting with a range of different issues that for me, are mostly new. While at times that can be a little overwhelming, there's support in place here, which makes it easier to handle."

After four years at university, Andrew was eager to find a different way to learn. "I've learnt more in six months through on the job training than I feel I did at university," he says. "It's been a steep learning curve, but I've really enjoyed it."

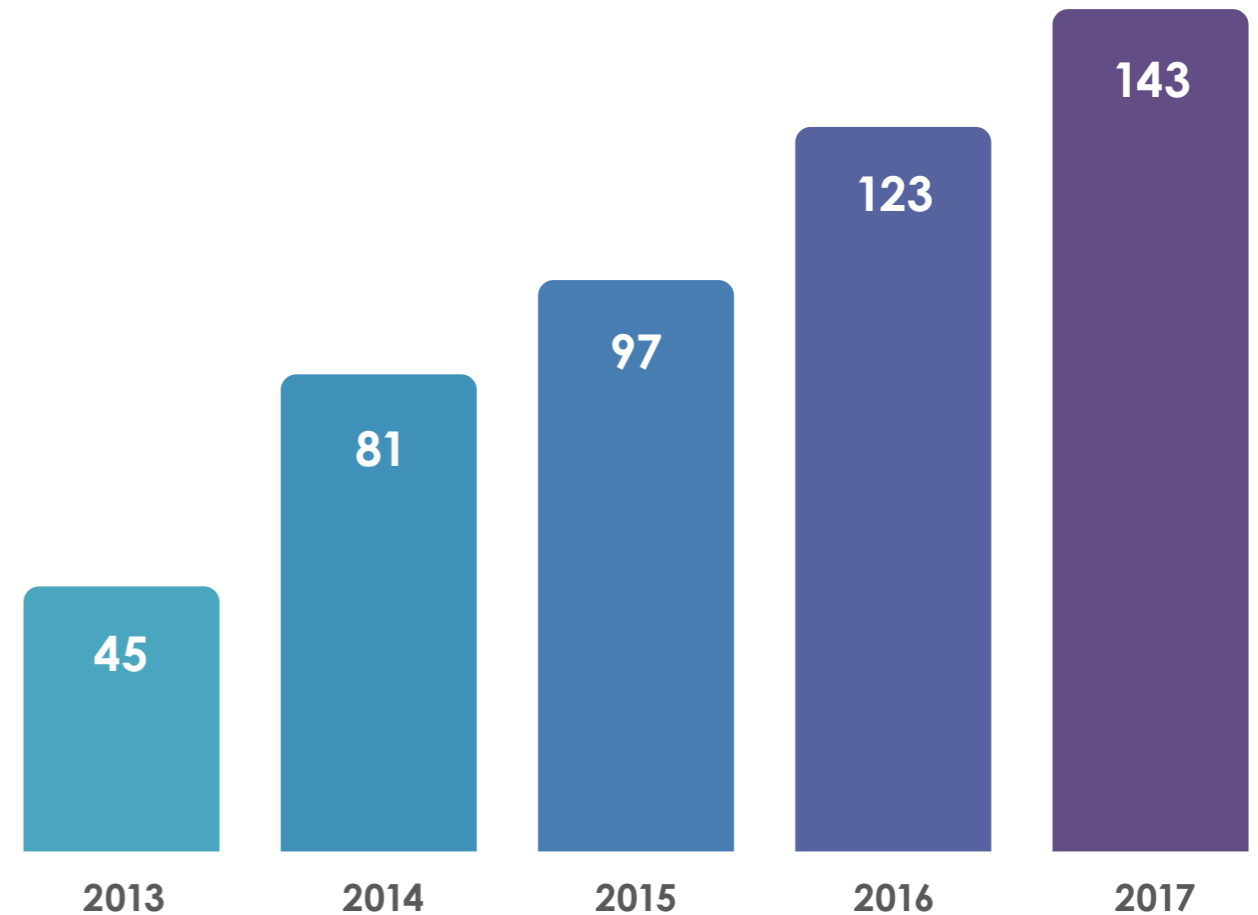
Six months into his role at Caraniche, one thing stands out: a genuine focus on staff wellbeing. "There's recognition that the work is difficult so they allow you the space to work hours that suit you," he says. "They encourage you to maintain a life/work balance."

"It differs across locations, but I've found that both my bosses have been really flexible in different ways," he explains.

"It's been a really good start."

"There's support in place."

We now employ 143 staff across the organisation.



63% of our team are employed part-time, often choosing to pair their work at Caraniche with other roles in academia, private practice, consulting, study or family commitments.



Sector-wide Training

Ice and AOD Forensic Programs

Caraniche is funded by a number of Victorian government departments including DHHS, Department of Justice and Regulation and Justice Health to delivery training to other community agencies to improve their skills in working with offenders.

DHHS Ice Training delivered to 199 frontline workers this year

Caraniche is contracted by DHHS to develop and deliver half day ice training to frontline workers, including court staff, local government employees, prison staff and new recruits to prisons, and first responders, over the next four years. This training is designed to assist frontline staff to respond to the issues that have emerged in their work roles as a consequence of the increased use of ice in the community. A key goal of the training is assisting staff to stay safe and build resilience.

Forensic alcohol and drug training delivered to 192 AOD workers this year

Caraniche has been contracted by DHHS Vic since 2013 to deliver Forensic AOD training to the Victorian AOD sector. Drawing from our specialist expertise, this program consists of a 2-day training program that assists community drug and alcohol workers to understand how to work with substance using offenders, assess treatment needs, develop treatment plans, respond to antisocial behaviours and attitudes and work collaboratively with Corrections Victoria. Over the past three years we have delivered the training to over 300 AOD workers from 39 AOD agencies across the state. Feedback on the training is extremely positive with over 95% of participants reporting increased levels of knowledge that are relevant to their work roles and will make them more effective, as a result of the training.

Youth Forensic AOD Training

Caraniche was funded by DHHS in 2017 to develop a specialist training program on working with young offenders for drug and alcohol workers. The training will be delivered six times in the next 12 months and aims to improve the skills of AOD workers to engage and motivate young offenders, manage treatment interfering behaviours and provide effective treatment.

What our participants said:

“Best training done to date.”

“Informative training that was extremely well presented and delivered.”

“Engaging, personable and knowledgeable presenter.”

“Great facilitator and very encouraging of group discussions which was so valuable!”



Thought leadership

We share our expertise by engaging in sector-wide conversations through issues papers, conference presentations, and key appointments.

Our activities in 2016-17 included:

Conferences

Australian Psychological Society Congress 2016 13-16 September, 2016

Treating ice addiction in custody: Evaluating a suite of piloted ice-specific prison based group treatment programs for men

Presented by Kerrilee Hollows, Dr Alana Johnston and Sally Thorpe

The 29th Annual Australian and New Zealand Society of Criminology conference 29 November - 2 December 2016

Mobile and web technologies for correctional programs: Theoretical and policy challenges

Presented by Prof. Stuart Ross

Corrections Victoria Research Seminar February 2017

Mobile and web technologies for correctional programs: Theoretical and policy challenges

Presented by Prof. Stuart Ross

Justice Health AOD Policy Forum 9 February 2017

Presented by Jacinta Pollard and Frank Borg

Presentation to CCS Parole Officers 22 February 2017

Working with AOD treatment providers

Presented by Sally Thorpe and Dr Catherine Andrews, (Co-presented with ACSO/COATS)

The 2017 Victorian Drug and Alcohol Association Conference 16-17 February 2017

HiROADS – A program for high risk offenders in the community

Presented by Sally Thorpe and Adam Ferguson

The YHaRS Approach to Support & Treatment of AOD within the Youth Justice Custodial Population

Presented by Katie Dietrich and Ivan Jovetic

2017 Australian and NZ Addiction Conference 15 - 17 May, 2017

Responding to the growing complexity of forensic clients with AOD concerns in the community

Presented by Dr Alana Johnston

Increasing the capacity of AOD workers to engage with forensic clients

Presented by Sally Thorpe

Appointments

Managing Director Jacinta Pollard was invited to Deakin University's School of Psychology Clinical Advisory Board. Jacinta continues to be a member of the Australian Psychological Society Ethical Guidelines Committee.

General Manager of Research and Program Development Professor Stuart Ross was appointed Enterprise Professor at School of Social and Political Sciences, at the University of Melbourne.

Giving back

Pro-bono initiatives

Caraniche believes in being a socially responsible organisation within the community. Alongside our contracted work supporting disadvantaged clients, we further extend our impact through a broad range of pro bono, fundraising and corporate responsibility initiatives.

Melbourne Indigenous Transition School

This year, Caraniche established a new pro-bono partnership with the Melbourne Indigenous Transition School (MITS). MITS is a residential transition school in Melbourne for Indigenous students from remote and regional communities.

MITS has developed a new model for education of Indigenous students from remote and regional communities across Australia. Each year, 22 Indigenous boys and girls (around Year Seven age) come to live at the MITS campus in the Vaucluse, Richmond. Each day they go to school inside the Richmond Football Club, where they study an intensive curriculum focused on numeracy and literacy. MITS provides a warm home-style environment that celebrates culture and understands the challenges of transitioning from a small community to a big city. At the end of their MITS year, our students move into scholarship positions at Melbourne Partner Schools.

MITS is staffed by a dedicated team of teachers, boarding coordinators and support staff, who are equipped with the skills to support students to successfully transition into their Partner Schools.

Caraniche at Work is proud to be providing this dedicated staff team with a pro-bono Employee Assistance Program (EAP) and associated workplace services.

In addition to the newly-established MITS initiative, our ongoing activities include:

McAuley Services for Women

Caraniche provides pro bono services to McAuley a centre for homeless women with mental health issues. Our services include free counselling, coaching and peer mentor training and support. We have been supporting McAuley since 2012.

Australian Psychological Society

Caraniche provides pro bono support to the APS through our work on the Ethical Guidelines Committee.

Graduate Clinic Program

Caraniche provides free clinical supervision to provisional psychologists through our graduate clinic program which develops and trains emerging psychologists. In turn the graduates provide free counselling and assessment services to disadvantaged clients.

Community Drug and Alcohol Information Sessions

Through our Drug, Alcohol and Psychological Service division Caraniche provides free information sessions to local schools and community groups such as local police, Men's Sheds and diverse cultural community organisations. This service provision is in addition to the activities that we are funded to provide and is usually provided outside our hours of operation.

Charity fundraising

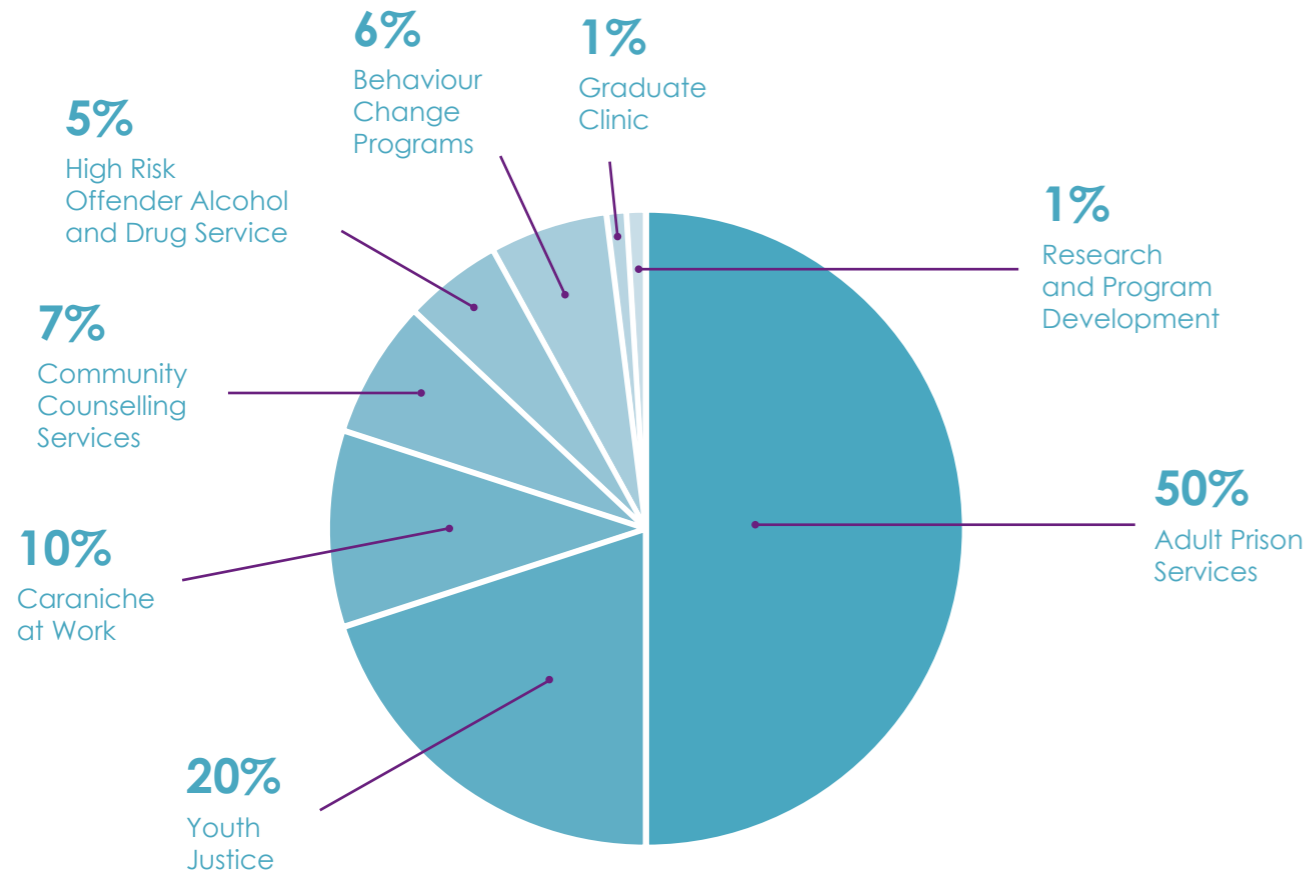
The Caraniche staff team engage in a broad range of company supported fundraising activities. This year these have included CoastTrek, which supports the Fred Hollows Foundation, and Share the Dignity, a charity that gives sanitary products to homeless women.



Financial snapshot

Every part of the company grew in the 2016-17 financial year, increasing by 15% overall.

Income by business area



In memory of Sue Fitzgerald

This Annual Report is dedicated to the memory of our dear friend and colleague, Sue Fitzgerald.

Sue worked as a clinician at Caraniche for over 17 years, in many different roles across the organisation. She brought a unique warmth, humour, courage, ability to connect, willingness to try new things and humility to all her work. In Sue's memory, Caraniche has introduced an annual The Sue Fitzgerald Award, presented at the end of each year, to celebrate any Caraniche staff member who embodies these qualities.

Income by client type



Our locations

Abbotsford

Level 1/260 Hoddle Street,
Abbotsford 3067

Dandenong

21 King St,
Dandenong 3175

Ringwood

24 Mullum Mullum Rd,
Ringwood 3134

Footscray

99 Gordon St,
Footscray 3011

Epping

763 High Street,
Epping 3076

Other locations

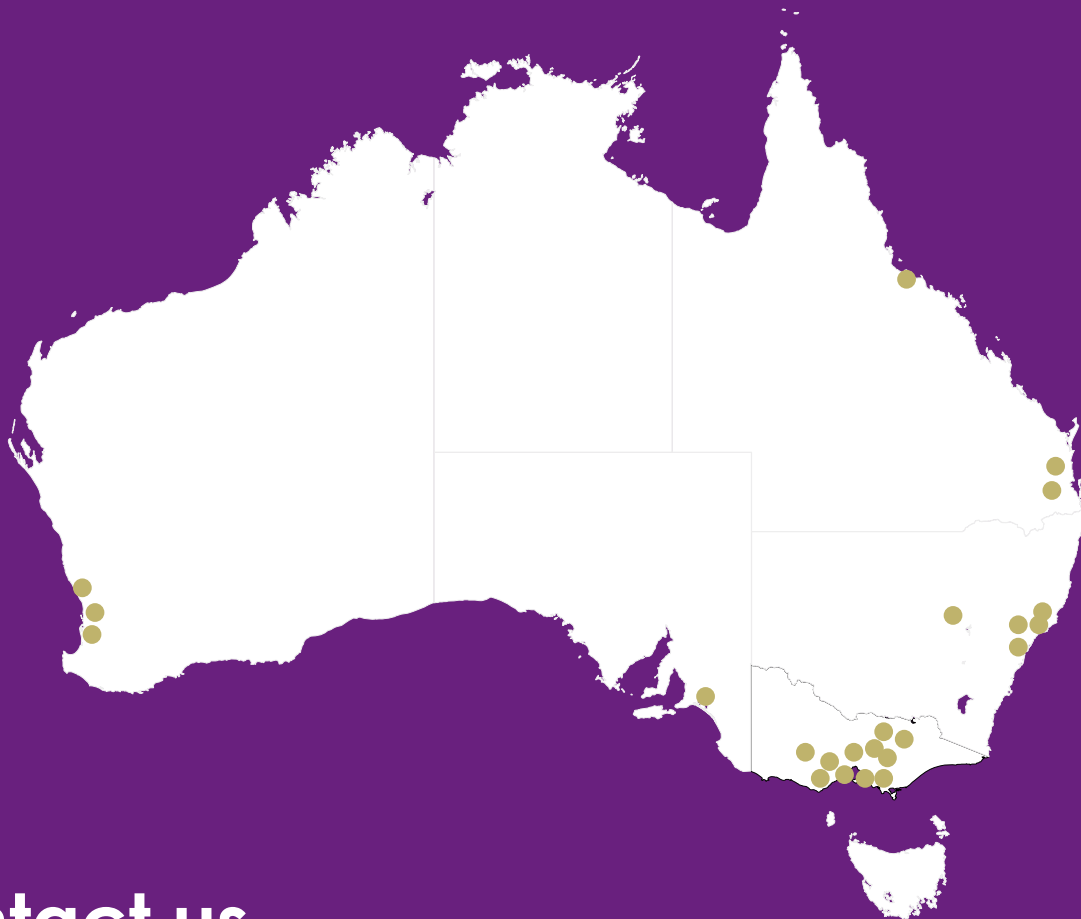
Caraniche also provides services at locations throughout metropolitan Melbourne, regional Victoria and interstate across Australia.

Wheelers Hill

Level 1, Suite 21,
202 Jells Rd,
Wheelers Hill 3150

Box Hill

1060 Whitehorse Rd,
Box Hill 3128



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