



Making our communities safer

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Making our communities safer

Who we are

With 25 years in the field, Caraniche is a specialist provider of a broad range of psychological services. We work predominantly in Victoria with expanding operations across Australia.

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 for offenders.

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.

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

At the heart of everything we do are the connections we build that better our clients' lives.

Who we work with



Young People



Government



Offenders

**Connections
that better lives**



Community



Workplaces



Organisations
Pro Bono

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



I first came to know Caraniche in 2015. I was deeply impressed by the Company's culture and the way it has grown its mission from modest beginnings 25 years ago. I was intrigued by what made Caraniche tick. You could see and feel the team's commitment to their clients. I listened as they spoke about improving clients' lives and doing things better, and watched them engage clients with respect, understanding and care.

The past 25 years has seen Caraniche become a highly reputed and influential provider of expert psychology services, valued by Government, communities and workplaces alike. Over the 2017-18 Financial Year, Caraniche's growth and development continued unabated; meeting the challenges of its mission with vigour.

In last year's message, I highlighted the company's focus on building its operating capabilities, supporting structures and technologies. Great strides have been made across each core area. Leadership at every level is continuing to develop, new leaders are stepping-up and making a great impact. As we prepare for further growth and the need to manage increasing complexity, new capabilities have been added to the executive team, through recruitment and development.

Caraniche has doubled in size since 2015. We continue to see and realise opportunities to grow; opportunities

to bring out passions and to impact more lives. Opportunities are not limited to our core work in the justice system but well beyond into community-based programs and employee assistance programs that require a high level of clinical and allied skills.

In addition to adding to internal capabilities, Caraniche is developing effective partnering capabilities to allow us to deliver programs more effectively. For example: training and developing delivery partners for the KickStart program that Caraniche developed for Victoria's Department of Health and Human Services; and working with the indigenous community to improve the focus and delivery of the Koorie Program within Corrections Victoria.

Underpinning this growth has been a commitment to ensure that supporting systems and processes are helping and not hindering our clinical work. Tailored workflow tools help our clinicians do their work better while gaining deeper insights on opportunities to improve. We are seeing real improvements and look forward to all our team, customers and clients reaping the rewards of these investments.

During the year Caraniche welcomed Regina Hill and Mark Burford as non-executive Board Directors. Mark has a long history working as a policy advisor in state and federal government; working in the Department of Premier and Cabinet and previously as an advisor to Julia Gillard. He has also worked with the Mitchell Institute and Nous Consulting. Regina is a lawyer who works as a consultant on planning, strategy and evaluation in the not-for-profit sector. She has previous Board experience with the Archie Roach Foundation, PEN, Victorian Relief and Foodbank, and the Women's Circus. Both Regina and Mark have hit the ground running and made a great impact on the Board and its deliberations.

I would like to thank outgoing Board member Alina Jonas. Alina has a deep integrity and passion for our organisation being one of the founders of Caraniche. It's a sign of her confidence in the Company and the Board that she has stepped away to focus on clinical delivery within the core of our business.

It's been a very good year, and on behalf of the Board, I'd like to thank all at Caraniche for their commitment to and passion for improving the lives of our clients and making our community safer.

Richard Cawsey
Chair of the board

Message from the Managing Director



Caraniche exists to help people realise their potential and to use the power of connections to better lives. As clinicians, therapists, researchers and program developers we believe that people can heal, learn and grow through supportive and respectful relationships.

In our work with offenders in prisons, community corrections and youth justice, we witness the power of the group in connecting, encouraging and ultimately challenging each other to change behaviour. Increasingly, we have clients attending groups, calling their clinician, or presenting at the clinic in crisis, having learnt to seek help before they engage in drug use and taking that first step to turn things around. Our ultimate success is to hear how our clients take the learnings from the connections they build in their group programs, and use them to build better connections within their own families. This year's annual report includes the words of our clients as they explain the impact of treatment on their lives.

This year, the KickStart Program has been a key exemplar of our commitment to group programs and forensic clients. Having proven the effectiveness of KickStart as a treatment program for substance using offenders, we were invited by DHHS to improve access to KickStart by training and supervising other alcohol and drug agencies in its delivery. Focussed on our purpose of realising potential we understood that

supporting other organisations to deliver the program was the best way to build more connections and ensure more offenders could access quality treatment. We are incredibly proud of KickStart, which is showcased further in this annual report, and the way it has been wholeheartedly embraced by the clients, facilitators and agencies that are involved with it.

Partnerships

Working with complexity continues to be a hallmark of Caraniche. This year we were invited to be the sole provider of drug and alcohol treatment to the Victorian Fixated Threat Assessment Centre or VFTAC. Working alongside Victoria police, Forensicare, Melbourne Health and Eastern Health, we are proud to be part of a leading international centre and the first to recognise the importance of addressing alcohol and drug use in managing high risk behaviour.

Alongside our KickStart and VFTAC partnerships we have also developed exciting new partnerships with agencies such as STREAT, the Australian Childhood Foundation, Relationships Australia Victoria, Melbourne City Mission, and the Neighbourhood Justice Centre. All of these collaborations have increased our reach and our ability to provide high quality services to clients.

CARE@Caraniche

This year also saw us review and refine our DHHS funded community drug and alcohol services. Our funding was increased to include assessment and intake services and to extend our services from Epping to Abbotsford, Werribee and Ballarat.

We have renamed the service to better capture our vision for the service and role we play in the lives of substance users and their families - "CARE: Counselling and Recovery Empowerment". CARE signals a welcoming, supportive and safe service to clients and external agencies. The word "Counselling" indicates the core business of the service whilst being flexible to include different types of counselling services delivered by different types of clinicians. "Recovery Empowerment" emphasises the role clients have in their own recovery and life journey, and also the positive role they can play in each other's recovery.

Our People

Our ongoing growth as a business and the success of our services rests entirely on the efforts of our people. A key challenge for an organisation growing as rapidly as Caraniche is building the structures and processes to support growth whilst also preserving the culture that is central to our success. The demand for skilled and passionate staff is ever increasing and we continuously strive to maintain our reputation as an employer of choice. This year we are proud to introduce paid parental leave, paid cultural leave and paid family violence leave alongside our flexible employment models and extensive clinical supervision.

Our graduate program continues to support over 20 psychology graduates each year and we delight in observing the development of their skills and confidence as clinicians, knowing they will continue to do great work with clients as Caraniche employees or dedicated clinicians in other workplaces.

Thank you

After another successful year at Caraniche, I would like to thank the Board and the Senior Leadership Team for all their hard work and support. I would also like to thank our people; thank you to everyone who has acted up, taken on new roles, taken on new projects and accepted new challenges – there has been a lot of you. Caraniche would not exist if it was not for brave people who do courageous things every day.

Jacinta Pollard
Managing Director

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.



BEHAVIOUR CHANGE PROGRAMS

Caraniche is the largest 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.

109% growth compared to last year

20 programs delivered with **60%** of the total programs being criminogenic

15 KickStart programs delivered with **96** clients participating and completing the programs

279 General Offender Screenings completed, and **72** General Offender Assessments delivered



AOD COUNSELLING

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.



VFTAC

The Victorian Fixated Threat Assessment Centre is a Victoria Police mental health centre for assessing and managing concerning behaviours with a high potential for harm. Caraniche's HiROADS service is the nominated referral point for any VFTAC cases that are identified as having substance use issues.

Making our community safer



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.

Adolescent Violence Intervention Program (AVIP) rolled out to the community in addition to custodial settings, working with young male offenders – aged between **15** and **21** – with convictions for violent offences

Unwavering commitment to the young people in our care

Services expanded to accommodate growing need within the Youth Justice system

New Youth Justice psychosocial program and new youth control orders

Continued delivery of Male Adolescent Program for Positive Sexuality (MAPPS)

31 Youth Justice staff dedicated to working with young people



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.

Our HiROADS team has expanded to **4.5 FTE** employees

A team of Psychologists and Care & Recovery Co-ordinators

260 high risk clients have received treatment

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



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.

32 VicRoads Safe Driving Programs delivered to **269** participants

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.



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).

8,290 hours of individual counselling, **5,426** treatment episodes, **2,188** IDU reviews conducted, **16,053** completions in Harm Reduction and Orientation programs

Our **80hr** AOD, Sustaining Change & Koori programs achieved Justice Health accreditation

19.4% increase in Exit Preparation Programs, **74** staff who specialise in working with offenders

8000+ prisoners received treatment from Caraniche this year, including more than **5,530** participants in group program sessions

22 programs offered with a **10% – 34.5%** increase in delivery of all programs

Continued delivery of treatment services specifically tailored to the unique needs of female prisoners and the women's prison system, **24 Hour** Health Programs delivered to female prisoners resulted in significant reductions in mental health symptoms

Implementation of a Koori AOD criminogenic program for Aboriginal and Torres Strait Islander men following a successful pilot program

98.5% of prisoners reported that they would recommend Caraniche programs to others



COMMUNITY

KickStart

Continues kicking goals

The KickStart program: filling a critical gap

Right now, in Victoria and around Australia, there is a critical gap in evidence-based Alcohol and Other Drug (AOD) programs for medium and high risk offenders in the community.

In Victoria, the number of people on Community Corrections Orders has significantly increased due to recent sentencing and parole reforms. The most recent Victorian Auditor General's Report showed that the total number of offenders on Community Corrections Orders doubled in just three years from 5,871 in 2013 to 11,730 in 2016.

Within this growing group, the incidence of alcohol and drug problems is exceptionally high, with the number of community forensic AOD clients doubling over the period from 1998 to 2015.

Addressing these problems requires new treatment approaches to treat the underlying causes of offending and AOD use effectively.

Caraniche and KickStart step it up

Based on our significant experience working with offenders, Caraniche was asked by the Department of Health and Human Services to develop a criminogenic AOD program aimed at moderate and high risk offenders on community orders. Leveraging our successful prison based programs, KickStart was created and successfully piloted by the Caraniche team. To ensure broader access to a wider range of offenders, Caraniche agreed to then train and supervise other AOD agencies in the delivery of the program. We thank ECADS, SECADA and Odyssey for their ongoing support and commitment to KickStart.

KICKSTART THEN (2015)

KICKSTART NOW (2019)

 **1**
pilot funding only

18 
months of service delivery

 **5**
pilot programs

45 
programs and counting

 **1**
primary delivery location

5 
delivery locations

 **1**
KickStart provider

4 
KickStart providers



KickStart expands to reach more participants

The initial pilot phase of KickStart demonstrated the program was able to achieve its primary goal: positive outcomes for moderate and high risk community based offenders. Additionally, we needed to know that offenders would actually attend group treatment. The pilot results were promising – by the end of this phase we had a 70% completion rate with participants reporting a decrease in their criminal thinking patterns and improved emotional regulation.

Since then, KickStart has expanded its program suite to include two group and two individual variants, and is now being delivered by four dedicated KickStart providers across several Melbourne locations. KickStart programs continue to receive positive feedback from both participants and facilitators, and we look forward to continuing to expand the reach to more participants, and reducing the incidence of AOD related offending.

The KickStart programs work

Managing substance use and abstaining from offending can be a massive challenge for KickStart participants. KickStart programs aim to deliver the strategies to meet those challenges.

From program kick off to completion, participants noticed marked improvements across physical and psychological health, social relationships and environment.

IMPROVED EMOTIONAL REGULATION*

*as measured by the Difficulties in Emotion Regulation Scale (DERS)

REDUCED CURRENT CRIMINAL THINKING*

*as measured by the Psychological Inventory of Criminal Thinking Styles (PICTS)

MOTIVATION LEVELS INCREASED*

*as the program progressed



KickStart Program Participant Feedback

Consistent with the pilot, current program participants have reported positive changes after completing the program. Feedback shows the majority of participants reported understanding the program material, felt it was suited to their needs and were able to learn from the program content. They reported feeling safe in the group and identified that facilitators were knowledgeable about issues relevant to them. Participants also reported feeling more confident to manage day-to-day issues and most importantly, being more motivated to work through their issues, including AOD use and offending.

"I've got confidence now. Staying clean will mean that I will have a brighter future"

"I have reduced my cannabis use to an amount that makes my life easier, which I haven't been able to do for many years of trying"

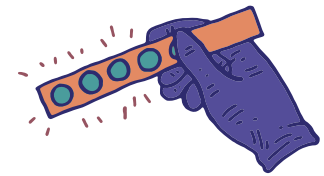
The outside perspective

Part of KickStart's success relies on the involvement of Corrections Victoria Case Managers (CVCMs). CVCMs play an integral role in managing compliance and work with KickStart participants outside of sessions to extend their learnings. From the commencement of the KickStart pilot, CVCMs have consistently observed participants to have a greater awareness and understanding of their emotions, and how their emotions relate to their offending behaviour.

Feedback from Corrections Victoria highlighted that KickStart participants had fewer Community Corrections Order breaches whilst they were engaged in KickStart. Additionally, CVCMs observed a reduction in the number of urinalysis breaches whilst participants were engaged in the program. CVCMs also reported KickStart participants were more open to discussing emotional regulation, mental health, and goals during supervision sessions.

Improvements in emotional regulation

(as measured by the DERS)



Reduced criminal thinking

(as measured by the PICTS)

The KickStart program overview

The foundations for change. The program includes two flexible formats: a 42-hour or 24-hour group program, and a 15-hour or 8-hour individual program.

Group Program

42 hours (15 sessions) OR 24 hours (8 sessions)

Male offenders serving community Corrections Orders, combined custodial sentences or parole.

Individual Program

15 hours OR 8 hours

Male offenders serving community Corrections Orders who are unsuitable for group program.

3 big outcomes

1. Increases self awareness of the relationship between drug use and offending.

2. Provides skill development while increasing motivation and self-efficacy for change.

3. Guides the development of realistic and actionable self-management plans.

Starting out and skilling up at Caraniche



Early career psychologist Byron de Ridder joined Caraniche as part of the Graduate Program. A year later, he's worked in more roles than many mid-career psychologists – taking up short-term and casual opportunities to build his skills.

"I heard about Caraniche when I was looking for my final six-month placement of my Masters of Clinical Psychology," says Byron. "I felt lucky to get a place – it made studying a lot easier knowing I was going to get the client hours I needed."

While he was studying Byron was able to take up several opportunities at Caraniche. He was offered work facilitating group programs at the Metropolitan Remand Centre (MRC) as part of the Behaviour Change Program.

In addition to working at MRC, Byron also worked in the Program Development team learning how programs are designed, revised and delivered to groups in prison facilities and in the community. He also learnt about evidence-based practice and group dynamics.

"Short-term and casual roles have been so helpful for me," says Byron. "I've gained a massive range of experience I wouldn't otherwise have had, and I think it's pretty astounding that Caraniche has been able to offer me that to help build my career."

"I've gained a massive range of experience I wouldn't otherwise have had."

Towards the end of his placement, Byron was asked if he'd like to stay on and continue doing the work he'd been doing on placement as a permanent employee. "It was a really nice way to transition into working life," says Byron.

"When I graduated I was very open," says Byron. "I knew I wanted to gain a variety of experiences. I didn't want to go into one job, five days a week, knowing I'd be there for years before figuring out what I liked or what I was good at."

He's currently working two days a week in the Program Development team as well as three days a week with young offenders at the Parkville Youth Justice Precinct in a short-term role with Youth Services.

"It's a really good balance, having client time and non-client time, because seeing clients every day can be a bit exhausting," he says.

"It can be hard too – working in Youth Justice is a little bit different from working in other settings, as you might develop a good working relationship with a client, but that relationship can end very abruptly if the client is released. In other workplaces you can usually see the end of a working relationship coming!"

Apart from one previous placement in a primary school, this is Byron's first time working with young people as a psychologist. "Compared to some of the other work I've done, working with young people can be very rewarding," he says.

"You can tell this is important for a lot of the young people," says Byron. "It's such a critical period in their lives, and if they can engage, there's a chance they'll be more responsive to change."

One workplace, numerous careers



When Neoma Lindley moved to Melbourne from South Australia, she was in her fourth year of a Post Graduate Diploma in Psychology. Living close to Caraniche, she reached out to see if she could undertake work experience.

Thirteen years later, Neoma is the Manager of the High Risk Offenders Alcohol and Drug Service (HiROADS) and a Senior Psychologist at Caraniche, having taken up numerous roles in the organisation, and raising young children along the way.

"My first role was as an intake worker for the Clinical Services and Workplace Support Team, which led to me undertaking my 4 + 2 internship the following year," says Neoma. "This was a real plus for me."

"I was doing my training with a primary supervisor while working full-time. It was a very practical and hands-on way to learn how to be a psychologist while working towards registration."

During her internship, Neoma took on the role of Provisional Psychologist/Clinician at Barwon Prison, which she says, "helped to diversify my experience, because I was working with a very challenging client group."

For six years, Neoma worked as a Clinician at Barwon Prison and then two years as Senior Clinician at Marngoneet Correctional Centre, while also working in the community.

"It's considered ideal to have at least a couple of days working in the community to have a different client group and a break from the prison environment. It meant I was also working with completely non-forensic, non-drug and alcohol clients."

Having commuted from Melbourne to Lara for many years and with plans to start a family, Neoma moved into a role closer to home – Senior Clinician for the Community Drug and Alcohol Services in the northern catchment of Melbourne.

At the same time, she continued to work in the Workplace Support Team, splitting her workload but working solely in the community. Here she continued to supervise both staff and graduate students, and see counselling and EAP clients.

"I've had so many different roles in different settings that I don't feel like I've been in the one place."

"After having my son in 2014, I was keen to return to work part-time," says Neoma. "HR was great. They were flexible with me returning to a part time role in the Graduate Clinic, which was close to home and very convenient for childcare."

Before going on maternity leave to have her daughter two years later, Neoma moved into a Senior Clinician role at Caraniche at Work, and today she still sees the occasional clients from this service.

"I always loved working in prisons with forensic clients but my lifestyle, having had children, made it hard for me to continue doing that," she says. When she was about to return from maternity leave, her current role became available.

For Neoma, managing a service that works with complex forensic clients in the community was her dream role. "Working with the forensic population is one of the most challenging and rewarding sorts of work."

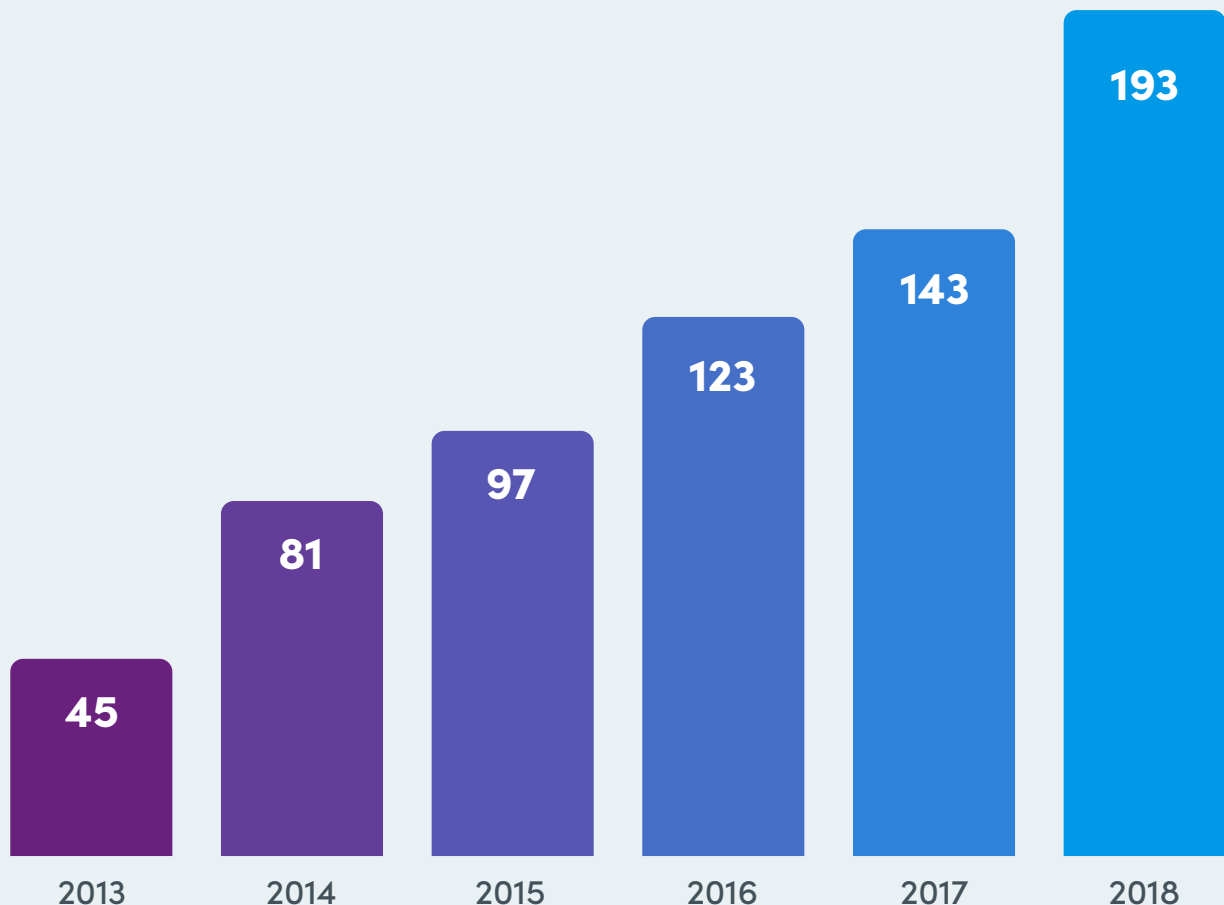
"One of the best things about Caraniche and the reason I've been here so long is that I've had so many different roles in different settings that I don't feel like I've been in the one place. I've been able to grow a very broad skillset in a really supportive environment."

Having had many different roles I've also had lots of different highly skilled clinical supervisors which has significantly impacted my skills.

Growth in our team

With 50 more staff we grew by 35%.
70% 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.

50 more staff =
35% growth

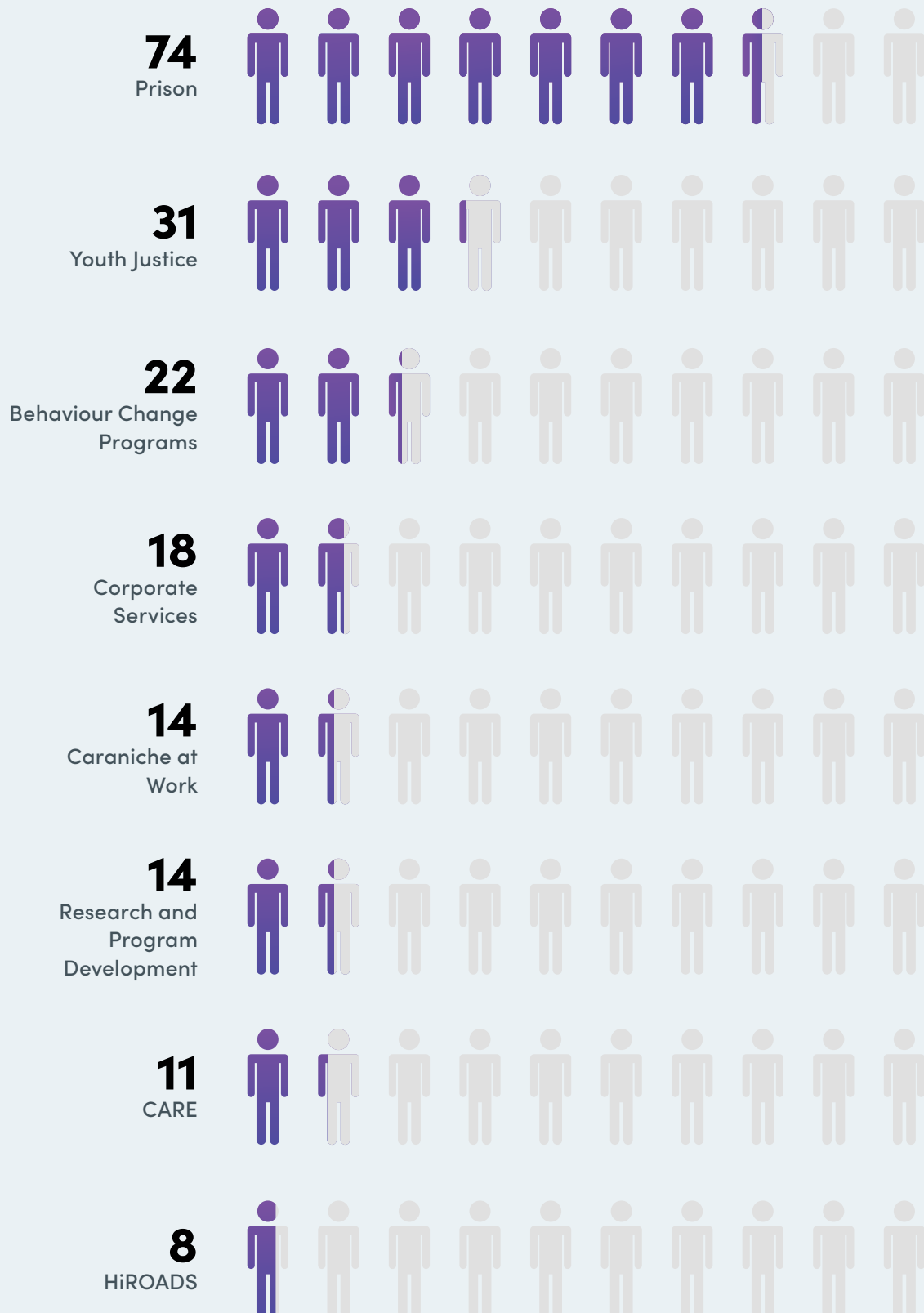


Growth over 5 years



Staff breakdown

We employ a diverse range of highly qualified staff across all areas of Caraniche.





WORKPLACES

ANNUAL REPORT

Family violence

A workplace issue

Identifying a critical workplace issue and the needs of HR professionals, Caraniche at Work launched a family violence campaign to help employers take the first steps to addressing this complex issue. The campaign included a comprehensive family violence report, resources for HR managers, and specialised training.

The Human Rights Commission has estimated that violence from an intimate partner affects one in six Australian female workers. Therefore, at some point in their careers, many Human Resource (HR) Managers will, knowingly or unknowingly, encounter an employee who has experienced family violence.

Australia is waking up to the impact of family violence. But for many workplaces, addressing family violence is uncharted waters.

“When you have something like violence against women so prevalent in society, it is by default a workplace issue – and you cannot ignore it.”

David Thodey, former CEO of Telstra

The support an employer provides when an employee is impacted by family violence will not only have a significant impact on the employee's perception of their workplace, but it can also be the difference between an employee staying in an abusive relationship or taking action to address it.

To address this significant need, and drawing on our forensic and organisational psychology experience and expertise, Caraniche at Work developed a free family violence report for HR Managers to assist them to:

- Recognise and respond to family violence
- Understand why family violence is a workplace issue
- Understand the impact it can have on employees and their work
- Raise or respond to family violence with increased confidence
- Access a set of resources that provide practical strategies to start addressing this issue

The report and accompanying resources sought to help employers take the first steps to address this complex issue and included:

- An insight into family violence and how it is a workplace issue
- An explanation of the cycle of violence and the cost of family violence
- Current policy and what workplaces can do
- Strategies for HR Managers

Although strategies to support this issue are gaining momentum, evidence suggests that the majority of workplaces don't have the frameworks to offer the proper support to employees who are experiencing family violence. In a national survey on domestic violence and the workplace, only 10% of



employees found their managers' response useful when disclosing their violent experience.

415

Family Violence Report Downloads

The report was downloaded by over 400 HR professionals across Australia, from organisations large and small. This was a clear indication to us that this is a critical issue in Australian workplaces.

“While HR professionals cannot be expected to act as counsellors, there is value in training them to feel equipped to recognise family violence, respond sensitively, provide access to internal supports, and refer employees to relevant external services.”

Amanda Mechanic, Manager,
Caraniche at Work

To assist with this, Caraniche at Work developed the following resources to support HR managers at work, which are accessible from the Family Violence Report.

Resources

- Recognising family violence – An information sheet
- Considerations when appointing Family Violence contact officers
- Developing a workplace safety plan
- External support
- Quiz: How equipped is your workplace to deal with family violence?

Specialist training

Workplaces are increasingly seeking specialist training in family violence to increase employee and manager understanding of the complex issues, and equip them with the appropriate skills to respond. A key part of the family violence campaign was the commencement of a specialised 1-day training on 'Family Violence and Mental Health in the Workplace' developed specifically for HR managers and HR professionals.

Feedback from recent training attendees:

"Thanks for making such deep topics enjoyable."

"Very informative with excellent resources."

"Great trainer – very knowledgeable and passionate."

Services to help organisations respond

Caraniche at Work provides a range of psychological support services that help organisations respond effectively to family violence. These include confidential counselling and referral services, with access to specialist family violence clinicians; specialised support for managers to help them respond appropriately to family violence; and peer support programs that recruit, train and support suitable employees to provide initial support to colleagues experiencing family violence.

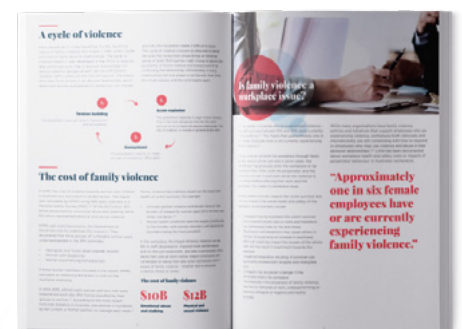
Although workplaces are not solely responsible for addressing family violence, there are strategies that can be adopted to provide support. The Caraniche at Work Family Violence Report outlines the key steps workplaces can take to start addressing family violence:

1. Provide education to all employees to raise awareness and increase understanding of family violence and the potential impacts in the workplace.
2. Communicate that family violence is considered a workplace issue and practical support is available for all employees.
3. Consider designating family violence contact officers within the workplace and ensure they, along with other relevant workplace representatives (including HR managers and line managers) are equipped to respond to disclosures of family violence.
4. Empower workplace representatives to provide support to impacted employees by exploring their short and long-term needs, providing resources, connecting them with EAP and checking in regularly.

5. Consider implementing appropriate work based entitlements such as flexible work hours or flexibility around work locations in order to help manage the impact of family violence.
6. Consider implementing a leave policy to ensure family violence leave is easily accessible and free from stigma. Family violence is rarely a one-off incident and workplaces will need to prepare for instances where employees may need to take time off to attend hearings or appointments.

"On average, it takes victims five to seven attempts to disclose their situation to anyone, and if the first instance isn't positive it reduces the likelihood of them disclosing it again. So it's critical that managers can respond appropriately."

Jennifer Mullen,
White Ribbon





2017/2018

Family violence
A workplace issue



Helping to drive behaviour change

VicRoads Driving Programs are delivered and developed in consultation with leading providers like Caraniche. By sharing subject matter expertise with VicRoads, Caraniche helps to ensure these programs positively influence the driving behaviour of participants and make our roads safer.



VicRoads and Caraniche have a long working relationship. As one of only five providers of the VicRoads Safe Driving Program in Victoria, Caraniche assisted in the development of this foundational short-term, behaviour change program and has been delivering it for over 5 years.

Delivered over five hours and funded by the participant, the program is mandated by court order for Victorian drivers and riders charged with high risk driving offences such as high level speeding and loss of traction (doing burnouts).

The VicRoads Safe Driving program is designed to reduce the likelihood of offenders engaging in dangerous driving behaviour, by helping them to understand what propels them to engage in high risk driving and helping them to find alternatives.

In addition to the Safe Driving program, VicRoads also offers behavioural change programs for drink and drug drivers. Having decided that these programs needed an overhaul, VicRoads engaged subject matter experts at Caraniche to help with program content development.

Caraniche Forensic Psychologist Dr Alana Johnston has been working with VicRoads during a re-development of the drink and drug driving program – along with other providers and subject matter consultants, each sharing expertise from their respective fields.

"A couple of years ago it was determined there was no standardisation across the drink and drug driving programs offered in Victoria," says Alana. "We needed to do better. These new programs are now much more tailored to the offenders' needs."

Alana provided clinical guidance around how the programs could be delivered and what type of content was likely to make the greatest impact in terms of behavioural change.

"VicRoads asked Caraniche to be involved in the development of new programs, the main change being that the program is now designed to better address that people can reflect on and change their drinking and drug-driving behaviours, rather than simply providing education about the effects of drugs and alcohol."

Two new behaviour change programs are now being rolled out across Victoria, both designed to suit the needs of first time drink drivers for offences under a 0.15 blood alcohol level, as well as first time drug drivers. Each program runs for six hours in a group setting.

A third program is a 10-hour intensive program for repeat offenders or those with a blood alcohol level of 0.15 and above. It includes group sessions and an individual counseling session and drink and drug drivers participate together with a focus more closely on criminogenic and antisocial behaviours.

"The programs focus on encouraging behaviour change and addressing the offence-specific needs of the client," says Alana. "So each program includes motivational interviewing to help clients come to a point where they're ready to make a change."

VicRoads has embraced this approach wholeheartedly. Sharon Wishart, Senior Policy Officer at VicRoads has worked with Alana and other experts to develop the content and plan the delivery of these offender-specific programs.

"We know that behaviour change programs with motivational interviews built-in will be more effective as an intervention than psycho-education or information provision alone."

Sharon Wishart, Senior Policy Officer at VicRoads

"When we review our behaviour change programs we seek industry expertise from subject matter experts like Caraniche, engaging professionals from alcohol and drug, clinical and forensic psychology, as well as road safety experts," says Sharon.

"Our new programs look at the underlying motivators behind the behaviour, which then enables us to work with individuals to support them in identifying what's important to them, and what they can do to not re-offend in the future."

Alana was also involved in pilot testing VicRoads' new drink and drug driver programs and trained the new

facilitators who come from a range of providers across Victoria.

"Quite a few of the participants had done the older versions of the programs and their feedback on the updated program was really positive," says Alana. "They got a lot more out of it and found they learned a lot. It's early days and only anecdotal but really heartening."

VicRoads will also continue to review these programs as they roll out across Victoria, through process evaluation and outcome evaluation, helping to make our roads safer for all drivers and riders – and the community at large.

"Facilitators have told us they're looking forward to running the programs – they feel like they'll achieve better outcomes than ever before."

Dr Alana Johnston, Forensic Psychologist at Caraniche

In the 2017-18 year, Caraniche ran a total of 32 Safe Driving Programs, delivering the program to 269 participants.





17/2018



OFFENDERS

ANNUAL REPORT

Justice and Corrections

Hearing from women in prisons

Hearing from women in prisons

As part of our program development and evaluation work in prisons, Caraniche regularly conducts focus groups with prisoners and program participants to better understand their needs, and determine whether our programs are meeting those needs. This year we conducted focus groups with the women at Tarrengower Prison and Dame Phyllis Frost Centre (DPFC).

The focus groups related to the usefulness and appropriateness of our programs, as well as identifying specific areas of need for women in prison. Incorporating client feedback into our program development and evaluation processes is both best practice and central to our work approach. Below are some of the key themes and what some of the women had to say.

The group programs provided a safe therapeutic space to explore problems and their solutions.



"We respect that this is a sacred safe place and we can just be open and honest in here, and we can just be raw as well, and no-one's going to be judging us or taking notes and taking it out there or using it against us."

"It's that open space and the group discussions and being able to talk about it and get and it out there."

A theme identified by most women was that developing relationships and trust with other participants in groups is crucial in the therapeutic process and in making a positive change. Participants felt that the trust they had built with one another throughout their shared participation in groups gave them the space and security they needed to open up and discuss topics they otherwise would not have felt able to.

Programs, particularly longer programs, gave participants the knowledge and tools to address their problems.

"I think I benefited a lot more from the longer programs, looking at the underlying reasons for my behaviour, morals and the reasons I started using and continue to use."

"I've seen a few psychologists and a few youth workers, been through it all, and [my Caraniche psychologist] is by far the best person I've ever come across. She's understood me more and has given me more tools for the rest of my life than anyone I've ever come across."

For the women who had participated in longer Caraniche programs (residential Drug Treatment Unit, 40-Hour Semi Intensive), an overarching theme was how beneficial these programs had been in their overall growth and recovery. The personal development and positive change these women had experienced was not limited to a single domain; instead, all women felt that the longer programs had allowed them to learn and progress in a number of areas, including communication, relationships and understanding emotions.

In addition, all participants spoke extremely highly of program facilitators across both locations, and were very complimentary about the approaches and the therapeutic relationships they had formed with their facilitator.

Understanding the drivers of behaviour is important.

Caraniche's use of schema focused therapy to help the women identify their longstanding belief systems, thought patterns and behaviours was identified by the women as central to their change.

"You get to see that something has stemmed from something else. Instead of thinking 'oh god, I just woke up one day and decided to be a drug addict,' it has all come from somewhere, so I can work through it."

Participants recognised the benefits for themselves, and for their relationships with loved ones.

"I feel like because I'm a better person [since participating in the group], I can be a better person for my family members and the people I love and care about, rather than being closed off, hard to get, hard to speak to."



YOUTH JUSTICE

ANNUAL REPORT

Supporting young people

Creating opportunities for change

Since 2014, Caraniche has been delivering the Adolescent Violence Intervention Program (AVIP) to young males who are engaged with the youth justice system, in custody and in the community. The program provides an opportunity for young people who have committed violent offences to address their offending behaviour.

Caraniche delivers the Adolescent Violence Intervention Program (AVIP) through its Forensic Youth Services team, to young men within the youth justice system – aged between 10 and 21 – with convictions for violent offences.

Program participants may be in custody or on supervised youth justice orders in the community, which creates a range of different learning environments for the clinicians to provide treatment in. AVIP can be delivered as either a group or individual treatment intervention depending on the clinical needs of the clients. Fortunately Caraniche facilitators are experienced, flexible and highly dedicated clinicians.

Katie Dietrich is the Community Services Manager and a Psychologist from the Forensic Youth Services team. As one of the co-authors of AVIP, she knows the value of having a dedicated program for young people, particularly one that addresses a range of topics to help clients address their violent offending behaviour.

From offence chain analysis to preventing relapse, AVIP is designed to work with young people at every level, both emotionally and in terms of their offence. Other modules examine emotional regulation, interpersonal skills and lifestyle choices.

“We have some participants who say they don’t want to talk and others who engage very well and tell us they

need to do this,” says Katie. “But even if they want to do the program, they might still need a lot of assistance to get through it.”

“Some young people are on parole with community orders that make it a condition for them to complete the program,” she says.

“Many of the young people live unsettled, chaotic lives often marked by trauma. They often have not had the structure and routines that young people need to guide and support them through adolescence.”

When we work with young people in the community, we always get a sense of the chaos they’re in – that often comes out in the session too. It’s a very different environment facilitating AVIP in the community as opposed to working in custody.”

“They might have just had a fight with their mum or girlfriend; whereas, in custody it’s a lot more contained and we can get through more of the program,” says Katie. “But we also see a lot of young people who may move between community and custody.”

Shaun Pearl is a clinician on the Forensic Youth Services team delivering AVIP to young people in the community. He’s been running the program in Melbourne’s western region since October last year, with fellow clinician, Rana Abou-Sinna.

“We primarily focus on AVIP but we also provide individual counselling for young people who aren’t suited to the program,” says Shaun. “Some may also be in-between group sessions and need a little bit of extra help getting there.”

“As a team, we deliver a range of psycho-education in AVIP, and try to facilitate discussion, between us and the clients but also between the clients, so they can consider the way they think and how that might be tied to how they behave.”

Shaun Pearl , Clinician on the Forensic Youth Services team

As a facilitator, Shaun tries to open up a space in which to challenge some of the ideas these young men have been carrying. “We come at it from a few different angles and try to get them comfortable being part of a group and with each other.”

“It’s often really different with these boys,” says Shaun. “If they don’t know each other they’re usually very uncomfortable and if they do know each other they’re probably more likely to argue with one another and joke around.”

Despite the challenges, AVIP creates space for young people in the program to reflect on their lives and behaviour. “It’s a really unique situation, where over time, they start to talk about factors relating to their offending in quite an open and transparent way.”

“If they didn’t have the program – and were just reflecting with their peers or not talking about their lives at all – they wouldn’t get the chance to process just how intense their lives have become,” explains Shaun.

Shaun describes the lives of these young offenders as “extremely chaotic.” The program requires a twice a week commitment, which can be too much for someone managing addiction, school absenteeism, mental health issues and trouble at home.

“For some of the clients who manage to attend AVIP and accept the challenges we ask of them, they’re very brave and resilient young men,” says Shaun. “It’s a big deal to have adults ask you to be vulnerable and talk about how you feel.”

“We’re in a unique position to be working with these young people

in the community – in their natural environment – where they need to practice what they learn in AVIP all the time. In that way, we can see whether clients are taking the lessons on.”

“Some clients tell us, ‘I took this away from that session and it really resonated.’ Maybe not in those exact words but you can see some change. To be part of this program is really special.”

Shaun Pearl , Clinician on the Forensic Youth Services team





2017/2018



Pro bono focus

Helping young people in the community and growing new graduates

Based in Collingwood, successful not-for-profit STREAT works with disadvantaged young people aged 16–24 years, by providing hospitality training and employment pathways – and now also with psychological support from Caraniche.

STREAT

As a social enterprise, STREAT punches well above its weight. Receiving less than 1% of its funding from government, STREAT generates over 70% of its revenue through social enterprises: four inner Melbourne cafes, a bakery and catering service.

In 2017–2018, STREAT helped a record number of 662 young people through youth programs that include outreach opportunities with local community Victoria Police, two-hour taster introductory workshops and three work-readiness programs.

STREAT offer a flexible nine-week individual work experience program with support (Entrée), a six-month intensive with group training, support and work experience (Main Course), and a six-month transition into open employment option (STREATs Ahead).

Of the young people who come to work with STREAT, 59% of them have a past or present experience of diagnosed mental health issues, while 36% have experienced legal issues or contact with the justice system in the past or present.

In other ways, the backgrounds and situations of these young people are all different – but their circumstances have compounded to create multiple barriers to work and training in each of their lives. That's where STREAT is making a difference.

Co-founder, Dr Kate Barelle comes from a clinical and forensic psychology background, and understands the challenges young people are facing when it comes to seeking help or reaching out to organisations like STREAT.

"We're providing work readiness training but we're also identifying a range of other issues," says Kate. "Many of our young people have diagnosable mental health conditions but don't have access to treatment or assessment."

"Because we're self-funded we don't have leverage to send trainees off to the services they need," she explains. "So it's absolutely fantastic that Caraniche has come in. We've had this need for a long time."

In May 2018, Caraniche finalised an agreement with STREAT to provide pro bono psychological services to young people in the STREAT programs, offering the flexibility to tailor services and proximity too, being walking distance to STREAT.

"Proximity makes a huge difference," says Kate. "Caraniche has presented in our classrooms a couple of times now and we've been able to walk our trainees up to the Abbotsford office for appointments. It's an extraordinary opportunity."

As well as partnering with Caraniche for psychological support, STREAT recently welcomed a Labrador-Kelpie therapy dog to the team and in her first year, Magic has provided 608 dog therapy hours.

"Many of the young people in STREAT's programs have been through rough experiences and trauma. Having a familiar face, wagging tail and snuggles to comfort them has made the world of difference."

With a small team of youth workers and social workers, STREAT offers holistic case management to the young people in their programs, connecting them to services like housing providers, drug and alcohol organisations and legal centres.

"This is where it makes such a difference to be able to refer someone to Caraniche," says Kate. "It's really difficult for a young person to navigate the current system. Add in past trauma or getting banned from services, and it can become impossible."

One of STREAT's cafes is located in the heart of RMIT's Swanston Street campus. Here, young people can undertake work experience and for those interested in studying, or as Kate puts it, "They get to see their future selves."

"We've worked out that flexibility is critical for this age group, which is why we offer different programs and levels of commitment," she says. Each option balances the need for routine in attending work shifts and the flexibility to move across locations.

"At the end of our programs we want them to have a Certificate II in Hospitality, work experience across different sites, references from supervisors and support from services like Caraniche to step into the world and be part of the community."

In addition to our pro bono partnership with STREAT, our ongoing activities include

Melbourne Indigenous Transition School (MITS)

MITS is a residential transition school in Melbourne for Indigenous students from remote and regional communities. Caraniche provides the dedicated staff team at MITS with a pro bono Employee Assistance Program (EAP) and associated workplace services.

McAuley Services for Women

In 2012 Caraniche started providing pro bono services to McAuley Services, a centre for homeless women with mental health issues. Our services have included free counselling, coaching and peer mentor training and support.

Australian Psychological Society

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

Our partnership with STREAT is an great example of this, helping young people in the community while growing new graduates' skills.

Charity fundraising

The Caraniche staff team engage in a broad range of company supported fundraising activities.





2017/2018

WELCOME TO
STREET

CROMWELL ST

Business intelligence – using technology to innovate services



Whether developing a client management system or new reporting tools, the Business Solutions team at Caraniche is busy building new technology to meet the demands of an ever-evolving organisation.

In 2017, David Owen took on the role of Manager of Business Solutions at Caraniche, charged with the task of building and improving the foundational systems that support the work of clinicians across the different business areas.

"It was really important to the organisation that we start to leverage the information we have here at Caraniche, to make better decisions operationally but also clinically," says David. The Business Solutions team has since grown from three to six staff.

One of their key projects has been to develop a case management system that would enable clinicians to transition to an electronic reporting platform, designed to suit best practice and the needs of Caraniche staff.

"Parts of our business have used electronic case management for many years, but with many different models of services, and challenging operating environments, we are required to build innovative solutions."

"We set out to develop a suite of reporting tools that would enable the business to grow and adapt to the changing environment – here and in the sector – but also enable us to review certain data and use it to improve our work," says David.

"Quite a lot of the journey has been working with staff who didn't really know they needed these tools, being able to create something for them and encouraging them to ask questions like, 'What else can we have now?' of technology.

"It's this cultural change that's been as important as the new technology, with staff beginning to question the decisions and directions they're able to take in terms of the business and clinical operations when supported by new technology."

New reporting tools also open up the way data can be used, which David says has enabled Caraniche staff to ask lots of questions of the data themselves, without having to go to the research or technology teams for information.

Another key project for the organisation and the Business Solutions team has been the digitising of psychometric capturing, which typically takes place when clients undergo a pre-test and post-test after treatment.

This process has traditionally been done by hand due to the client base and location limitations, and entered manually into a database and made available later for interpretation. While the digitising is still in development, optical mark recognition tools are making the process easier.

"With these tools we can automatically read those psychometrics, store them and provide the data flow to our research team faster than ever before," says David.

"This kind of innovation is critical for us, says David. "Not only within a clinical perspective to give feedback to clinicians about their clients, but also from an evaluation perspective to demonstrate the efficacy and value of our programs delivered."

By investing in new technology like this, Caraniche will be able to improve its clinical processes and treatments. David and his team pilot test tools regularly, visiting staff in different settings to see what works.

"We always try to understand what the best process could be," he says. "We want to become a leader, not just in program development but in getting the best outcomes for our clients."

"It's a credit to the staff that we've been able to embrace this technology change," says David. "I think that goes to the culture of the organisation. Everyone has been really collaborative. They see the benefit and feel these systems will improve both clients' and employees' lives."

Thought Leadership

Caraniche shares expertise through a range of activities including conference presentations, key appointments and industry forums.

Our activities in 2017-18 included:

Australasian Professional Society on Alcohol and Other Drugs 2017 Conference

12-15 November 2017

KickStart: Responding to the growing complexity of forensic clients with AOD concerns in the community (poster presentation)

Presented by Kerrilee Hollows, Dr Alana Johnston and Sally Thorpe

Alcohol and Other Drug Youth Conference 2017

18 August 2017

Challenging normalised behaviors of violence / sexual violence with young people

Presented by Bruce Young, Senior Psychologist MAPPS; Katie Dietrich, Senior Psychologist Community; with insights contributed by Renay Howard, Social Worker

Employee Assistance Professional Association of Australasia (Inc) 26th National Conference

31 July - 1 August 2017

What New Counsellors Need to Know: Onboarding New Staff

Presented by Alexina Baldini with insights contributed by Renay Howard, Social Worker

Employee Assistance Professional Adult Parole Board Victoria

1 December 2017 & 13 March 2018

AOD Programs in Victoria's prisons

Presented by Jacinta Pollard

Australian and New Zealand Addiction Conference 2018

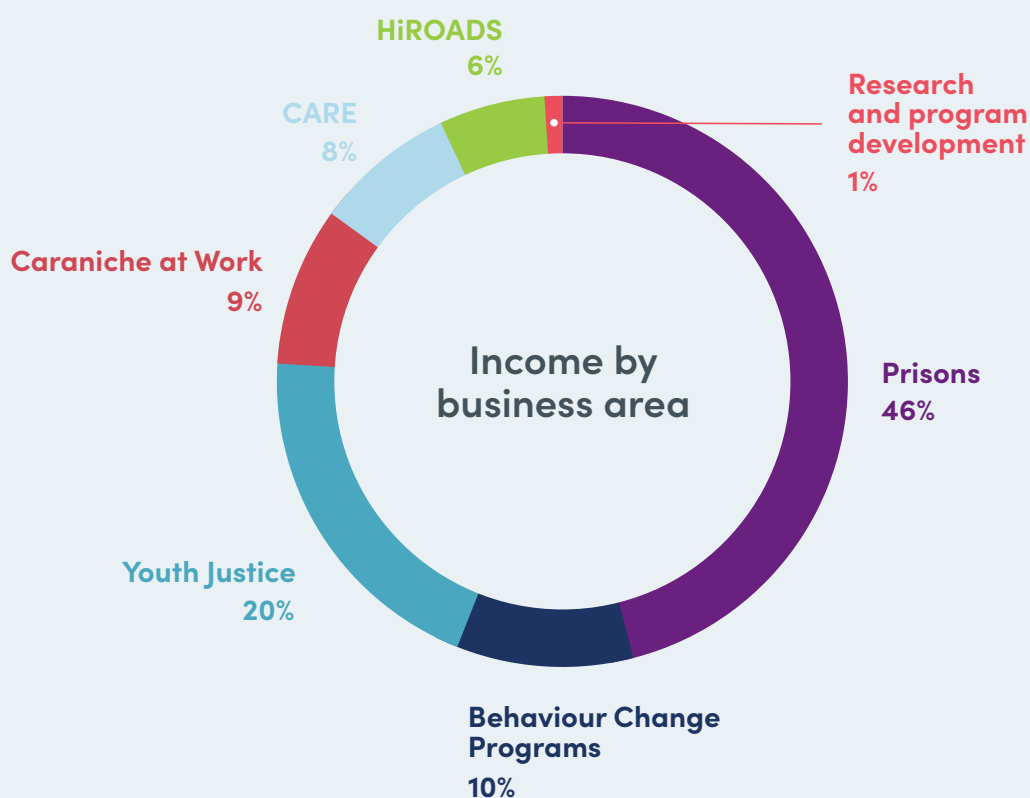
28 - 30 May 2018

Working with complex forensic AOD clients

Presented by Dr Sarah Wilson and Dr Catherine Andrews

Financial Snapshot

The business grew by 19% in the 2017-18 financial year, up from 15% from last financial year.



Income by client type



Locations



Abbotsford

Level 1/260 Hoddle St,
Abbotsford 3067



Dandenong

21 King St,
Dandenong 3175



Epping

763 High Street,
Epping 3076



Footscray

99 Gordon St,
Footscray 3011



Wheelers Hill

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



Box Hill

1060 Whitehorse Rd,
Box Hill 3128



Other Locations

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



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