



ANNUAL REPORT 2014/15

INTEGRITY **EXCELLENCE** **INNOVATION** **PARTNERSHIP**

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Caraniche is guided by the following values

INTEGRITY

We are committed to ethical, reliable and transparent service delivery

EXCELLENCE

We strive to provide professional service of the highest quality

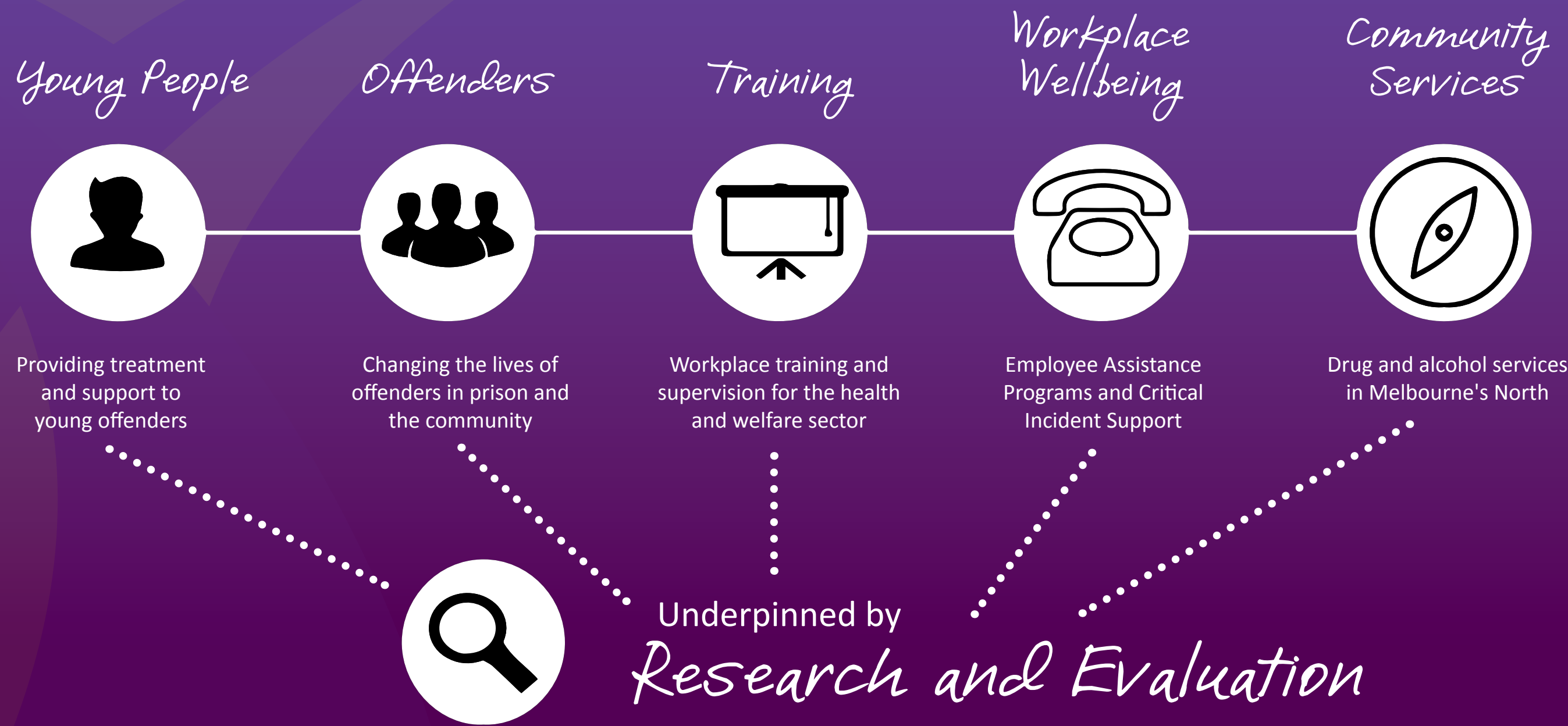
INNOVATION

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

PARTNERSHIP

We pursue collaborative and supportive partnerships to support client outcomes

What we do



BOARD OF DIRECTORS



Susan Halliday
Chair

A non-executive director since 2004, Susan brings to the Board a focus on corporate governance, employment law, workplace policy and strategic planning. Originally a teacher, Susan spent her earlier years with BHP and as Assistant Director, Council for Equal Opportunity in Employment. Susan then moved to the role of Assistant Director, Business Council of Australia and in 1998 was appointed Australia's Sex Discrimination Commissioner, and simultaneously served as Disability Discrimination Commissioner. Appointed Inaugural Chairperson of the regulatory authority Victorian Institute of Teaching in 2002, Susan has also run her own consulting firm since 2001. A Board Member of the State Library of Victoria from 2001-2010, Susan is a Life Governor of the Australian Childhood Foundation and a registered teacher in Victoria.



Jacinta Pollard
Managing Director

Jacinta has been the Managing Director of Caraniche since 2008. Under Jacinta's leadership Caraniche has tripled in size and expanded into new areas of service delivery while maintaining a clear focus on client outcomes. Jacinta brings to her role significant experience in strategic planning and business development alongside clinical expertise in developing and delivering treatment programs, training and research. Jacinta has previously fulfilled a number of managerial roles across Caraniche including the Manager of Drug Treatment Programs at K Division, Bendigo Prison and Loddon Prison, and Manager Research Development and Training. She is currently a member of the Australian Psychological Society Ethical Guidelines Committee and a number of advisory panels and workgroups. Jacinta oversees all operational aspects of the business and Chairs the Committee of Management Meetings.



Alina Jonas
Executive Director

As one of the founding Directors of Caraniche, Alina has served as Secretary and Chairperson during her 19 year membership of the Board. Alina is a registered psychologist and a Registered Supervisor with the Psychology Board of Australia. In 2012 Alina took an executive role as a Regional Coordinator of Prisons to assist in the implementation and transition of the new contract. Her passion for clinical work has been re-ignited and she has continued in the role beyond implementation. Alina is an expert clinical supervisor and plays a central role in maintaining Caraniche's clinical standards across all areas of service delivery.



Alan Clayton
Non Executive Director

Alan's appointment to the Caraniche Board as a non-executive director brings a wealth of experience and knowledge to the team. With over 30 years of experience across various Commonwealth and State government departments, primarily in the Health, Welfare and Justice sectors, Alan's professional career has seen him operate as the Project Director of the Gambling Licenses Review, the Director of the Victorian Association for the Care and Resettlement of Offenders, and the Executive Director of Police, Emergency Services and Corrections for the Victorian Department of Justice. His expertise, policy and operational knowledge of the state health and welfare sector has benefited Caraniche greatly.

A MESSAGE FROM

Jacinta Pollard
Managing Director



Our commitment to working with complex, high needs clients and the staff and agencies that support them will drive us towards new partnerships and new approaches

For over 22 years, Caraniche has been known for focusing our energy, passion and expertise on the most complex and challenging members of society. In prisons and in the community, we work with offenders, drug and alcohol users and people with mental health issues. These individuals have a myriad of interrelated problems and usually attend our services in deep distress, but ready to seek help and make change. The courage of our clients and their willingness to struggle with change continues to inspire and motivate us.

Over the last two years, the systems and structures that support people in need have undergone significant change and upheaval. Driven by government reform, legislative changes and the emergence of new pressures and problems in our community, some of the reforms were vital and designed to improve services, while others have led to the emergence of gaps in the service system and a failure to adequately meet client needs.

As the number of offenders in both prisons and the community grows exponentially, the services and systems needed to support them to live positively in the community have been disrupted and disconnected.

We have clear visibility of the effect of this disruption in the community, in custody and across the lifespan. In our work with young offenders in Youth Justice as part of the YHaRS consortium, we see the impact on some of the most vulnerable members of our community. This extends across the lifespan, from young offenders, to prisoners, to people in the community trying to rebuild their lives, to our support and supervision of workers from other agencies. Seeing the consequences of this disruption

at so many levels has opened our eyes to compounding disadvantage and strengthened our resolve to make a difference.

As one organisation of psychologists, social workers and clinicians we can only achieve so much, but through the values of **partnership** and **innovation** we can work with others to break the cycle and change lives.

Throughout this Annual Report we outline the many ways we have responded to the changing service delivery landscape through partnership and innovation.

Across the Victorian prison system our staff team has doubled in size and new programs have been developed and piloted to address the increased numbers of prisoners and those with shorter sentences. We delivered over 35,000 hours of treatment.

We have expanded the services we offer to offenders in the community and have willingly taken on the challenge of working with the most complex and high risk individuals with the launch of the new High Risk Offender Alcohol and Drugs Service (HiRoads). Delivered by experienced psychologists, HiRoads has been designed to provide high levels of clinical expertise, alongside care coordination and extensive communication and liaison with correctional staff to enhance community safety.

We have collected data on changing drug use patterns, developed a comprehensive response to increased ice use in the community and were ready to respond when


ice using offenders entered the prison system, with new treatment programs and specialist ice training for prison officers.

We have worked with government agencies to support their staff through significant restructure and transition by providing training, coaching and development programs to over 1000 employees from government, health and welfare agencies.

We have shared our knowledge and expertise with other agencies and organisations supporting similar client groups, through research, conference presentations, and actively contributing to the dialogue through forums, workshops and advisory groups. We continue to provide clinical supervision and secondary consult to other AOD, mental health and justice agencies.

In the next year we will be actively exploring the expansion of our services both within Victoria and interstate. Our commitment to working with complex, high needs clients and the staff and agencies that support them will drive us towards new partnerships and new approaches for the delivery of positive outcomes for clients, families and communities. We will 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.

The background of the entire spread is a soft-focus photograph of several hands holding up golden-brown paper cutouts of human figures. The figures are in various poses, some standing and some appearing to be in motion. The lighting is warm and bright, creating a sense of community and support.

Caraniche is one of the largest and most diverse employers of psychologists, clinicians and counsellors in Victoria.

OUR PEOPLE

Caraniche Staff

Professionalism, expertise and a shared sense of purpose are the key ingredients of our success.

In the last two years, our team of professionals has more than doubled in size, **and we now employ almost 100 staff across the organisation.** Much of this growth has been in response to the expansion of our services across our key business areas, including youth justice, increases in program delivery within the prison system, and the expansion of treatment services to offenders in the community.

Our clinicians

We employ a diverse range of clinicians across our services, including psychologists, social workers, counsellors and other allied health professionals. **We consider this diversity of experience to be a key strength of our workforce.** We support a broad range of clients across correctional, community and workplace settings and use our clinical expertise in a variety of ways, including contributing to research, training and new treatment initiatives.

Our trainers

Our highly experienced trainers include organisational psychologists and clinicians with a diversity of backgrounds and extensive experience in their fields of expertise. Many have additional qualifications in workplace training and assessment, and all trainers are skilled in engaging with participants and drawing on their own clinical experience to deliver training sessions that are dynamic and responsive.

Our researchers

Our research team includes professionals with academic research backgrounds and clinicians with research

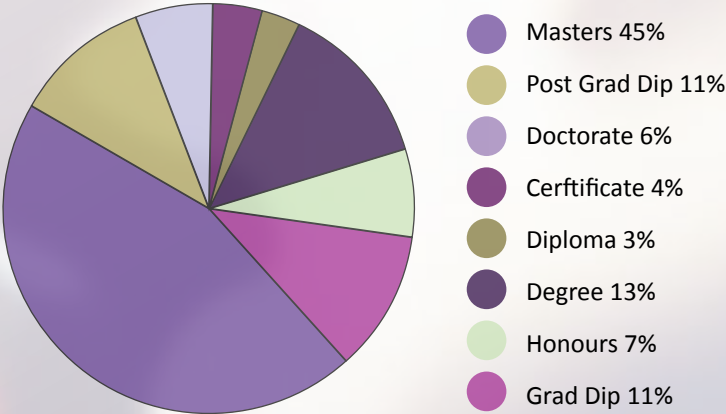
qualifications and experience. This mix of research and clinical experience brings expertise in high level data analysis and research methodology, as well as an understanding of the clinical significance of the data. Our research team are continually informing our client work, as well as overseeing program development and evaluation.

Our support team

Caraniche employs a range of professionals who are integral to supporting the work that we do, including human resources, finance and payroll, IT and tech services, marketing and communication, and business development. The support team works collaboratively with the management team towards achieving high quality business outcomes, including ensuring that we continually meet ISO-9001 quality accreditation standards.

Staff qualifications

Our staff are highly qualified professionals. Over 90% are university qualified and more than half have either a Doctorate or Masters Degree.



Supporting Our Team

One of our key priorities as we grow is to support the professional development of each team member, so that they can provide the best possible service to our clients. We do this through regular training opportunities and clinical supervision.

Professional development

Core training events are attended by all staff, and additional training opportunities throughout the year are targeted to the various needs and interests of our clinicians. Some of the core training sessions provided to our team this year included:

- Working with Immigrant and refugee communities, *presented by Dr Tracy Castelino, Consultant, Gender, Equality and Justice, Shantiworks*
- Working with Maori Communities, *presented by Lisa Hema, Manager, Service Development and Design, Youth Justice and Disability Forensic Unit, Department of Human Services*
- Working with Koori Communities, *presented by Belinda Baker, Koori Forensic Drug Diversion Coordinator, Australian Community Support Organisation (ACSO)*
- Beyond the Tip of the Iceberg: Responding to Methamphetamine Use, *presented by A/Prof Nicole Lee and Paula Ross, LeeJen Consultants*
- Trauma and Trauma Informed Practice, *presented by Alexina Baldini, Lead Practitioner, Critical Incident Support Management, Caraniche*

“The inclusion of practical strategies was fantastic, very helpful and useful. The training itself was very enjoyable and activities were well balanced. I feel much more confident now to apply this in my client work.”
Caraniche clinician

“Clinical supervision is highly valued at Caraniche and an essential part of working with forensic clients.”
Caraniche Senior Psychologist

Clinical supervision

Sustaining and supporting our skilled workforce is critical to our success. Regular clinical supervision ensures staff are continually developing new skills and have the opportunity to reflect on their complex and often challenging clinical work. We use a combination of individual, team and group models of clinical supervision to create a culture of openness, transparency and collaboration, and ultimately improve client outcomes.

This year Caraniche provided over 4000 hours of clinical supervision to our staff.

Our history of supporting professionals is evidenced by our staff retention rate. One quarter of our team have been with Caraniche for more than five years, and a further 12% have been with us for over 10 years.

In 2014/15, more than 50% of students who completed a placement at Caraniche joined our team as permanent employees.

Graduate Program

Caraniche has a highly regarded Graduate Program, dedicated to the professional learning and development of Masters and Doctoral students seeking a career in forensic, clinical, community or counselling psychology.

Caraniche is unique in its capacity to offer students a placement experience with a wide range of client issues, as well as challenging clinical work with complex client groups.

At Caraniche, students develop a clinical skill set that equips them for future work in some of the most complex and challenging environments.

These are some of the most challenging clients there are. But for that same reason, Caraniche offers one of the most rewarding student placement opportunities.

A broad range of client issues

- Substance use • Offending • Relationship dysfunction
- Depression • Anxiety • Trauma

Activities and clinical duties

- Assessment work • Report writing
- Individual counselling • Group therapy
- Group programs • Training programs • Debriefing

“Completing a placement at Caraniche was a huge step towards obtaining my Masters in Clinical Psychology. The staff and supervisors were encouraging and supportive of my learning and clinical development.”

The company went above and beyond in terms of providing opportunities for me to meet the requirements of the Masters program.”

Former Graduate Program student and current Caraniche employee.

Caraniche regularly works in partnership with the following universities to provide placements for undergraduate and postgraduate students:





WORKPLACE TRAINING

Caraniche provides workplace training and supervision services for professionals working in psychology, health, welfare and government roles.

Workplace Training

Caraniche provides highly regarded workplace training programs that equip staff to deal with challenging clients, build professional skills and growth in leadership roles.

Caraniche specialises in training for professionals working in both frontline and management positions.

Our most popular topics in 2014/2015 were:

- Motivational interviewing
- Foundations of supervision: developing performance
- Resilience for staff in stressful settings
- Managing aggressive and challenging behaviours
- Forensic AOD workforce training

In 2014/2015 Caraniche delivered 144 professional training programs to over 1000 participants 87% of these were customised trainings, either developed or tailored specifically for our clients.

In response to demand, several new training topics were added in the past 12 months, including:

- Team development
- Project and change management
- Trauma informed practice

“Very informative, useful, relevant training to my needs at the right pace.”

Customer satisfaction feedback

We strive to provide training that has real on-the-job benefits for participants and we are extremely proud of our customer feedback record.

99% of participants told us that the training met or exceeded their expectations, and improved their knowledge on the topic. 97% said the training could be readily applied to their role and would improve their effectiveness as professionals.

“Thank you for presenting your knowledge, wisdom and experience in such an accessible manner. I have learned a great deal and feel far more confident.”

Looking ahead

Several new topics are currently in development for the 2016 training calendar, including:

- Understanding the prison experience
- Working with methamphetamine addiction
- Working with resistant clients

“I really enjoyed the training and feel that it is going to help in my practice as a supervisor. It gave me lots of direction to explore new areas and served as a reminder to focus on what I have learnt before.”

Clinical supervision service

Caraniche provides a high quality clinical supervision service to support the development of psychology, health and welfare sector staff. We have a number of skilled and experienced senior psychologists registered as Supervisors with the Australian Health Practitioner Regulation Agency (APHRA), who provide both individual and group supervision, as well as training in supervision processes, to workplaces across Victoria.

Our specialisation in forensic and drug and alcohol work, coupled with extensive clinical training, means our psychologists are well equipped to provide supervision to professionals who work with challenging and complex client groups.

TRAINER PROFILE



Dr Alana Johnston

DPSych (Forensic), BA & Sc (Hons)

**Trainer and Project Lead,
Forensic AOD Workforce Training**

Alana is a registered forensic psychologist with extensive experience in providing drug and alcohol treatment to clients in correctional and community settings. Alana has held a variety of clinical, research, training and education roles, including Senior Supervising Psychologist in Caraniche’s community-based drug and alcohol service.

Alana is currently the Project Lead for the Department of Health funded Forensic AOD Workforce Training. Her role has involved the development and delivery and review of the two-day Workforce Training package, and the one-day Forensic Supervision Training. She is also a lead facilitator of the Working with Methamphetamine Addiction training program, delivering training to Corrections Victoria staff, as well to health and drug and alcohol agencies across Australia, and a Lead Trainer and Facilitator for the VicRoads Safe Driver Program.

Alana also delivers workplace training packages such as Motivational Interviewing, Supervision Skills, Managing Challenging Behaviours, and Case Notes and Documentation.

“It’s great to see the passion that exists within those that attend as they strive towards increasing their capacity to support and encourage positive change in their clients.” 19



WORKPLACE WELLBEING

*Caraniche is an experienced provider of
Employee Assistance Programs (EAP)
and Critical Incident Support.*

Our team of highly experienced clinicians are qualified to meet
each client's individual needs and achieve positive outcomes.

Employee Assistance Programs (EAP)

Caraniche’s myEAP service is a multi-dimensional program that operates across the spectrum of workplace interventions. The service includes employee counselling for work and personal concerns, a Manager Assist program and Critical Incident Response.

With coverage across Australia, our highly qualified and experienced EAP counsellors, organisational psychologists and management consultants work with a wide range of issues that directly relate to workplace performance to enhance the emotional, mental and general psychological wellbeing of all employees. We are also recognised for our ability to tailor each element of our service to the specific needs of our clients.

Caraniche increased its EAP business by 30% in the current year, with new clients across the government, private and not-for-profit sectors. Two of our longest serving clients, the Country Fire Authority and the Department of Health and Human Services, also extended their contracts with us, demonstrating a high level of satisfaction with the service provided by Caraniche.

To respond to the increased demand we employed fourteen new contractors and increased the size of our intake team. We also improved access to our services, opening two new offices in Box Hill and Glen Waverley, and introducing a new 24/7 online booking service.

Critical Incident Support

Caraniche’s Critical Incident Support Management (CISM) service is specifically designed to guide managers through the initial phases following a critical incident and provide intervention for individual staff members.

Managed and delivered by qualified and experienced psychologists, we have built a reputation for providing a bespoke, quick response Critical Incident Support service to manage the impact of psychological stress and trauma.

Caraniche is an organisational member of CIMA(Crisis Intervention and Management Australasia) and our lead CISM practitioner Alexina Baldini is the President. Our CISM practitioners consistently update their skills and knowledge in response to ongoing national and international standards.

Caraniche CISM services include:

- Psychological first aid
- Critical incident stress defusing
- Critical incident stress debriefing
- Trauma management
- Follow up counselling and support
- Training for managers

Caraniche have been providing a range of services in support of the Department of Health and Human Services (DHHS) Critical Incident Response Management (CIRM) Service since 2007. The DHHS CIRM Service supports workers in highly challenging areas such as Youth Justice and Child Protection.

In 2014/15 Caraniche delivered four professional development sessions to the DHHS CIRM division, more than 20 days of training on Psychological and Mental Health First Aid and Debriefing, as well as 48 learning forums and 11 coaching forums designed specifically for the Department’s People and Place strategy.

PRACTITIONER PROFILE



Alexina Baldini

Psychologist, MPsych Forensic, FAPS, GDACP, BBSc, Cert (Training and Assessment), Adv Cert (Supervision)

Lead practitioner
Critical Incident Support Management

Alexina is a highly regarded senior psychologist, management consultant and accredited workplace trainer (International Critical Incident Stress Foundation). A founding member of Caraniche and former member of the Board of Directors, Alexina has over 25 years’ experience providing critical incident and trauma response, workplace support, and a range of psychological services to community members and professionals from a variety of backgrounds including psychiatry, community health, disability services, child welfare, corrections and business.

Alexina had a number of roles within Caraniche during the 2014-2015 year, including a Clinical Director role with the company’s provision of Critical Incident Response Management services to the Department of Health and Human Services, supervisor of provisional psychologists, trainer, mediator, assessor, senior psychologist and consultant to the Youth Health and Rehabilitation Services (YHaRS) team.

Alexina’s training provision includes her areas of specific expertise in crisis response, trauma recovery, team dynamics, behaviour intervention, supervision and professional development. She is an accredited trainer with the International Critical Incident Stress Foundation (ICISF) in Assisting Individuals in Crisis, Group Crisis Intervention, Advanced Group Crisis Intervention and Strategic Response to Crisis.

In 2015 Alexina was recognised for her achievements in psychology and contributions to the Australian Psychological Society (APS) through her election as a Fellow of the society. Alexina is the President of Crisis Intervention and Management Australasia (CIMA), and has been involved in proactive stress awareness projects associated with large community events such as the 2004 Tsunami and the 2009 Victorian bush fires.

A background image showing two people riding bicycles outdoors. The person in the foreground is wearing a patterned t-shirt, dark pants, and white sneakers, and is holding the handlebars. The person in the background is wearing a light-colored shirt and a white helmet. The scene is bright and sunny, with trees and a car visible in the background.

COMMUNITY DRUG AND ALCOHOL SERVICES

We work with people overwhelmed by drug use, mental health problems, stress, conflict and trauma to help them build the skills to lead a more positive and rewarding life.

Drug and Alcohol Psychology Service

Caraniche operates a psychology-based drug and alcohol counselling service in Melbourne’s northern metropolitan region, from our clinic in Epping. The Caraniche Drug and Alcohol Psychology Service is funded by the Department of Health to provide a free service to individuals and families affected by drug and alcohol use.

Changes to screening and treatment allocation processes

In late 2014, the Department of Health and Human Services reformed the drug and alcohol treatment system in Victoria, creating a centralised intake and assessment service and adding a new screening and treatment allocation process.

One of the implications for Caraniche was to concentrate service delivery in Epping (previously clinics were also located in Whittlesea and Craigieburn). We continue to provide some services through our clinic located at our Head Office Abbotsford.

Despite downsizing from three locations to one, the Caraniche Drug and Alcohol Psychology Service doubled in size over a 10-month period.

Following the reforms, a lack of information in the community about where to go to access drug and alcohol services led to people accessing services later, often when their level of need was greater and other service providers such as GPs or police had become involved.

As a result, we observed a significant reduction in referrals and an increase in the proportion of clients presenting with complex issues including mental health, criminal involvement and significant ice use.

Caraniche saw an increase in referrals for forensic clients of over 300% compared to the previous year.

DHHS responded to this issue by allowing Caraniche to accept direct client referrals and provide client assessments. As a result, client access to drug and alcohol treatment was improved.

In a year that saw a great deal of change for the Victorian Drug and Alcohol Sector, our clinicians have continued to remain focused on the needs and best interests of our clients.

This service is delivered by a multi-disciplinary team of experienced clinicians, as well as a case coordinator to provide support for health and welfare issues like housing, employment and detoxification.

Over the five years that Caraniche has provided drug and alcohol counselling services to Melbourne’s Northern metropolitan area, we have built strong relationships with local service providers, including GPs, health centres, hospitals, mental health services, welfare agencies, police and schools.

Toby’s story

At 31 years old, Toby* had a long history of violence and drug related offences. He was referred to treatment at Caraniche Epping as a condition of his 12 month Community Corrections Order, after he breached a family violence intervention order and failed to answer bail.

Toby recognised that he had had a problem with alcohol since he was in his mid-twenties, but in the last year he had started drinking significantly more on a daily basis. He could see a clear link between his alcohol use and offending behaviour, but he also knew he had a tendency for conflict with others when he was sober.

Toby came to Caraniche highly motivated to change. He had stopped drinking four months prior, and was ready to commit to treatment. He worked with his clinician to identify internal and external motivations and clear treatment goals.

Over the course of treatment, Toby managed to stay sober. After completing his initial mandated treatment program, he decided to continue attending counselling, attending 18 sessions in total. Over that time, Toby’s outlook changed: he

now believed in his own ability to succeed, and that he deserved happiness. This renewed self-belief led to his decision to seek joint custody of his children.

While undergoing treatment, Toby also developed a number of new relationships, including positive friendships and a romantic relationship. He worked on strengthening his family relationships, and commenced a volunteer role as a peer mentor for others dealing with drug and alcohol problems. Toby also made several lifestyle changes: he moved out of his parents’ home into a shared rental property with a friend, started going to the gym, enrolled in formal education, and sought medical advice about an ongoing physical condition.

Toby has built a new life for himself. He feels confident in his ability to cope with life pressures using strategies learnt in treatment, including relapse prevention and anger management. At the end of his treatment he was still doing volunteer work, was studying and looking for a job with the goal of being a better father to his children.

**Names have been changed*

OUR WORK IN THE JUSTICE SYSTEM

Our recognised expertise has seen our services extend to high-risk offenders in the community, and to the provision of psychological services in the Victorian youth justice system.

Our work with young people

Caraniche is the state-wide provider of rehabilitation services to the youth justice sector. On behalf of the Department of Health and Human Services, and in partnership with the Youth Support and Advocacy Service (YSAS) and St Vincent’s Hospital, Caraniche runs the Youth Health and Rehabilitation Service (YHaRS).

YHaRS provides services to around 150 young people aged 10 to 21 years serving community-based orders as well as within the Parkville or Malmsbury youth justice precincts.

Since commencing service delivery in January 2014 the aim of our YHaRS team has been to better understand and meet the needs of young people in the justice system, and to work closely with other youth justice services to achieve the best possible outcomes for young people.

The YHaRS team delivers a range of programs and services designed to target the issues and behaviours that bring young people into the criminal justice system. Many young clients have histories of neglect and trauma, have been involved with Child Protection or placed in foster care. Very few have experienced the essential building blocks of a stable life. The treatment programs delivered by Caraniche include:

Male Adolescent Program for Positive Sexuality (MAPPS)

A mandated and intensive group treatment program designed to meet the needs of young people who receive justice orders for sexual offending.

The Adolescence Violence Intervention Program (AVIP)

Designed to assist young men sentenced for a violent offence to develop skills to assist them to refrain from using violence and develop prosocial coping skills for managing anger.

Forensic Mental Health (FMH)

FMH assessments are conducted with all clients referred for individual counselling to develop an individualised treatment plan. Assessment includes case formulation, identification of criminogenic risk and needs, trauma and developmental history, development of a treatment plan and psychometric measures.

Young Fathers’ Parenting Program

A 12-hour program developed by Caraniche to provide psychoeducation to young fathers about positive parenting strategies. The program aims to reduce the risk of transgenerational trauma by creating positive parenting relationships between young fathers and their children as well as with other caregivers.

Youth Drug and Alcohol Program

A 24-hour drug and alcohol program that aims to provide participants with skills, strategies and insights to assist them to abstain from or reduce drug or alcohol use related to offending behaviour.

Individual Counselling

One on one counselling is provided to young people to address issues associated with offending behaviour, as well as other personal and wellbeing concerns. The service is family-inclusive in order to work with and build on the support network around young people.

In its first year of service delivery, YHaRS received 383 referrals, and assessed 300 young people for programs and services, including 59 assessments for the MAPPS program, 81 AVIP assessments and 160 Forensic Mental Health assessments.

Programs and services delivered included:

- 6 basic/advanced MAPPS programs and 2 transition camps
- 2 AVIP group programs, 400 individual AVIP sessions, and 8 family AVIP sessions
- 2 Youth Drug and Alcohol Program
- 1 Young Fathers Parenting Program
- 1700 hours of individual counselling
- 2209 hours of case conferencing

“I enjoy working with youth justice clients because it enables me to see offenders from a unique perspective that those in the community often do not. It also provides me with an opportunity to provide assistance to those whom I believe are most in need, and I gain a great sense of satisfaction from seeing clients make even small shifts.”

YHaRS clinician



Jesse's story

Jesse* was a teenager with a history of violent behavior. He had been diagnosed with a number of mental health issues, including ADHD, autistic spectrum disorder, drug induced psychosis and more recently, Schizophrenia. He had epilepsy as a child, which had left him with an acquired brain injury.

Jesse came to YHaRS to address these issues as part of his community based Youth Justice order. His family and care team were particularly concerned about his violent behaviour towards his family.

At first, Jesse struggled with treatment. He was guarded, easily distracted and could be aggressive and violent in sessions.

Over time Jesse's engagement in sessions improved. He became more open in discussions, and had a more positive mood in general. He learnt to recognise and change the thinking behind his violent behaviour, and to have more positive attitudes towards others. These changes

meant that his interactions with people in his everyday life also became more positive.

Jesse's mother played an important role by supporting her son while he undertook treatment. Jesse and his mother were also supported by a collaborative Care Team that included workers from YHaRS, Orygen, Community Drug and Alcohol, Youth Justice and the Multiple Complex Needs Initiative.

Towards the end of Jesse's Youth Justice order, YHaRS worked with community agencies to make sure that Jesse had ongoing support for issues relating to his mental health, substance use and offending behaviours, and that there was a smooth transition to these new services.

Having completed his Youth Justice order, Jesse continues to make positive changes in his life. He is now managing his moods and is no longer violent towards others, and is excelling in his studies in horticulture.

**Names have been changed*

Caraniche is the state-wide provider of rehabilitation services to the youth justice sector. On behalf of the Department of Health and Human Services, and in partnership with the Youth Support and Advocacy Service (YSAS) and St Vincent's Hospital, Caraniche runs the Youth Health and Rehabilitation Service (YHaRS).

The YHaRS team has worked closely with the following services to refine service delivery to young people:

- The Youth Parole Board
- The Children's Court
- Secure Services
- Youth Justice Mental Health Initiative
- The Department of Health and Human Services

The team has also worked particularly closely with Youth Justice staff and Parkville College, regularly provide training and secondary consultation services.

Looking ahead

In the year ahead the YHaRS team will implement a new program designed to increase treatment access and improve outcomes for the growing number young people held on remand. The team is also exploring the use of technology such as app-based programs to expand in the ways in which we can engage young people in treatment, as well as therapeutic art projects, including mural development as part of art classes at Malmsbury Youth Justice Centre.

"They usually come to us with a childhood history replete with bullying, domestic violence, neglect, learned helplessness, social deficits, dysfunctional coping style, passive, beaten, and desperately wanting acceptance. They leave with direction, hope, resilience, empathy, understanding and insight into an exciting and different tomorrow."

YHaRS clinician

Our work with prisoners

Caraniche has been Victoria’s leading provider of specialist drug and alcohol treatment to offenders in custody for over 20 years. Our team of over 60 clinicians delivers health and offence-based treatment programs and individual counselling services to male and female prisoners across Victoria’s 12 public prisons.

These drug and alcohol programs are delivered under contract from Justice Health, a business unit of the Victorian Department of Justice and Regulation.

In line with the Department’s Corrections Alcohol and Drug Strategy 2015, all Caraniche programs are evidence-based and regularly evaluated to ensure that treatment continues to meet current best standards of practice.

In 2014/15 Caraniche provided 35,534 hours of service delivery in Victoria’s prisons, including:

- 1,524 prisoners screened or assessed for programs
- 19,921 prisoners provided with information, orientation and harm reduction programs
- 8,665 prisoners completed health stream programs
- 1,175 prisoners completed criminogenic stream programs
- 15,925 prisoners provided with Release Preparation programs
- 55 peers trained across 12 sites

In 2014/15 Caraniche met or exceeded all service delivery targets, including maintaining at least a 70% completion rate for programs.

Programs delivered by Caraniche include:

Information and Harm Reduction Programs

These programs are available to all prisoners to help reduce the risk of harm due to substance use in prison.

Health Stream Programs

6, 12 and 24-hour programs aimed at helping prisoners to understand and address addiction and problematic substance use behaviours, as well as the health and wellbeing issues associated with their drug and alcohol use.

Criminogenic Stream Programs

These programs provide prisoners with a minimum of 40 hours of group-based treatment, plus additional individual counselling to address significant substance use issues and offending behavior.

Release Preparation and Transition Programs

These programs are provided to all prisoners prior to release and aim to reduce the risk of relapse and recidivism.

Residential Treatment Communities

Provided at the Dame Phyllis Frost Centre and Marngoneet Correctional Centre, these programs have a small intake (around 10 to 12 participants at one time) and include a minimum of 130 hours of group-based treatment, plus regular individual counselling to address substance use and offending behaviours.

“Caraniche is the state-wide service provider of drug and alcohol treatment programs across Victoria’s 12 public prisons.”

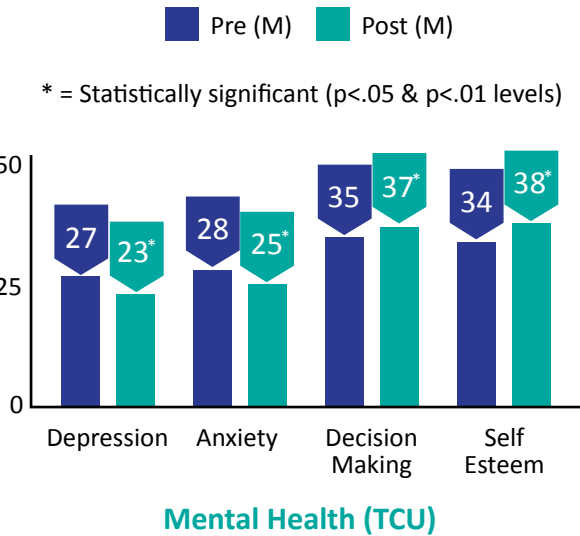
Getting results

Prisoners with substance related issues typically have a range of needs to address in treatment, including poor mental health, and a lack of effective life skills. Caraniche programs aim to help prisoners reduce their risk of substance use relapse and recidivism by developing insight and strategies to manage the issues associated with their use and offending.

Our 2014/15 service evaluation showed that all programs were effective in improving prisoner mental health, and that participation in criminogenic stream programs led to reductions in thinking styles associated with criminal offending.

Mental health outcomes for male participants:

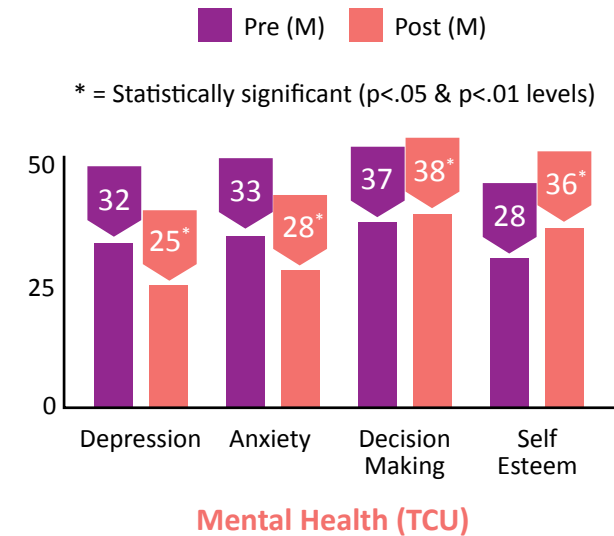
Male Mental Health



“I gained strength to change and I am now more goal-oriented since the program.”

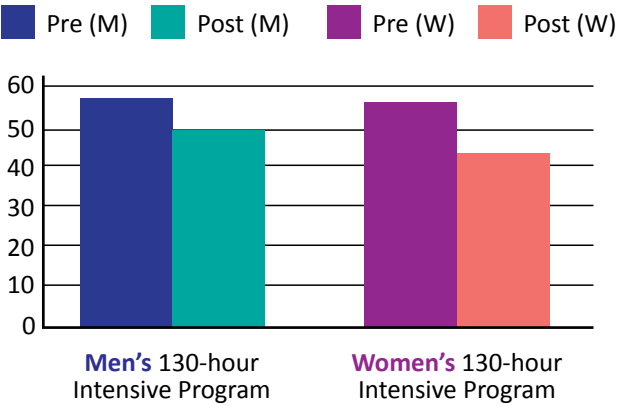
Mental health outcomes for female participants:

Female Mental Health



“I now have a set of tools and self-confidence to deal with drinking.”

Current Criminal Thinking (PICTS)



T=score key:
< 50 = cut off
50 - 60 = moderate
60 - 69 = moderate to high
> 69 = high

"I feel more determined to get off drugs."

"I feel calmer and understand some of my feelings."

"My partner and kids are proud of me for turning my life around."

"The most rewarding aspect of my role is the capacity to provide our clients with a safe and secure space to communicate their story, as well as the opportunity to assist them to challenge and develop insight about their maladaptive behaviours."
Caraniche clinician working with prisoners.

Statistically significant change was observed in the Men's 130-hour Intensive Program (p < .05 level) and the Women's 130-hour Intensive Program (p < .01 level).

Responding to changes in the correctional environment

In 2014/15, the Victorian prison system continued to experience the effects of growth and change.

Between 2009 and 2014 the prisoner population grew by 40.5%¹ creating greater demand for drug and alcohol services. Justice Health responded to this growth by significantly increasing AOD program funding across the state.

¹ Department of Justice and Regulation – Corrections Victoria (2015) Corrections Victoria Strategic Plan 2015-2018: Delivering effective correctional services for a safe community. Melbourne.

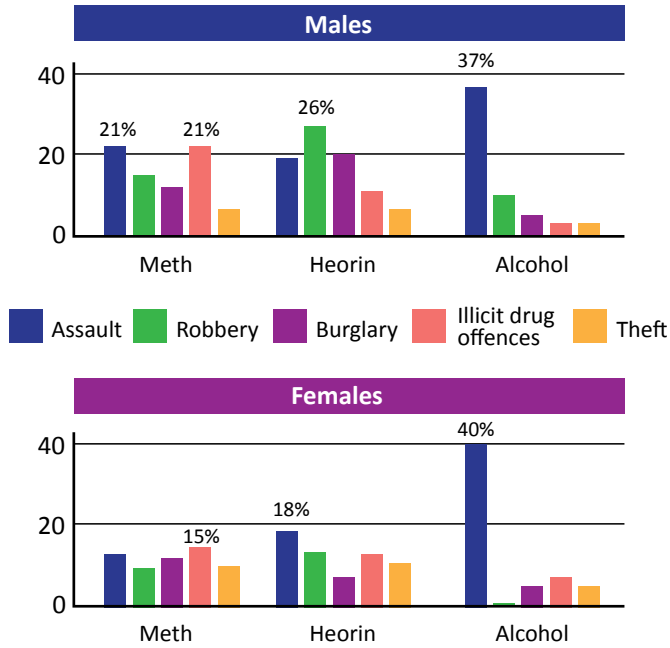
Increased access to AOD programs

Total prisoner numbers were relatively stable over 2014/15 (around a 4% rise from June 2014 to June 2015). However, the number of participants in 6 to 12 hour programs and 24 hour programs increased by more than one-third (36%), and the number completing 40 or 44 hour programs increased by nearly one-quarter (23%). These increases represent significantly greater accessibility of drug and alcohol programs to prisoners.

Changes in drug use patterns

The trend of greater representation of methamphetamine users in the participant population for both males and females that has been evident for the last few years continued in 2014/15.

Drug Use and Offence Type



This year, half the male participants reported methamphetamine as their most serious drug (compared with just over one-third in the 2013/14 year). This year also marked the first time that methamphetamine exceeded heroin as the most significant drug for female program participants.

These changes in drug use patterns also appear to be associated with changes in participants' offence profiles, with a decline in the proportion of participants with a most serious offence involving crimes of acquisition (robbery & burglary) and an increase in the proportion with violent (acts intended to cause injury) and drug offences now the most common offence categories for both males and females.

Parole reforms

Recent parole reforms have impacted on the demand for prison-based criminogenic treatment programs. Justice Health has increased the number of programs delivered annually, and has expanded the delivery of criminogenic programs to include minimum security prisons.

Response to Melbourne Metropolitan Remand Centre riot Caraniche was involved in the multi-agency response to the riot that took place at the Metropolitan Remand Centre (MRC) on 30 June 2015. Caraniche responded quickly, working in collaboration with Corrections Victoria and MRC management and staff to re-establish stability and recommence service delivery as seamlessly as possible.

Looking ahead

2015/16 will see the development and piloting of a broader suite of programs to target specific treatment needs and population groups. These include a suite of ice-specific programs for male and female prisoners, and three new criminogenic drug and alcohol programs, including an 80-hour program, a 40-hour open program for prisoners needing additional treatment to sustain treatment gains, and a Koori-specific treatment program.

Our Work with Offenders in the Community

Caraniche’s profile as a treatment provider to offenders in the community has increased substantially. We work with offenders on community orders and parole to provide a range of assessment and treatment services funding by the Department of Justice and Regulation and the Department of Health and Human Services to improve health outcomes and increase community safety.

Screening and assessment

Effective treatment begins with assessment. Caraniche conducts screening and assessment of offenders on community-based orders for Corrections Victoria (CV). In 2014/15, Caraniche placed skilled assessors at CV offices to assist with regular assessments and screenings in order to reduce waitlists and improve the prioritisation of services to offenders. This year alone Caraniche assessors conducted nearly 300 general offender assessments.

Programs delivered

Caraniche is a key provider of Corrections Victoria programs and has delivered the CV Psych-Ed program state-wide since 2012.

In 2014/15, our team delivered:

- 13 Psych-Ed programs, including
- 2 successful programs as part of the pre-release program suite at Beechworth Correctional Centre and Dhurringile Prison
- 2 Exploring Change programs at Loddon and Marngoneet prisons
- 2 Moderate Intensity Violence programs at Loddon and Marngoneet prisons

We continue to receive positive feedback across all of our Psych-Ed programs and maintained our 70% completion rate, which illustrates the high level of clinical skills of our staff.

One of our standout programs for the year was the Violence Intervention Program delivered at Loddon Prison. All 13 participants successfully completed the program with perfect attendance, including one participant who had previously failed to complete the program on several occasions.

Despite the challenges inherent in coordinating a state-wide service delivering both assessments and programs, we have managed to reach our service delivery targets and to achieve positive outcomes for our clients.

These achievements are attributable to a flexible and responsive service delivery model that maximises offenders’ access to programs, and has only been made possible through highly skilled and dedicated clinical staff.

Corrections Victoria Offending Behaviour Programs delivered by Caraniche:

Violence Intervention Program

Targeting offenders assessed as moderate to high risk of violent reoffending, this is an intensive group program run over 33 sessions and providing a minimum of 83.5 hours of treatment in which participants examine their offending patterns and develop insight and strategies to abstain from violence.

Making Choices

This is an intensive general offending program, run over 42 sessions and totaling 100+ hours. The program addresses offending behaviour through offence mapping and aims to build emotion regulation and coping strategies to improve participants’ life skills and reduce the risk of future offending.

Psych-Ed

The Psych Ed program is a 35 hour psycho-educational skills based program aimed moderate risk offenders. The program is aimed at equipping participants with skills in the area of problem solving, interpersonal relationships, conflict resolution, negotiation, communication, assertiveness skills and emotional regulation.

Talking Change

Talking Change is a 12.5 hour, five session program aimed at any prisoner/offender within the system to increase their motivation to address their offending behaviour, and prepare participants for more intensive treatment.

Provider for VicRoads Safe Driving Program

Under Victoria’s anti-hoon laws, drivers and riders who commit certain offences, such as excessive speed, engaging in speed trials, or loss of traction, are mandated by the court to complete a VicRoads Safe Driving Program. Since 2012 Caraniche has been a provider and training organisation for the program, and

in 2014/15 Caraniche was the lead program provider, delivering 36 programs to 288 participants.

The program, delivered over 5 hours, is based on psychological principles of behaviour change and aims to reduce future instances of illegal and dangerous driving by increasing participant understanding of the risks, and by helping participants to understand why they engage in dangerous driving and to develop safe and appropriate alternatives to this behaviour.





INNOVATIONS

HiROADS

High Risk Offender Alcohol and Drug Service (HiROADS)

In January 2015, Caraniche was funded by the Department of Health and Human Services to implement a new drug and alcohol counselling service for offenders requiring specialist forensic treatment in the community. The High Risk Offenders Alcohol and Drug Service (HiROADS) is unique in its capacity to work with complex forensic clients on issues such as substance use, offending behaviour, mental health and community reintegration.

HiROADS is a specialist forensic alcohol and other drug (AOD) service, delivered by Caraniche. It is staffed by a team of highly skilled clinicians who provide psychological intervention to offenders with a high risk of recidivism and relapse into substance abuse.

Utilising the Risk, Needs and Responsivity (RNR) framework, high-risk offenders who have current or historical substance abuse can be referred to HiROADS to engage in individual drug and alcohol psychological treatment, aiming to address their treatment needs and reduce risk to the community.

Caraniche commenced HiROADS service provision in 2015, across two metropolitan office locations, Abbotsford and Epping, and a regional location, Ballarat.

Coordination of care has been an essential component of the HiROADS service and Caraniche clinicians have worked closely

In its first six months HiROADS received 68 referrals.

with Justice Case Workers on risk assessment and linking clients with appropriate services such as primary mental health, outreach services and housing support.

To further expand the service reach, HiROADS clinicians provide secondary telephone consultations to assist drug and alcohol workers and their clients in areas where face-to-face counselling with HiROADS is not available.

Looking ahead

In 2015/16, Caraniche will further expand HiROADS to include a Care & Recovery Coordinator and to provide more comprehensive treatment to high-risk offenders. This will be funded through by DHHS through a separate funding model for HiROADS clients, allowing treatment plans to be individually tailored to address a range of substance use, offending and mental health issues simultaneously.

“Working in HiROADS has resulted in significant development of my clinical skills and has also been internally rewarding to provide high quality treatment to a group of clients who are stigmatised and disenfranchised within our community. One of the strengths of HiROADS is our move towards a holistic model of treatment by offering care and recovery co-ordination to clients and close liaison with community corrections to deliver best practice treatment.”
HiROADS clinician

Robert's story

Robert* started drinking alcohol and smoking cannabis when he was 13 years old. By the time he was 15 he had dropped out of school, and by age 18 he had developed a serious drinking problem. Both of his parents and his extended family also had a history of substance abuse.

Robert didn't have any close friends or relationships and his father had passed away while he was in prison. In addition to his problems with drugs and alcohol, Robert had a number of mental health issues including depression, anxiety and cognitive and memory deficits. He was also prone to violence.

By the age of 40, Robert had spent 15 years in prison. He had a history of violent offences dating back to his adolescence, and had recently been released on parole after serving ten years in prison for manslaughter and vandalism. Robert came to HiROADS as a condition of his six month parole period. His parole conditions also included regular alcohol testing and a GPS location device attached to his lower leg.

At the start of his treatment, Robert was hard to engage. He said very little during sessions, insisting that he only attended because he had to, and thought counselling was a “waste of time”.

Over time, however, Robert started to engage in treatment and to discuss his difficulties with reintegration into the community after such a long time in prison. He began to work on the underlying issues associated with his alcohol abuse, including attachment and abandonment, loneliness and grief.

After making some progress in treatment, Robert recognised that the opportunity to work through these feelings was extremely helpful in letting go of some longstanding negative emotions, which were factors perpetuating his alcohol abuse. This insight increased his motivation to continue treatment to address the underlying shame associated with his past.

Towards the end of treatment Robert had become more optimistic about the future. He has started making positive changes in his life, including getting his drivers license, joining a gym and getting a job. Robert successfully completed his parole period and at the completion of his treatment at HiROADS, he acknowledged that it had supported him to rebuild his life.

**Names have been changed*

Responding to ice

IAs Victoria’s leading forensic drug and alcohol service provider, it has been important for **Caraniche** to play an active role in responding to the increasing problem of methamphetamine (ice) use by Victorians in the criminal justice system.

In the past year, several initiatives have been undertaken by Caraniche in order to contribute to an effective, well-informed and evidence-based response to the issue of ice.

Monitoring trends in ice

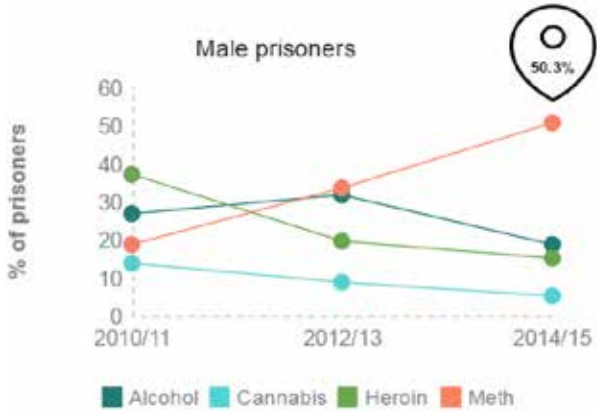
Our clinical and research teams continually collect and monitor client data through our services. Analysis of longitudinal data collected through our prison-based drug and alcohol services demonstrated a sharp increase in ice as the primary drug of use for both male and female prisoners.

For male prisoners, ice replaced heroin as the primary drug three years ago, in 2012/2013; however for female prisoners this is the first year that heroin has been overtaken by ice as the primary drug. Currently, around half of all male and female prisoners in drug and alcohol treatment report ice to be their primary drug of use, and for younger prisoners (25 years and under), 62% say ice is their most significant drug.

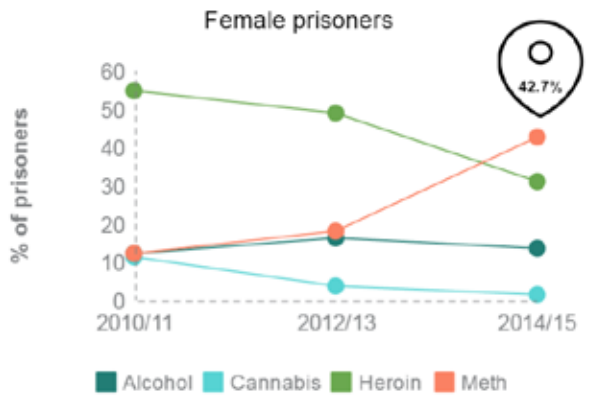
New ice treatment programs for prisoners

Drawing together the research literature, data collected through our service delivery, and clinical expertise, Caraniche has developed three programs of varying intensity for offenders in custody who report ice use.

- **Ice Effects:** 6 hour psycho-educational program
- **Managing Ice Addiction:** 24 hour health-based program
- **Breaking the Ice:** 44 hour program to address the relationship between ice use and offending



In 2014/15, half of male prisoners reported that ice was their most significant problem drug.



In 2014/15, more than 40% of female prisoners reported that ice was their most significant problem drug.

These programs are designed to educate prisoners about the impacts of their ice use, provide skill development for addressing ice use, and prepare prisoners for the change required for recovery. Topics covered across the suite of programs include how ice affects brain and behaviour during intoxication and withdrawal, the harmful effects of ice on the brain and body, interactions with mental health including psychosis, and understanding offending in the context of ice use.

Looking ahead

The ice program suite will be officially launched by Minister for Corrections Wade Noonan in August 2015, funded through the Department of Justice Health.

Caraniche will be piloting and evaluating the program suite, with a report due in early 2016. A suite of women’s programs is currently in development.

Training Professionals – Working with Methamphetamine Addiction Training Program

Caraniche has developed the *Working with Methamphetamine Addiction* training program, designed to provide education about the neuropsychological impacts of use and practical strategies in the treatment and management of clients who use ice.

The program, delivered by our most experienced psychologists, draws on our clinical experience in working with methamphetamine using clients, particularly in correctional settings, as well as current research literature and analysis of our own client data demonstrating trends in ice use over time and relationships with mental health and offending behaviour.

The program has been tailored for delivery to various professionals including custodial staff, health and drug and alcohol workers. This program was piloted with Corrections Victoria custodial staff and also introduced to nursing and frontline staff in the Northern Territory.

The program will be made available on Caraniche’s annual training calendar for 2016.



A background image showing a classroom setting with several students sitting at desks, focused on writing in their notebooks. The students are wearing various colored sweaters (yellow, blue, white). The image is slightly blurred, emphasizing the text overlay. A large white circle is positioned on the left side of the image, containing the text.

RESEARCH AND PROFESSIONAL PRACTICE

Our dedication to evidence-based and outcome-focused service delivery is supported by the Research and Professional Practice Division of Caraniche.

Working collaboratively with our clinicians, and guided by a scientist-practitioner approach, the research team is responsible for developing and evaluating our clinical programs, managing our client data systems, and coordinating research activities across the organisation.

Research and Professional Practice

Understanding our clients, supporting professionals, leading the way.

Caraniche's Research and Professional Practice (RPP) division plays a key role in ensuring our services are innovative and aligned with current evidence and best practice standards. RPP works collaboratively with Caraniche clinicians to support a scientist-practitioner approach to service delivery, both learning from and informing our clinical experience.

In 2014/15 the RPP team more than doubled in size in order to support our growth activities, with further recruitment planned for 2016.

Program development

Program development was a key focus for the RPP team. Informed by our service delivery experience and data collected about our clients through assessment and service evaluation, we recognised the need for several new program initiatives in the prison and youth justice settings.

New programs for prisons

Suite of methamphetamine treatment programs for male prisoners

Three programs of varying intensity were developed for male prisoners with significant ice use issues (see our Response to the Ice Challenge, page 44). These programs will be launched in August 2015 and will be piloted and evaluated in 2015/16.

12-hour Relapse Prevention Program for women on remand at the Dame Phyllis Frost Centre

Prisoners on remand have limited access to treatment and with an increase in the number of women on remand at DPFC, there was a need to develop a short, psycho-educational and skills-based program to address the risk of substance relapse on return to the community.

6-hour Managing Cravings program

Upon first entering custody, many prisoners struggle with withdrawal and craving symptoms. This program was developed to provide newly incarcerated prisoners with information and strategies to help manage cravings, and to increase motivation to engage in further substance use treatment.

The core functions of the RPP division include:

- Research
- Service evaluation
- Program development
- Engagement with the forensic and the alcohol and other drug sectors

Youth Drug and Alcohol Program

A 24-hour program for young people with substance use issues. Each program is piloted and evaluated to ensure service delivery and client outcome objectives are met.

“The programs Caraniche delivers need to reflect features and trends in the community, so we are continually researching and disseminating this information to our teams and our external partners.”

Dr Stuart Ross, Manager Research and Professional Practice

New programs for Youth Justice

Young Fathers’ Parenting Program

A parenting program for young fathers designed to teach core skills, increase confidence and improve engagement between young fathers and their children.

Service Evaluation

This year we committed to a thorough review of our client assessment and service evaluation protocols, and implemented several changes across our prison and community-based drug and alcohol services.

Several psychometric assessment tools were added or updated to improve the quality of our client assessments:

- Caraniche now routinely assesses trauma symptomology alongside other mental health and emotional wellbeing indicators. This information guides both individual treatment planning and broader service delivery approaches.

- We have also made improvements to client feedback surveys, to explore clients’ treatment experience in greater depth.

Each year our research team carries out an evaluation of our services. The evaluation examines the client profile for trends and emerging treatment issues, and assesses the effectiveness of our services in meeting program delivery targets and achieving client outcomes.

Annual evaluation reports are available on our website www.caraniche.com.au

Research

The primary focus in research in 2014/15 was to support service development and delivery.

Areas of focus:

- The rehabilitation of young offenders to support delivery of our newly-established youth justice service.
- Developing our understanding of methamphetamine use, its relationship with offending and mental health, and appropriate treatment responses, in response to significant rise in use among our clients.

Successful collaboration between RPP and our clinical teams has resulted in new treatment programs, better assessment protocols, and well-informed professional training programs.

For instance, in collaboration with DHHS, Caraniche will implement a new suite of programs in youth justice, designed to increase treatment access and improve outcomes for the growing number young people held on remand.

The results of research informed by clinical knowledge have also allowed us to make evidence-based recommendations to improve service delivery across some of our key areas. Our team contributed to several public submissions related to important policy issues impacting on our clients, including the *Ice Taskforce*, the *Victorian Ombudsman’s Inquiry into Rehabilitation and Reintegration Programs for Prisoners*, and the *Family Violence Royal Commission*.

Sharing our research

In 2014/15, we were privileged to be able to share our research with the broader sector through various national conferences. A range of papers were presented on substance use and offending trends, forensic, drug and alcohol, and youth justice treatment issues.

We also conducted a highly successful workshop on Working with Methamphetamine Addiction, which will be included in our suite of training programs delivered by Caraniche Workplace Services in 2015/16.

Looking ahead

The RPP team will lead the developed of several new programs in 2015/16, including:

- KickStart, a criminogenic drug and alcohol program for offenders on community-based orders
- Several new criminogenic drug and alcohol programs for prisoners, including a Koori-specific program
- A suite of psychoeducational programs for young people in the youth system.

We look forward to sharing the findings of these initiatives through ongoing evaluation reports and conference presentations throughout the year.

PRACTITIONER PROFILE



Dr Stuart Ross

PhD, MSc, BSc (Hons)

General Manager,
Research and Professional Practice

The Caraniche research team is led by Dr Stuart Ross who brings a wealth of experience and research knowledge to the program development, research and evaluation work of this department. Currently a Senior Fellow in the School of Social and Political Sciences at the University of Melbourne, Stuart was formerly a Director of the National Centre for Crime and Justice Statistics in the Australian Bureau of Statistics.

Stuart’s research interests include sentencing decision making, criminal justice population modelling, and the evaluation of criminal justice programs. Stuart teaches both undergraduate and postgraduate students, has published research papers and co-authored two books in the field of Criminology. He also provides a range of consultancy research and evaluation services to a number of State and Commonwealth agencies.

Thank you

To our clients and partner organisations

A

Ability Works
Adult Training Support Services (ATSS)
Aboriginal Housing Victoria (AHV)
Albert Road Clinic
Alkira
Alpha Autism
ANCHOR
Anglicare Victoria
Arcare Aged Care
Aribas
Arrow Health
Arthritis and Osteoporosis Victoria
Ashcare
Aurrum
Australian Community Support Organisation (ACSO)
Australian Red Cross

B

Back in Motion
Balance Psychology
Banyule Community Health Services
Baptcare Family & Community Services
Barwon Medicare Local
Barwon Youth
Bendigo Community Health Services
Bendigo Uniting Care
Bethany Community Services
Better Place
Billanook College
Bolwell
Brimbank Melton Connect
Brosnan Youth Services

C

Calendar Club
Camcare
Cara
CareConnect
Casey North Community Information & Support Services
Castlemaine Childcare Co-operative
Catholic Care
Central Australian Aboriginal Congress
Central Coast NSW Medicare Local
Central Hume & Upper Hume Child and Family Service
Central Hume Child and Family Services Alliance
Centre for Excellence in Child and Family Welfare Inc
Centrelink
CEPU Tec Education and Training

Child, Adolescent & Family Psychology Interest Group
Chromagen
Cobaw Community Health
Counselling Appraisal Consultants
Country Fire Authority (CFA)
Children's Court of Victoria
Chirnside Park Community Centre
Crisis Intervention and Management Australasia (CIMA)
City of Yarra
Co-Health
Community Connections
Community Living & Respite Services Inc
Community West
Connections
Consumer Action Law Centre
Cooroonya Domestic Violence Service
Coroner's Court Victoria

Corrections Victoria
Court Services Victoria
Cranbourne Transit

D

Dandenong City Council
Dandenong District Aborigines Co-operative
Delmont Private Hospital
Department of Defence
Department of Health and Human Services
Department of Human Services
Department of Justice
DHHS Policy & Strategy
DHS Centre for Learning
DHS CIRM
DHS CIRM Barwon South Western Region
DHS CIRM Eastern Region
DHS CIRM Gippsland Region
DHS CIRM Grampians Region
DHS CIRM Hume Region
DHS CIRM Loddon Mallee Region
DHS CIRM North West Region
DHS CIRM Southern Region
DHS CIRM Western Division
DHS CIRM Youth Justice Custodial Services
Distinctive Options
Djerriwarrh
Doncare
Doogue O'Brian George
Doutta Galla Aged Services
Doutta Galla Community Health Services

E

Eastern Domestic Violence Service
EDVOS
Elizabeth Hoffman House Aboriginal Women Services
ERMHA – Beaconsfield

F

Family Planning Vic
FamilyCare
Fitzroy Legal Services

G

G4S
Geelong Grammar School
GEON Print and Communication Solutions
Gippsland Centre Against Sexual Assault
Gippsland Lakes Community Health
Glastonbury Community Services
GO Health Clubs
Good Life Health Clubs
Grampians Community Health

H

Hanover
Haven Home Safe
Headspace
Hobson Bay City Council
Homeground
Hope Street Youth and Family Services
Housing Choices Australia
Hume City Council
Hume Moreland Services

I

Industry Group
Inner South Community Services
Iramoo Youth Refuge
ISIS Primary Care Family Service

J

Jesuit Social Services
Justice Connect
Justice Health

K

Karingal Inc
Keon Park Kindergarten
Kildonan Uniting Care
King David School
Knoxbrooke Disability Services
Konekt

L

La Trobe Community Health Services
Latitude
Launceston City Mission
Lifeline Melbourne
Lifeworks

M

MacKillop Family Services
Magistrates Court of Victoria
Manningham Community Health Services Ltd
Maroondah City Council
Marshall & Dent Lawyers
McAuley Community Services for Women
Melbourne Assessment Prison
Melbourne City Mission
Melbourne Counselling Service
Melbourne Health
Melbourne IT
Melton Shire Council
Merri Community Health Services
Merri Outreach Support Services
Methven
Micah Projects Inc
Mildura Aboriginal Corporation
Mind Australia
Minifie Park Childcare Association
Monash City Council

Monash Youth & Family Services
Monkami
Moreland Hall

N

Neami
Ngwala Willumbong Cooperative
North Richmond Community Health
Northern Melbourne Medicare Local
Northern Support Services
Norwood Association

O

Odyssey House Victoria
Ozcare
OzChild

P

Parkville College
Prahran Mission
Peninsula Drug and Alcohol Program (PenDAP)
Peninsula Health
Plenty Valley Community Health
Port Phillip Community Centre
Prestige In-home Care
Primary Care Connect
Psychology Melbourne

Q

Queen Elizabeth Centre (QEC)

R

Raymond Hader Clinic
Regus
Robinson House Women's Refuge
Roger Seller
Royal Children's Hospital
Royal District Nursing Source

S

Sacred Heart Mission
SAF Holland
Salvation Army
Southern Ethnic Advisory and Advocacy Council (SEAAC)
South East Alcohol & Drug Services (SEADS)
SEDA
Serco
South Gippsland Hospital
South Port Community Housing Group Inc
Specialist Courts & Courts Support Services (SCCSS)
St Marys House of Welcome
St Michael's Grammar
St Vincent De Paul
St Vincent's Hospital
St Vincent's Mental Health

T

TAC- Road Safety Community Relations Taskforce
Tata Global Beverages
The Alannah and Madeline Foundation
The Children's Protection Society
The Melbourne Clinic
The Police Association Victoria
The Youth Junction Incorporate
Treasure Hunters
Turning Point

U

Uniting Care – Victas
Upper Yarra Community House

V

VALID
Vasey RSL Care
Vertilux
Veterans and Veterans Families Counselling Services (VVCS)
VicRoads
VicServ
Victims of Crime Assistance Tribunal
Victorian Aboriginal Child Care Agency Co-operative (VACCA)
Victorian Aboriginal Community Services Associated Limited (VACSAL)
Victorian Association for the Care and Resettlement of Offenders (VACRO)
Victorian Coroners Court
Victorian Institute of Forensic Medicine
Vincentcare

W

WAYSS Ltd
Webforge Victoria
Western Health
Western Region Health Centre
Westgate Community Initiatives Group (WCIG)
White Lion/Open Family
Whitehorse City Council
Whitehorse Community Health Services
Whittlesea Adult Training and Support Services
Windana
Windermere Child & Family Services
Women's Domestic Violence Crisis Service

Y

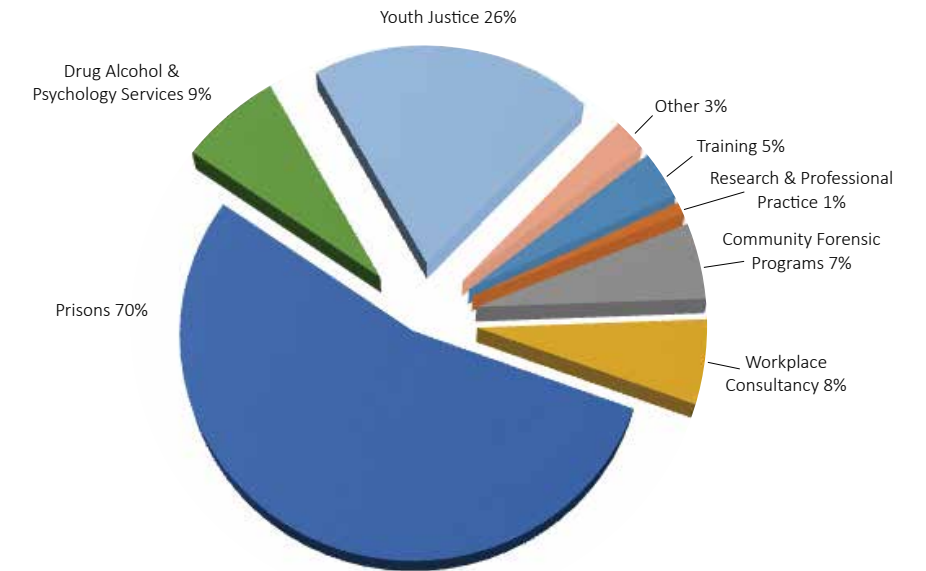
Youthworx
Youth Health and Rehabilitation Service (YHaRS)
Youth Support and Advocacy Service (YSAS)

Z

Zip Industries

FINANCIAL PERFORMANCE AND ACCREDITATION

2014/15 saw another solid year of growth and consolidation for Caraniche with income derived from the following sources:



During the 12 months in review Caraniche:

- Invested over \$8m invested in our staff
- Dedicated only 12% of costs in administration or infrastructure expenses
- Achieved 100% compliance with statutory obligations
- Met and can meet all obligations as they fall due

Caraniche also maintained its commitment to quality as a:

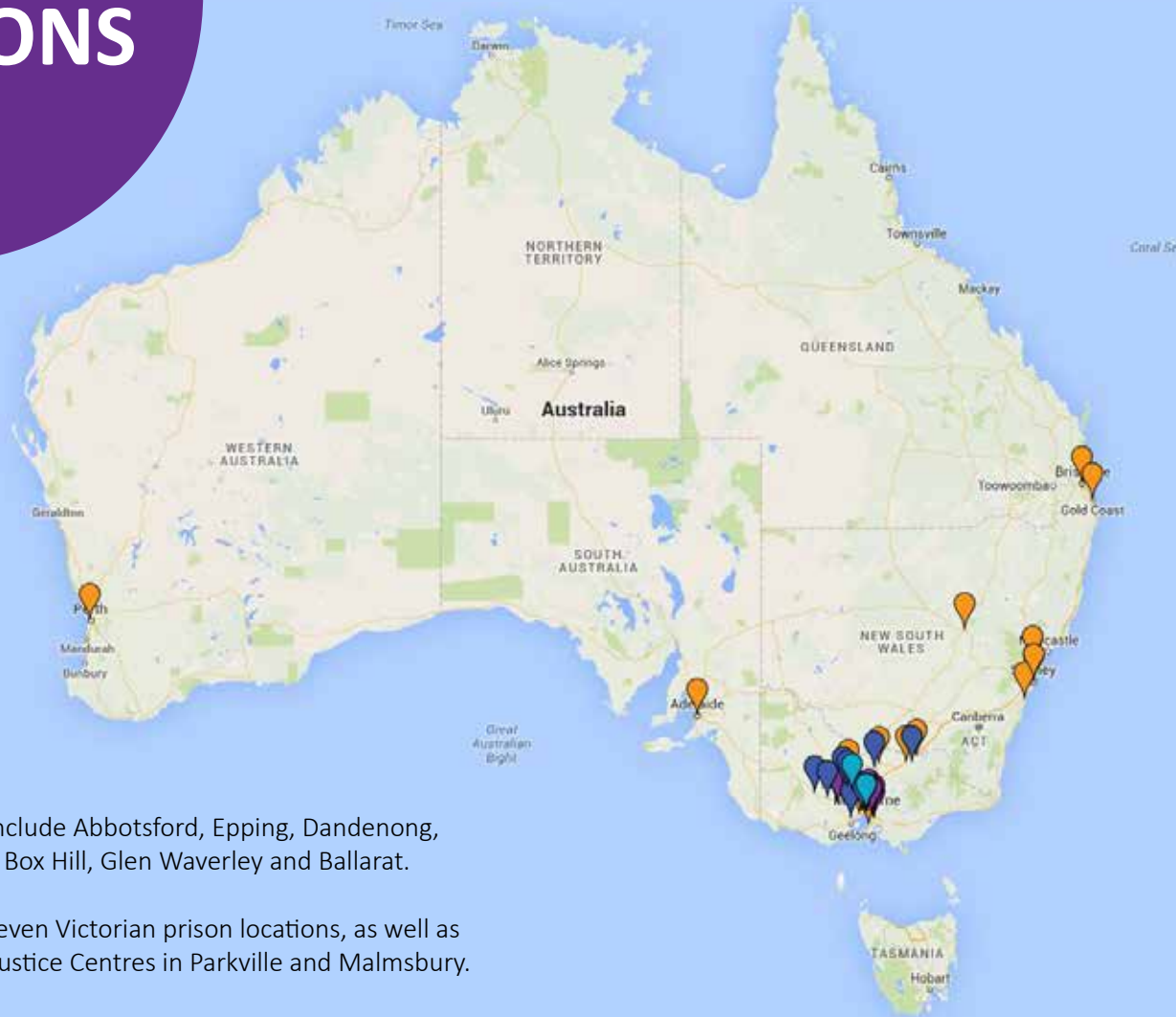
- Quality assured company accredited to the ISO 9001:2008 standard
- QIP accredited, registered Child Services Organisation with Department of Health and Human Services
- Victorian Department of Health Registered Alcohol and Other Drug Agency

- Member of the Employee Assistance Professionals Association of Australia (EAPAA)
- Member Crisis Intervention and Management Australasia (CIMA).

Our Quality accreditations are subject to an annual external audit and as well as the company's own internal audits. Under the ISO standard every three years the whole quality system is examined in detail ensuring the fundamentals of business planning, management control and continuous improvement are being met. Our quality systems are foundation to our governance and keystones to the way Caraniche operates.



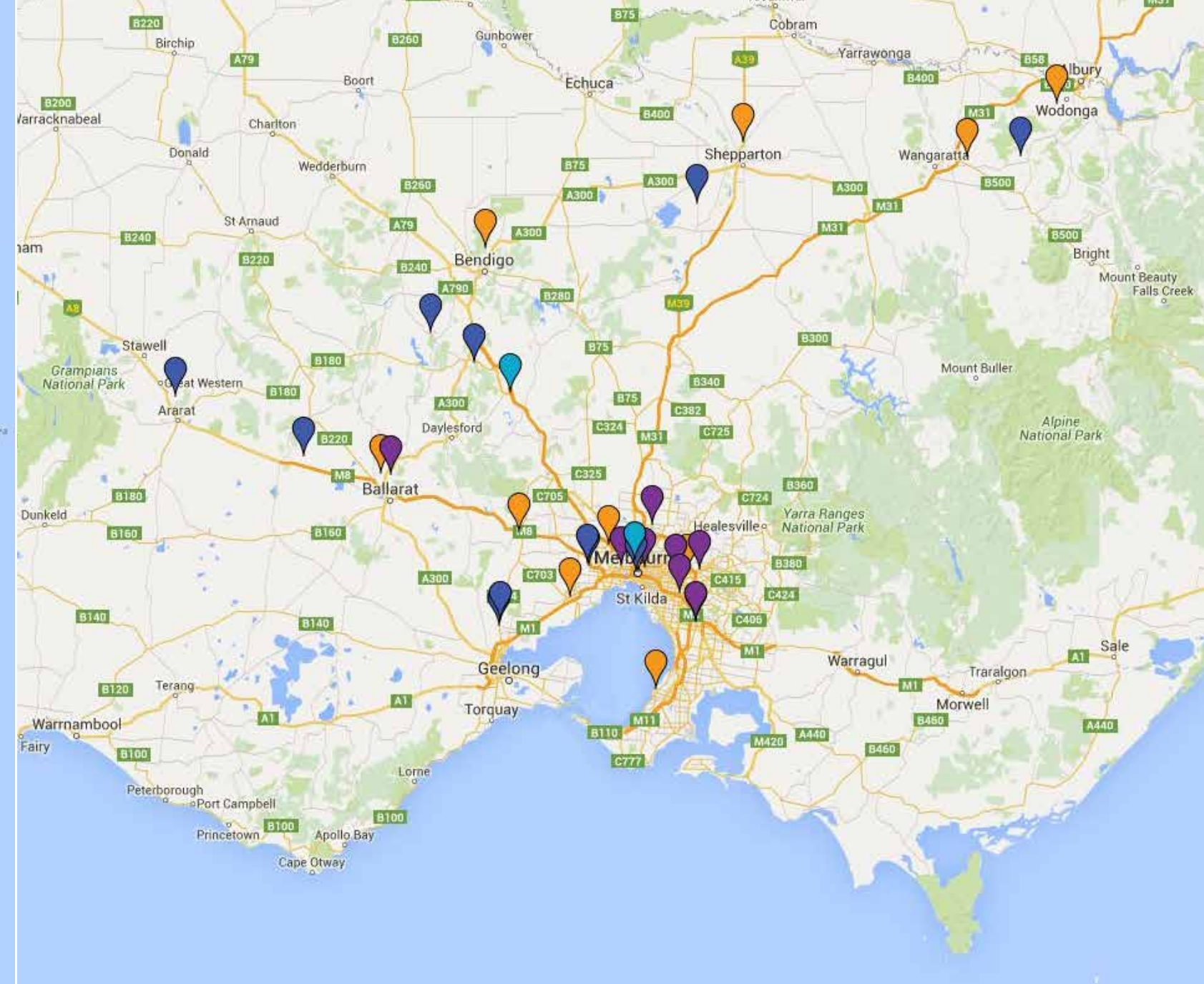
CARANICHE LOCATIONS





Caraniche locations include Abbotsford, Epping, Dandenong, Ringwood, Footscray, Box Hill, Glen Waverley and Ballarat.

We operate across eleven Victorian prison locations, as well as Victoria's two Youth Justice Centres in Parkville and Malmsbury.

Our associates are based both in Victoria as well as Adelaide, Perth, Brisbane, Gold Coast, Central Coast, Dubbo, Sydney, North Sydney, and Wollongong.



-  Caraniche offices
-  Prison locations
-  YHaRS locations
-  Associates



CARANICHE

Excellence in Psychology

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