



25 years of connections that better lives

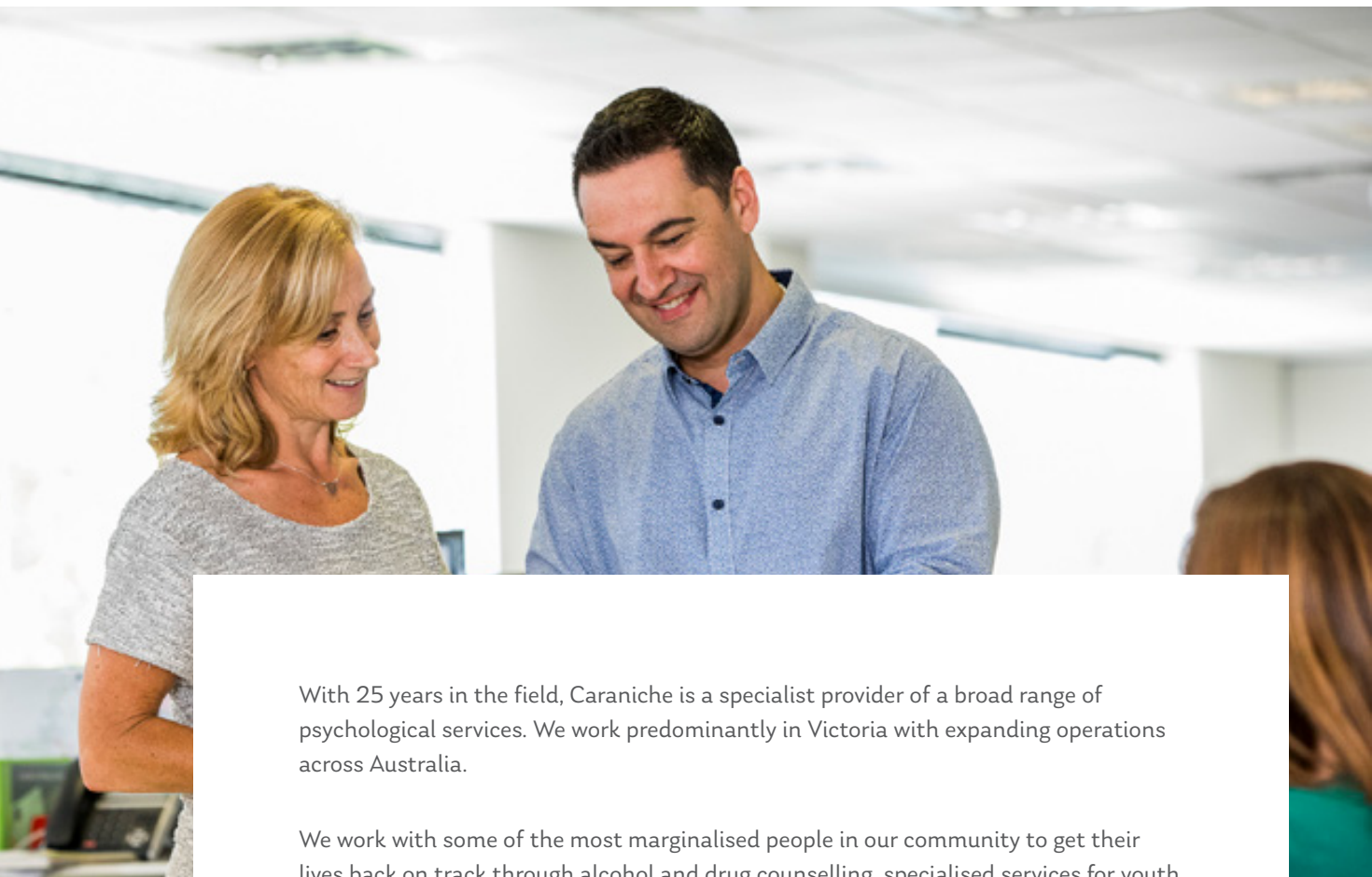
Annual report 2018–2019



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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 statewide drug and alcohol treatment provider in Victoria’s public prisons and the Victorian statewide 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



Community



Workplaces



Organisations
Pro Bono

Our Values

Integrity

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

Innovation

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

Excellence

We strive to provide professional service of the highest quality.

Partnership

We pursue collaborative and supportive partnerships to support client outcomes.



Message from the Chair

As Caraniche comes to the end of its 25th year, it's important to stop and reflect on why this organisation is so remarkable. The most successful organisations have a collective purpose, and for Caraniche that purpose has always been an unwavering commitment to improving the lives of clients. Driven by a client-centred approach, Caraniche has remained focused on making the community safer and improving client outcomes from the first day of service provision in Pentridge Prison to today. Our longevity is also due to an ability to adapt to the ever-changing justice system, new societal problems and emerging client needs. Innovation has been a key pillar over this quarter of a century: we have become adept at recognising a need within our community, asking how things could be done better and creating new solutions.

Over the 2018-2019 financial year, Caraniche grew by 29%, as we reached more clients than ever before. Caraniche expanded services for young people within the justice system and, in October 2018, Caraniche was awarded a new contract to deliver Youth Offending Programs throughout Victoria. The new service model allowed us to expand both how and where we support young people in the justice system.

This extraordinary growth would not have been possible without a focus of leadership development and staff rising to the challenges and opportunities as they present themselves. As both the complexity of delivery and the opportunities to expand our services increase, leadership at every level will continue to be a focus in the years to come.

In last year's message, I mentioned the work we were doing to improve our 44-hour Koorie Alcohol and Other Drug (AOD) Program in prisons. This year, we prioritised our commitment to

reconciliation; providing culturally safe services for our Aboriginal and Torres Strait Islander clients, under the leadership of Uncle Ronald Briggs, Caraniche's Senior Aboriginal Cultural Consultant. His guidance and input has accelerated our journey to finding more meaningful ways to contribute to reconciliation and closing the gap. These include our partnership with Worawa Aboriginal College, the expansion of our 44-hour Koorie AOD Program, the roll out of cultural safety training to staff, the imbedding of cultural knowledge within the organisation, and the beginnings of our Reconciliation Action Plan.

I would like to congratulate Caraniche Director Susan Halliday for receiving an Order of Australia in the 2019 Queen's Birthday honours. Susan has been a non-executive director of Caraniche since 2004 and Chair of the Caraniche Board from 2012-2016. The award recognises her services to social welfare, particularly through gender equality and human rights advocacy.

Congratulations also to Managing Director Jacinta Pollard on being appointed a Fellow of the Australian Psychological Society (APS). Jacinta has been an APS member for 28 years and a member of the APS Ethical Guidelines Committee since 2012, having played a role in shaping the guidelines to reflect the range of ethical dilemmas encountered in contemporary psychological practice in institutional settings, mandated treatment environments, contracted services and multidisciplinary teams.

On behalf of the Board, I'd like to thank Jacinta, the Senior Leadership Team and the entire Caraniche staff team past and present for making this year such a success, building on the success of the last 25 years. Congratulations on all you have achieved and for your continued commitment to improving the lives of your clients.



Message from the Managing Director

In this Annual Report we bring you our highlights from the 2018-2019 year, including our work towards reconciliation through our Cultural Safety initiatives; the expansion of our work in Youth Justice; and our sector-wide training program to upskill drug and alcohol workers across Victoria in their work with forensic clients.

This 25th Anniversary Annual Report is also an important opportunity to reflect on our long history and celebrate our achievements over 25 years.

Looking back

The Caraniche story began over 25 years ago. The organisation was started by eight women who met while studying their master's degrees in forensic psychology at Monash University. Coinciding with us all connecting over a shared passion and purpose to make a difference in forensic psychology, the Justice sector was undergoing a massive shift, and the work we were training to do was being outsourced to external providers. The roles and jobs we had envisioned when we finished studying were now being outsourced, so we formed a company to enable us to apply for outsourced service delivery. While contracted services are very common now, this was a new era for the sector and everyone was finding their way. This created the environment in which a new player, like Caraniche, could compete and our first tender submission was successful – establishing the foundation for the next 25 years. That first contract was for service delivery in the Drug Treatment Unit (DTU) at R Division, Pentridge Prison, a prison-based therapeutic community treatment program. Soon after, we submitted a second successful tender for the delivery of drug and alcohol treatment at Fairlea Women's Prison.

A client-centred approach across 25 years

We started out at a time when the predominant approach in justice was punitive. We approached this quite differently; the emerging research at the time and our own approach and philosophy focused on rehabilitation. We took a client-centred approach focused on the individual and how we could support them to turn their life around. The majority of our work in prisons has been in group programs, harnessing the power of the group to understand behaviour, build supportive relationships and develop new skills. People who commit offences are often very disconnected from themselves, their families and from their communities. Group work rebuilds connections, the connection to self or self-understanding, the connection to a trusted clinician and the connection to peers who see the things we don't see in ourselves.

Our ongoing work

From our origins in Melbourne we have extended our services across Victoria and interstate. We look back over our 25-year journey with an appreciation for the opportunities that have been provided to us and for the privileged role we have supporting offenders, communities, employees and workplaces.

Our ability to adapt, evolve and our agility has been key to our success, along with our team delivery model. Our inaugural CEO, Marlene Morison, played a pivotal role in establishing the founding values of the company that have enabled us to grow further than we could have ever imagined when we began. From the original eight women, we have grown to over 200 Caraniche team members today.

The opportunities to continually extend our reach



In March 2019, Caraniche held a 25th Anniversary Celebration Evening at the Florey Institute of Neuroscience and Mental Health, with keynote presentations from Dr Emma Cassar (left), Victorian Corrections Commissioner and former Caraniche employee; and Caraniche's inaugural CEO, Marlene Morison (right). The evening acknowledged the work of our current and former team members, and celebrated our ongoing shared purpose.

and share our expertise have been incredibly fulfilling and we are looking forward to adapting our service delivery models to meet the needs of future clients. Our commitment to working with complex, high-needs clients and the staff and agencies that support them continues to drive us towards new partnerships and new approaches for the delivery of positive outcomes for clients, families, and communities.

We will also continue our partnerships with a diverse array of workplaces to ensure the wellbeing of their employees. Through this commitment we will continue to grow, expand our staff team, extend the depth and diversity of our skills and support people to change their lives.

Our experience, expertise, hard-won wisdom, innovation and thought leadership is needed now more than ever, and we'll continue doing all we can to make a positive contribution to our clients and the wider community.

Connections that better lives

Thinking about our purpose and the real reasons why we come to work each day, we are here to make lives better. "Connections that better lives" is our 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 stories to build a better future.

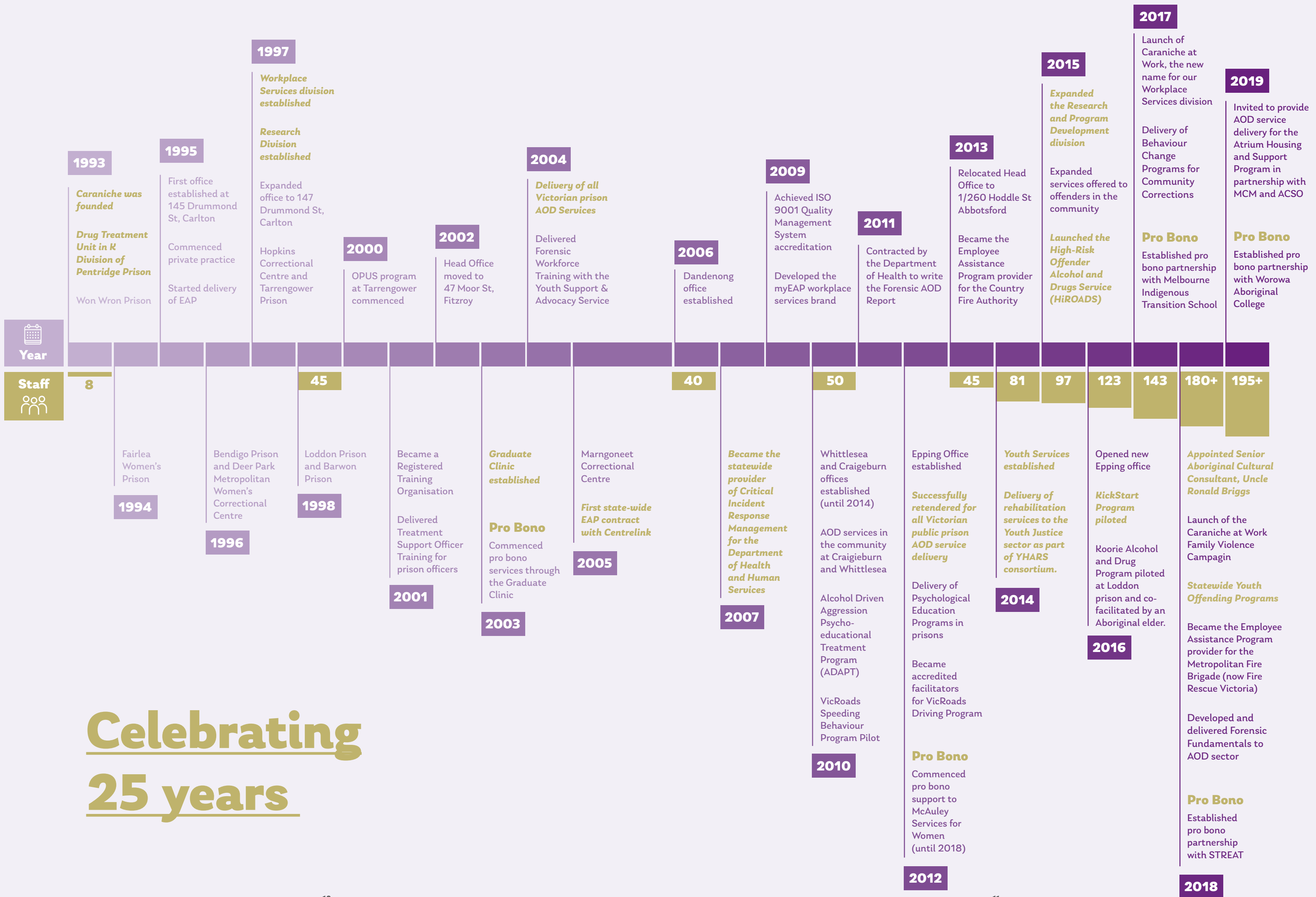
We deliver group programs that harness the raw relationships between group members to challenge them to change their behaviours; we build strong and supportive teams that have the courage to work with the most difficult clients and situations.

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 – individual counselling and group programs, drug and alcohol treatment and mental health, EAP and training, research and program development – our aim is to better lives.

Thank you

I would like to thank our current team for another incredibly successful year – to the Board, our Senior Leadership Team, and to all our staff. I would also like to thank all our employees, managers and directors who have been part of Caraniche over the last 25 years; I am incredibly proud of what we have achieved together!



Celebrating 25 years

Making our community safer



Community



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. CARE also provides AOD treatment from the Neighbourhood Justice Centre in Collingwood, South Morang Community Correctional Services (CCS), Sunshine CCS, Melton CCS and Werribee CCS. CARE is a DHHS accredited AOD provider.

678 clients received treatment

1,906 individual counselling sessions delivered



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.



Atrium Housing

The Atrium Housing and Support Program is a collaborative partnership between ACSO, Melbourne City Mission and Caraniche, supported by Corrections Victoria and the Court Integrated Services Program. The program supports individuals with complex needs to reintegrate into the community and out of the correctional system by providing housing, case support and AOD treatment prior to sentencing. Caraniche delivers the AOD component of the service. Atrium program participants initially stay in a house for 30 to 60 days, then transition to stable housing.



Behaviour Change Programs

During this year, Caraniche was a key provider of psychological assessments and program delivery on behalf of Corrections Victoria (CV) Offending Behaviour Programs (OBP) across Victoria. More recently, the BCP team has expanded our development and delivery of the KickStart program, a highly effective criminogenic behaviour change program designed by Caraniche for moderate- to high-risk offenders with AOD issues within the community.



VFTAC

The Victorian Fixed Threat Assessment Centre is a Victoria Police mental health centre for assessing and managing offenders 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.



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 driving offenders mandated to attend treatment. This consultancy includes the provision of training to existing community based drink-drive program providers.

14 programs delivered with **64%** being criminogenic

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

100 General Offender Assessments delivered

20 clients received treatment

69 individual counselling sessions delivered

1,200 individual counselling sessions delivered

333 high-risk clients received treatments

29 Safe Driving Programs delivered to 224 participants



Youth Justice



Youth Offending Programs

In October 2018, Caraniche was awarded a new contract to deliver Youth Offending Programs throughout Victoria's youth justice sector. We now provide services across the entire state, including at the new Cherry Creek precinct once it opens. We also have an expanded suite of programs for young people alongside the well-established Violence Interventions Program and Male Adolescent Program for Positive Sexuality. These new programs provide interventions for family violence, motor vehicle offending, alcohol and other drug treatment, and psychosocial programs. The new service model builds on the services and programs that Caraniche has been providing to young people on supervised orders in the metropolitan area since 2014, including at the Parkville and Malmesbury Youth Justice Centres.

Expanded service delivery across the entire state of Victoria

Introduction of a broader suite of programs addressing offending behaviour

Expanded suite of psychosocial programs

Expanded team of psychologists and social workers dedicated to working with young people

New administrative team to support clinicians

A commitment to whole system improvement

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

As the statewide provider of alcohol and drug treatment across all 13 of Victoria's public prisons, our team delivered 23,655 services to 12,834 prisoners during 2018-2019. With more than half of our clients reporting a previous mental health diagnoses, and 80% being assessed as being at high risk of reoffending, our programs target those who are difficult to engage, have challenging presentations and who are most in need of treatment. Our aim is to increase motivation to address AOD use and offending and increase self-efficacy for change.

This year we achieved a remarkable 82% completion rate across our health program stream and an 80% completion rate within our criminogenic program stream with nearly all of our participants (98%) reporting they would recommend Caraniche programs to their peers.

19,043 people completed a harm reduction session prior to release.

563 people completed a criminogenic program (targeting offending behaviour).

Designed, developed, and rolled out the new **80-hour** sustaining change program across the state.

Successfully piloted new roles including a Care and Recovery Coordinator at DPFC, and employed a Senior Aboriginal Cultural Consultant and Program Facilitator, and a mobile clinician to work across regional prison sites.

Delivered **4 x 44-hour** Roorie Drug and Alcohol programs.



Client Feedback

98% of clients reported that they would recommend Caraniche programs (n=1,829)

97% of clients feel more confident about tackling their problems (n=2,573)

“

I am confident perhaps for the first time in my life, that I will maintain a drug and crime-free lifestyle upon release.”

“

...all of the skills I have learnt from this program I feel I will carry forever.”

Supporting change for young people in the Youth Justice system

Statewide provider



Dr Samantha Beeken, General Manager,
Youth Services, and Clinical Psychologist

In October 2018, Caraniche was awarded a new contract to deliver Youth Offending Programs throughout Victoria's youth justice sector. The new service model enables Caraniche to expand how and where it supports young people in the youth justice system.

In mid-2017, the Department of Health and Human Services released its findings into a review of Victoria's youth justice sector (Armytage & Ogloff, 2017). The review made a series of recommendations which included changes to the delivery of specialist treatment programs to young people, which aim to address their offending behaviour.

The new Youth Offending Programs contract expanded the suite of offending behaviour and psychosocial intervention programs available to young people and the geographic coverage of the service. Caraniche has been providing services and programs to young people on supervised orders in the metropolitan area since 2014, as well as at the Parkville and Malmsbury Youth Justice Centres. However, the new contract includes provision for services to be provided across the state and will also encompass the new Cherry Creek precinct due to open in 2021.

Caraniche now has a new and broader suite of programs for young people alongside the well-established Violence Interventions Program and Male Adolescent Program for Positive Sexuality. The new programs provide interventions for family violence, motor vehicle offending and alcohol and other drug treatment. There is also an expanded suite of psychosocial programs which helps with skills building for young people.

"Many of the young people we work with have experienced trauma in their lives and have missed out on developing the skills and confidence to help them regulate their emotions and communicate effectively. The psychosocial program helps to build new skills," says Dr Beeken, General Manager of Caraniche Forensic Youth Service.

With the expansion of services and programs across the state, Caraniche has recruited an expanded team of psychologists and social workers, as well as bringing together an administration team to support the clinicians and manage logistics.

"Our staff will travel to work with young people wherever they are in the state," she explains. "We work alongside our youth justice colleagues to provide support to the young people and target the needs which assist them to address their offending behaviour."

Dr Beeken concedes that working with young people can be a challenge, particularly when the age range spans from 10- to 21-year-olds. "It's a massive developmental continuum and you need to be able to adjust your approach."

"You can finish a session with a 13-year-old and move into a session with a 21-year-old – and that's a completely different skillset," she

says. "You have to be able to meet the young person where they are at."

It's perhaps not surprising that Dr Beeken manages a dedicated team of professionals at Caraniche: "They will move heaven and earth to ensure that these young people get the treatment that they need."

"A young person might not know where they're sleeping that night or have been involved in some terrible offending and might feel a lot of shame around that. It's a cohort that turns up with really complex and difficult things going on in their lives."

"But when young people attend sessions, they can be very motivated to change," says Dr Beeken. "The great thing about working with young people is that their trajectory is not yet set. We have an opportunity to help them change the course of their lives."

"We are very aware of cultural diversity in our cohort – particularly when it comes to intergenerational trauma and the over-representation of First Nations and culturally and linguistically diverse (CALD) young people in the youth justice system."

"Caraniche is working towards a Reconciliation Action Plan (RAP) and now has a Senior Aboriginal Cultural Consultant to help guide the organisation," says Dr Beeken. "I think these initiatives flow through into our programs and how we engage with young people."

"Our team welcomed the review and the new contract expansion," she says. "We want to be part of whole system improvement – of making sure Victoria has the very best youth justice system across Australia. We're very committed to whatever it takes to get us there."



Moving forward together

The Dreamtime Dance Troupe perform at Mirring-ian Day.



Uncle Ronald Briggs, Caraniche's Senior Aboriginal Cultural Consultant.

Caraniche is taking steps towards ensuring cultural safety across the company and beginning a journey of reconciliation.

In 2018–2019 Caraniche prioritised its commitment to cultural safety and reconciliation by appointing a Uncle Ronald Briggs – a respected Yorta Yorta and Gunditjmara man with over 25 years of experience working in community health services – as Caraniche's Senior Aboriginal Cultural Consultant and the Chair of Caraniche's Aboriginal Reference Group (ARG).

Supported by Uncle Ron's guidance and input there were several achievements this year:

- Caraniche established a strong partnership with Worawa Aboriginal College,
- Expanded its 44 hour Koorie AOD Program,
- Rolled out cultural safety training,
- Began imbedding cultural knowledge in the organisation, and
- Commenced the development of its Reconciliation Action Plan.

These projects form a strong foundation upon which Caraniche can continue to contribute to closing the gap and working towards reconciliation.

Reflecting on his decision to join Caraniche, Uncle Ron said, "When I heard that Caraniche had an ARG I was impressed...I thought, 'They're really trying to connect with the community here'."

While the ARG had been functioning for a couple of years already, it was important to the ARG that it be Aboriginal-led in future. Uncle Ron's guidance revitalised the committee and reaffirmed its commitment to working towards cultural safety and reconciliation at Caraniche.

Under Uncle Ron's leadership, in February 2019, the ARG hosted Mirring-ian Day, where all staff were invited to participate in a full day of cultural immersion and celebration of Aboriginal culture.

"I thought it was fantastic that they wanted to create a whole day of learning," Uncle Ron said. "I wanted it to be a celebration – for everyone to leave feeling good. After all, we're all coming together so we can move forward."

Mirring-ian means "hear – to understand" in the Woivurrung language, a concept that underpinned the day. Uncle Ron explained, "We invited people from the Stolen Generation to talk about their journey as well as speakers on Aboriginal culture, a didgeridoo performance and women's dancing. At the end, [everyone] got up and started dancing. I didn't expect that!"

For Jessica Szwarcbord, RAP Lead and Program Design & Evaluation Specialist at Caraniche, Mirring-ian Day exemplified Caraniche's

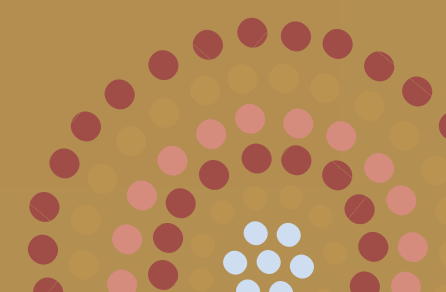
approach to cultural safety and reconciliation – one where Caraniche listens to Aboriginal people and where everyone comes together to work towards reconciliation.

When describing the day, Jessica reflected on the many people who approached her afterwards to express how much they got from the day and from listening to the speakers: "I think this speaks to the power of listening to the Aboriginal community – and that's what we need to be doing."

For Uncle Ron, it is important that all staff are given the opportunity to engage in Aboriginal culture regularly and in less formal settings. He often shares his cultural knowledge and his own journey and history with staff: "I started by getting together maps of Victoria and talking about each country in the Rulin Nation, because I didn't know the full story myself and I'm still finding my way."

"I was impressed by the input from staff wanting to know more," he says. "We're building relationships around cultural awareness and understanding, putting things into place, piece by piece about the history of Aboriginal people in this country."

In this spirit, the ARG now ensures that significant days are recognised internally and hosts a quarterly Lunchtime Learning event where staff are invited to listen to a speaker over lunch. Recent lunchtime speakers have shared their knowledge on Treaty in Victoria, and Close the Gap; others have performed or offered their own stories of growing up Aboriginal in Australia.



Soon after Mirring-ian Day, Cultural Safety Training was rolled out to all Caraniche's prisons teams and the ARG began embedding more information about Aboriginal culture and significant events in regular communication to staff via the staff newsletter. It also created a 'cultural corner' at Head Office where staff can access information and resources on Aboriginal culture, such as the *Koori Mail*.

Partnerships are also a key focus for the ARG. Under Uncle Ron's guidance, in 2019 a strong partnership was created between Caraniche and Worawa Aboriginal College, where Caraniche began providing regular pro bono counselling to students, and EAP services to staff.

The ARG also oversaw the drafting of Caraniche's clinical guidelines, *Working with Aboriginal People and Communities* to be released in 2020, and the development of Caraniche's Reconciliation Action Plan (RAP). A RAP includes action items such as creating partnerships with Aboriginal and Torres Strait Islander organisations; adopting recruitment strategies that are culturally responsive and inclusive of Aboriginal and Torres Strait Islander people; and, ensuring that all staff have a foundation of cultural safety training.

To ensure that this process was values-driven and inclusive of all staff, Caraniche's Senior Leadership team sought input from everyone across the organisation to develop its vision for reconciliation. For Jessica, this reflected Caraniche's genuine commitment to change. "We had a comprehensive consultation process, speaking to people and teams all across the business, listening to their ideas for a collective vision."

"It was clear that people want to see action," she says. "That's why I'm passionate about involving non-Aboriginal people in the RAP. There's space for everyone in this process and if non-Aboriginal people don't engage, it won't work." This mirrors Uncle Ron's optimism: "These things take time, but we've always noted in our community that we can't move forward unless we come together."

The RAP is an expansive project that will involve everyone at Caraniche. "The RAP is a broad project that goes beyond our clinical work to ensure all of our staff are being culturally safe and that we as an organisation are working towards reconciliation in everything that we do," explains Jessica.

However, Caraniche is not starting from scratch. Uncle Ron was keen to highlight the work that Caraniche was already doing in this space. In 2017, Caraniche's Koorie AOD Program was successfully piloted at Loddon Prison. It is now being rolled out in four adult men's prison locations across Victoria. Uncle Ron, who is also a Koorie Elder, delivers the program alongside social worker Christy Wojniusz.

One of the program goals is to re-establish a connection to culture among Aboriginal men in prison. Uncle Ron spoke about the program with pride:

"When I started I was nervous because these men have been in and out of prison most of their lives and have built up an invisible shield that protects them. But I know Aboriginal men and I know what's missing in their lives. I know the journey they've been on and what they want to leave behind. They love this program because they get to talk about

connection to culture and [see that] the facilitators understand. They're able to open up. [...] By the second session the men were making sure I had a cup of tea and sharing their personal supplies of coffee and sugar."

For Christy, the program's strength comes from its focus on the individual: "If we get the men reconnecting to who they are, separate from their criminal record numbers (CRN), they're more likely to invest in a relapse prevention program." For Uncle Ron, it is about reconnection. "We want them to learn about country, that they're walking on ground that's been here for thousands and thousands of years, for generations. And we want them to learn that they should be proud of where they belong, that they all have a responsibility as men in their communities."

The program's success also comes from its unique focus on bringing cultural connection and clinical practice together. For clinicians, it requires a different way of working. Christy spoke about how she was able to share her Polish ancestry with the men. "When I'm working with Uncle Ron, we're a united team. He'll bring in my background and where my people are from because they have a history of displacement too."

While Uncle Ron and the ARG are proud of what they have accomplished thus far, they recognise that this is ongoing work. They are looking forward to releasing the clinical guidelines in 2020, commencing their RAP, and forming more strong partnerships with Aboriginal organisations in the future.

In their words

We feel safer to engage in the group

Because the program is designed to create cultural security, the men feel safer in the group to open up and share their stories. Having Elders or respected and knowledgeable Aboriginal people running the group brings cultural safety and as a result the group is more effective and therapeutic.

"I think it's a bit easier (in this program) to deal with the things we normally don't get to deal with (in other programs), especially if it's loss and grief and pain and all that; we just normally hold it in, and we wouldn't be so forthcoming in other groups."

We know how to support each other

Shared cultural understanding means the men are better able to support each other. Humour often helps to build strength, resilience, connection, acceptance and belonging.

Hearing from participants of the Koorie AOD Program

Caraniche's Koorie AOD Program is delivered across four adult men's prison locations in Victoria. The program is based on Aboriginal models of healing and social and emotional wellbeing, and culturally adapted Western psychological approaches to addressing problems with substance use and offending. It recognises the fundamental role of culture, community and spirituality in Aboriginal wellbeing.

"I've done just about all the programs over the past 12 year's jail; but this program having an Aboriginal Elder made me feel more comfortable to open up. I felt more at peace to share my story."

We can go deeper

Familiarity and understanding mean the therapy can go deeper, explore issues related to loss, grief and intergenerational trauma in a way that would not be possible for Aboriginal men in a mainstream program. Issues around identity and cultural disconnection are often explored.

"It's good having the humour there. If we're talking about something that's pretty deep, or that we haven't dealt with before, someone might sense that it's getting to that stage and throw a bit of humour into it to lighten it up, without being disrespectful or anything like that. So I don't think we have that same sort of thing in another course."

Forensic Fundamentals



In 2018, Caraniche developed Forensic Fundamentals, a face-to-face training program designed to support and upskill Victoria's drug and alcohol workers, helping them to work with forensic clients in the community.

A joint initiative between Department of Health and Human Services (DHHS), Department of Justice and Regulation (DJR) and the Alcohol and Other Drug (AOD) sector, the training has been delivered to more than 750 participants to date, allowing Caraniche to share our expertise in forensic AOD treatment with the rest of the sector.

Forensic Fundamentals

When the Victorian Government abolished suspended sentences in 2014, the number of offenders in the community naturally began to rise. For many AOD workers, this increase brought with it a surge in complex clients with forensic histories.

Alongside the surge in more complex clients in the community, changes to the funding model for the Victorian AOD sector has meant that funded agencies must be able to work effectively with forensic clients. Forensic clients can include parolees, as well as offenders on Community Corrections Orders (CCO) and combined CCO–imprisonment sentences or diversion programs.

It was clear that forensic clients in the community required a more tailored approach to engagement, treatment and case management, while navigating AOD issues and seeking AOD support.

Forensic Fundamentals is the first of three face-to-face training programs developed and delivered by Caraniche. The program is designed to support and upskill AOD workers in response to these sector-wide challenges. It builds on a foundational e-learning forensic AOD module developed by the Victorian Alcohol and Drug Association (VAADA), an entry-level industry training that all AOD workers in Victoria are required to complete as a prerequisite.

According to Sophie Aitken, Manager of Program Design & Evaluation at Caraniche, “Forensic Fundamentals is about building the confidence of the AOD workforce to work specifically with forensic clients. It’s designed to help more AOD workers support offenders in the community as they navigate AOD issues and fulfill compulsory AOD counselling.

“With different legislative requirements and obligations that must be met when working with forensic clients, it’s important that clinicians are aware of these and equipped to support their clients.”

Program rollout began in 2018, with training provided by Caraniche and our key partner, Taskforce. A Forensic Fundamentals website continues to support and educate AOD workers after the training. The [website](#) provides supplementary resources and information designed to support AOD workers in their interactions with

forensic clients, as they continue to develop their skills, experience and understanding of the justice system.

With learning resources, training videos and information sheets, the website covers topics such as new regulations, understanding community-based sanctions, criminogenic theories and safety strategies.

Caraniche also developed an Advanced AOD Forensics training for more experienced workers to support their work with more complex clients. This includes refresher workshops delivered by Caraniche at six-monthly intervals to continually develop and build advanced clinical skills.

A preliminary evaluation of the Forensic Fundamentals program was conducted by 360Edge and found that the training was reaching a broad section of the AOD workforce and was suitable to the varied experience levels of AOD workers. Most participants (64%) worked within the AOD sector, while the remainder worked across other related settings including mental health, community health and admissions.

“Forensic Fundamentals really opens up the scope for more providers and more clinicians to work with forensic clients,” says Sophie. “There can be fear around working with forensic clients, so this training helps to de-stigmatise the work.”

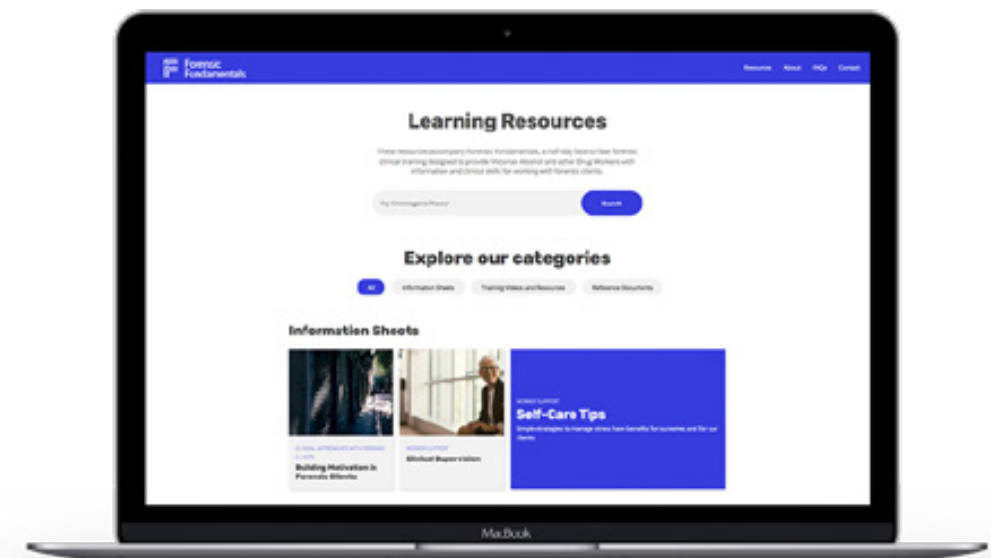
As Sophie explains: “An important aspect of this training is around collaborative practice. It gives people the skills and knowledge to work collaboratively with clients, agencies and corrections services, so they can get the best outcome for the client, rather than feeling like they’re working alone.”

The program was also developed through collaboration. “It was a really positive experience developing the program. Each of the partners – DHHS, DOJS, Taskforce and 360 Edge – was committed to achieving the best outcome,” says Sophie.

As lead provider, Caraniche contacted 91 AOD agencies to promote the training and assess the needs of the workforce. To date, 425 of the attendees were from metropolitan Melbourne, while 285 came from regional Victoria.

Perhaps most pleasingly was that post-training evaluations showed participants not only increased their knowledge, skill and confidence immediately after the training; they also maintained it at follow up.

“It’s a credit to Caraniche that we were seen as experts and given the responsibility to upskill the sector,” says Sophie.



Working with curiosity in the workplace

Staff profile – Deborah Taylor

As a psychologist for over 30 years, Deborah Taylor is driven by an abiding sense of curiosity when it comes to her career. In her current role as Clinician at Caraniche at Work she especially enjoys supporting people from different backgrounds.

Deborah started her career in an early role in organisational psychology, where the focus was on recruitment and psychometric testing. After this, she found herself in a decade-long career in human resources management.

During this period Deborah worked in manufacturing as well as public health before being invited to join an established consultancy, which gave her a chance to draw on her HR and psychology background by working in management and HR consulting.

As part of this consultancy for 15 years, Deborah managed critical incident stress management interventions and began working in EAP. “I’ve been a psychologist for over 30 years but I’m still learning,” says Deborah.

“My background fits really well with the work I do now because there’s a lot of experience to call on, especially when clients are talking about issues they’re having at work. But you never really know what’s going to come up.”

Deborah joined Caraniche at Work eight years ago. “Caraniche at Work has always had a reputation for setting and meeting standards of excellence, rather than just doing what everyone else is doing, and this really appealed to me,” says Deborah.

“Today, I’m continually impressed by how optimistic the organisation is. Management is very supportive of growth and that’s inspiring,” she says. “It’s the sort of place that attracts like minds.”

As a Caraniche at Work Clinician, Deborah provides EAP counselling and critical incident response, which draws on her extensive background working with emergency services, local government, welfare, health and education organisations.

Through Caraniche at Work’s emergency services customers, Deborah provides direct counselling to clients who are often first responders during times of emergency.



“There’s potential for a lot of trauma and exposure to distressing events in these industries. One of the benefits with EAP and debriefing as part of critical incident management is that being proactive has shown to be the best practice over time.”

“It’s our hope that with more professional debriefing close to the time of any potential incidents, we’ll have fewer people in the future who are dealing with trauma years later,” says Deborah.

In addition to providing support immediately after an event, Caraniche at Work clinicians are also skilled in providing longer-term trauma-focused counselling.

“One of the other things I enjoy is that we also work in a longer-term capacity with clients, particularly those with a history of trauma. That offers the opportunity to support them further with different kinds of treatment like schema therapy,” explains Deborah.

In a similar vein, Deborah really appreciates that Caraniche at Work provides excellent training and clinical supervision. “I am continually developing my skills so I can offer a range of options for assisting and supporting clients.”

“Being able to reflect on your own work and your own practice with somebody else is also invaluable,” she says. “You don’t ever feel like you’re alone. It’s a very supportive environment. From my experience, working as a psychologist is about creating safety and a safe experience,” says Deborah. “If it’s safe for us it’s safe for the client too.”

Deborah has a special interest in working with clients who identify as LGBTQI, First Nations or coming from culturally and linguistically diverse backgrounds. “Fortunately we’re becoming more aware of particular issues, discrimination and trauma people have endured.”

“I’m fascinated by people and their stories and how we become who we are,” says Deborah. “I’m also inherently curious. The more I know, the more I realise what I don’t know. It’s a good thing, I think!”

Giving back

For 25 years, Caraniche has been a purpose driven company with a long-term commitment focus on working with and improving the lives of the most disadvantaged members of our community. Alongside our contracted work supporting our clients, we have further extended our impact over the last decade through a broad range of pro bono, fundraising and corporate responsibility initiatives.



McAuley Services for Women

2012–2018

Over the course of our six-year partnership with McAuley Services – a centre offering support and accommodation for women who are homeless due to mental health or family violence – Caraniche provided pro bono services including free counselling, coaching and peer mentor training and support.

In 2016, Caraniche developed and delivered a tailored eight-week peer leadership training program to upskill peer leaders with conflict resolution training, listening and communication training and other skills to prepare them to be supportive community leaders. Caraniche also provided ongoing supervision to support the Peers in their role, alongside the individual counselling provided to all residents.

“We really value working with a partner like Caraniche because they have a deep understanding of the complex group of people that we work with,” said Lucy Prentice, the then Program Manager for the Peer Program at McAuley.

“Having a long-term partner who really understands the dynamics of the house and understands our program has resulted in a lot of women benefitting from these services.”

Worawa Aboriginal College

March 2019–present

Caraniche provides pro bono student counselling services to the adolescent Aboriginal girls who attend Worawa College, a boarding school catering for up to 70 young Aboriginal women from across Australia in Years 7–12. An Aboriginal community initiative,

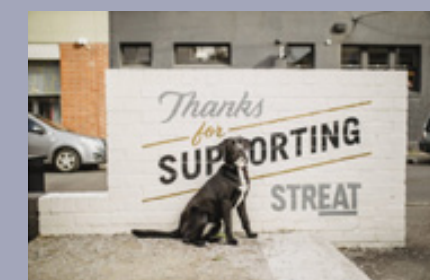
Worawa is owned and governed by Aboriginal people. The College delivers a holistic education based on an integrated education, culture and wellbeing model. Many of the young women have experienced early trauma and social disadvantage, and an emphasis on social and emotional wellbeing gives students an improved ability to focus on their education.

STREAT

2018–present

STREAT provides training and work skills programs to marginalised young people, many of whom have been involved with Youth Justice. Many of the young people have multiple needs and experience difficulty accessing counselling services that can manage their complexity.

Caraniche provides pro bono psychological services to young people in the STREAT programs, including regular group programs and individual counselling. This service is as a joint initiative of CARE@Caraniche and our Youth Services division. We are proud to further support STREAT by using their venue hire and catering services.



Melbourne Indigenous Transition School (MITS)

2017–present

MITS supports young Aboriginal students from remote communities to attend private schools across Melbourne in order to gain an education that will enable them to succeed at university to become indigenous leaders and professionals in the future. For the first 12 months the students attend the MITS school in Richmond before being placed in other schools. Caraniche provides counselling, coaching and support to the dedicated MITS staff team.

Australian Psychological Society

2012–present

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

Graduate Clinic Program

2003–present

As part of our commitment to the profession of psychology and to the development of clinicians who can work effectively in correctional settings, Caraniche runs a graduate program that provides professional placement opportunities to between 30 and 40 graduates per year across all divisions of Caraniche. In turn, the graduates provide free counselling and assessment services to disadvantaged clients.

Charity fundraising

Ongoing

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

Q&A with Dr Kara Granger

Winner of the 2018 Sue Fitzgerald Award

The Sue Fitzgerald Award recognises a Caraniche staff member who embodies the personal and professional qualities of warmth, humour, courage, ability to connect, willingness to try new things and humility that Sue Fitzgerald brought to her work as a clinician of over 17 years at Caraniche.

In 2018, staff from the Barwon prison nominated Senior Clinician Dr Kara Granger for the difference she makes in their lives and those in custody. We spoke to Kara to hear more about her journey at Caraniche.

How did you come to be Senior Clinician at Caraniche?

I studied psychology in Year 10 and was fascinated by human behaviour and wanting to help people. When I was in fourth-year university I found out about Caraniche and arranged an observation placement.

I had a major in criminology and knew that Caraniche worked in the prison system. So from that placement on, I was obsessed with working for Caraniche. That was 18 years ago.

In 2004, I had a placement at the Dame Phyllis Frost Centre (DPFC) – a maximum-security women's prison in Victoria – and saw the work that Caraniche was doing to

help disadvantaged and complex women.

That's when my passion for wanting to help and understand the criminal population began. I hadn't realised I was passionate about women's rights until I worked at DPFC but there were so many gaps in how the women were being treated.

Everything in the criminal justice system had been designed for men and I found it fascinating that women, often with children and babies, were dealing with such complexity.

From there, I worked as a provisional and then registered psychologist at both DPFC and Barwon prison – a high-security men's facility in Victoria, where I eventually became Senior Clinician.

This involves supervising and managing a team of Caraniche psychologists, managing my own caseload and liaising with Barwon management. In 2015, I began working solely at Barwon Prison, and more recently acted as Regional Manager.

What was it like working in the forensic setting as an early-career psychologist?

One of the reasons I became so passionate about supervising junior and emerging psychologists

is that my experience was positive from the outset. I always felt safe, guided and supported, even though I was young and probably quite vulnerable.

Supervising my colleagues has been a nice opportunity to give back.

Working with women in a maximum-security facility, there was always a lot of complexity from women-specific issues as well as trauma, whereas with the men, they were more complex in their offending and behaviour.

It's been a rewarding process to be able to offer long-term therapy at Barwon Prison because there is time to build that relationship, to start to create a therapeutic alliance where you can do some deep, meaningful, challenging work.

What have been some of the highlights of your time at Caraniche?

Some of my fondest memories as a psychologist come from running programs with and watching clients in a group setting be really vulnerable, and then make therapeutic gains.

I've also shared some really unique experiences with my colleagues. When you work in a prison setting, it's often fast-paced and emotionally charged



Dr Kara Granger (centre) with members of the Barwon prison team.

and somewhat isolating as well, because of confidentiality, but also just the setting itself.

The bonds you make with your team and co-facilitators are really meaningful – you often share moments that make you laugh and some of the saddest times too when it comes to our clients.

There's usually a very complex trauma-driven reason why people end up in drug addiction and in prison. They're sharing their life experiences with you and that's touching. When people trust you enough to share that, it's extremely rewarding.

As a team, we have a feeling of being family – because it's your work family. You share everything together. They see you at your emotional highs and lows. I've often said to the team that we need to support each other to stay safe in what we do.

What I do impacts them and what they do impacts me. You want your colleagues to know you – you need to be able to read each other. It really creates some long-lasting bonds and unites you.

The thing I've appreciated about Caraniche is that they always have the client's best interest at heart. They never lose sight of that and always focus on why we're there and what we're there to do.

How did you feel when you heard about the award?

It was lovely to be nominated and to hear what your team has to say. I'm a manager, supervisor, psychologist and a colleague as well. So to hear that my team holds me in positive regard was lovely.

Hearing that I had won was quite overwhelming because I knew Sue and I remember as an early-career psychologist thinking that she

was absolutely incredible and amazing at the work she was doing.

As the years went on, I considered her a friend and she provided really meaningful training for me when I became a supervisor. So, it was all the more special that she'd trained me and helped steer me in the direction that my team has now recognised.

It feels like coming full circle. It was pretty important and very special to me. Probably more than most people realised.

Do you have any advice for emerging psychologists?

Never lose sight of why you're there. It's a rollercoaster – you'll have some of the highest highs and lowest lows as a psychologist, but you're there to help people. Ask as many questions as you can and reflect often.

Thought leadership

Post-Sentence Authority – July 2018

AOD programs in Victoria's prisons and forensic AOD treatment in the community
Presented by Frank Borg & Neoma Lindley

Justice Health Forum – December 2018

Women in Focus – Talking Treatment, Themes & Outcomes
Presented by Cynthia Murray

The Australian and New Zealand Society of Criminology Conference – 4-7 December 2018

Responding to the growing complexity of forensic clients with AOD concerns in the community
Presented by Sophie Aitken & Skye Mackay

VAADA 2019 Conference – 14-15 February 2019

- Challenges and learnings in providing substance use support to GPs. Is there a magic wand?
Presented by Libby Svendsen with Access Health & Community (Medication Support and Recovery Service)
- Meeting the needs of forensic AOD clients in the community
Presented by Sophie Aitken & Skye Mackay

Group work with forensic clients
Presented by Amy Redman

Australian and New Zealand Addiction Conference 2018 – 13-15 May 2019

- Meeting the needs of forensic AOD clients in the community
Presented by Dr Alana Johnston & Dr Sarah Wilson
- Group work with forensic AOD clients
Presented by Dr Alana Johnston & Dr Sarah Wilson

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

Our activities in 2018-19 included:



Caraniche Board Member Susan Halliday awarded Order of Australia Medal

Congratulations to Susan Halliday, a non-executive director since 2004 and Chair of the Caraniche Board from 2012–2016, who was awarded an Order of Australia Medal (AM) in the 2019 Queen's Birthday Honours for her "significant services to social welfare, particularly through gender equality and human rights advocacy."



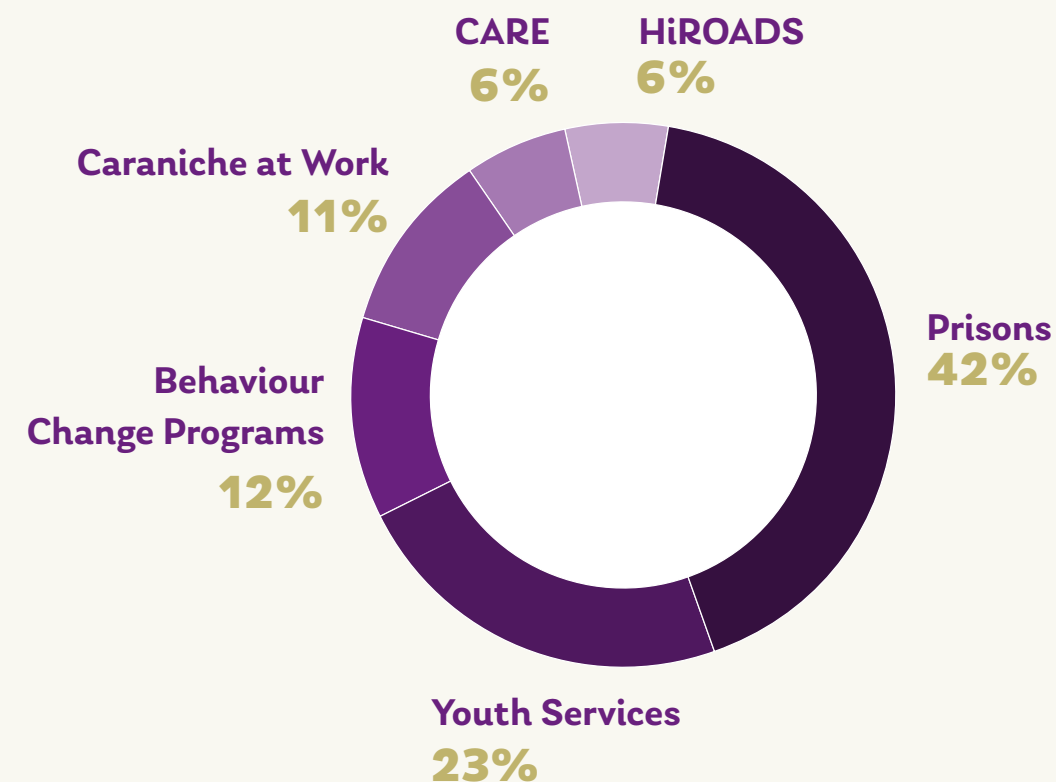
Managing Director Jacinta Pollard elected APS Fellow

Each year the Australian Psychological Society recognises members who have made an outstanding contribution to the APS and to the advancement of psychological knowledge or practice by electing them as Fellows of the Society. Eleven members were elected as Fellows in 2018, including Caraniche Managing Director Jacinta Pollard.

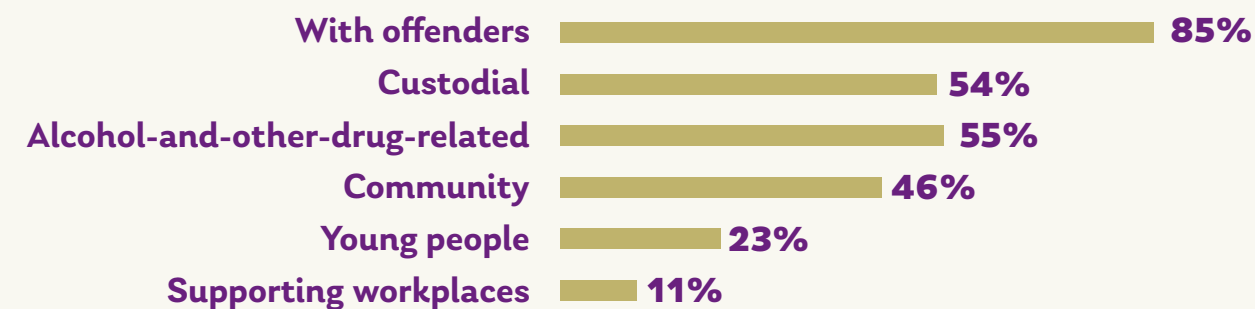
Jacinta has been an APS member for 28 years and a member of the APS Ethical Guidelines Committee since 2012, having played a role in shaping the guidelines to reflect the range of ethical dilemmas encountered in contemporary psychological practice in institutional settings, mandated treatment environments, contracted services and multidisciplinary teams.

Financial snapshot

The business grew by 29% in the 2018–19 financial year, up from 19% last financial year.

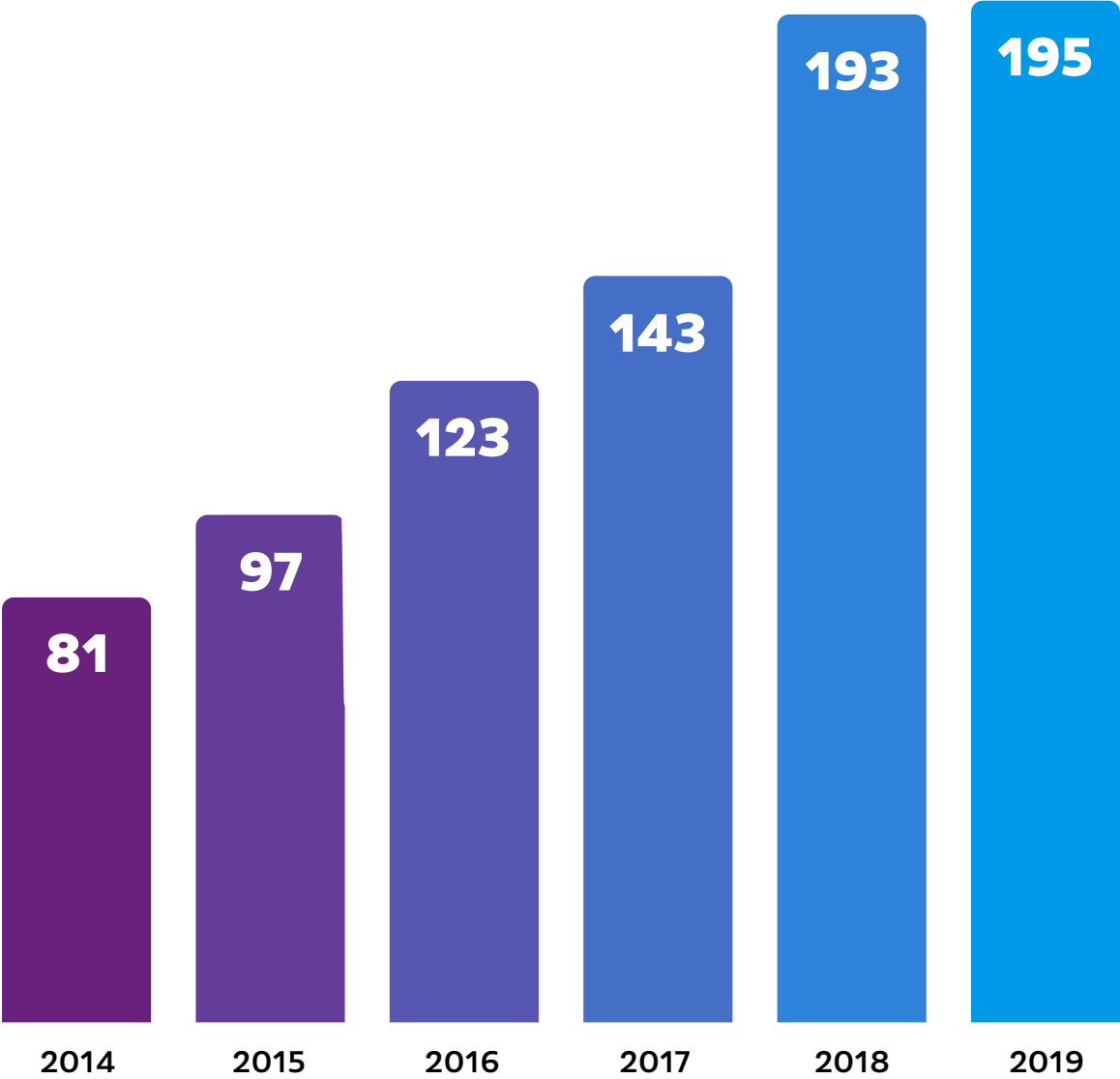


Income by Client Type



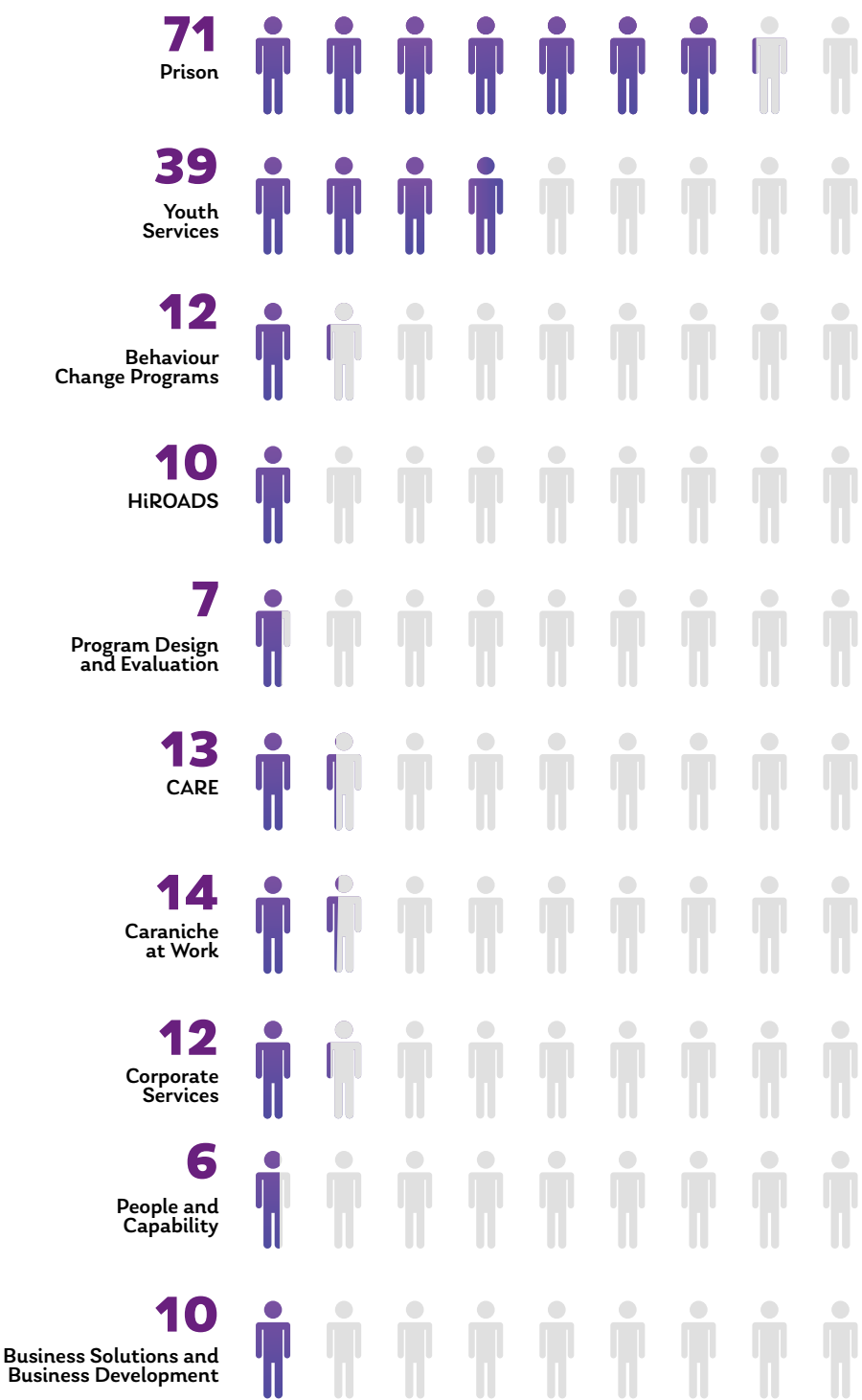
Our team

Following several years of significant growth, our team size has remained steady this year at 195 employees.



Staff breakdown

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



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

