



# Triage

Emergency Services & Care Society

## 2006 - 2007 Annual Report



a home for *every* person

# Mission Statement



Triage's mission is to advance social equity by building upon the strengths of our community and of each individual.



Through innovative practices we provide housing and support, promote health, and facilitate hope, opportunity and change for people living with mental health, substance use and other challenges.



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# President's Report

It has been a year of rebirth and growth, with opportunities for our organisation to show the very stuff that it is made of. The fire that devastated the Vivian last spring sent reverberations out into both Triage and the rest of the community. Not showing any signs of discouragement, the Ash family once again stepped up financially and ensured that the Vivian would reopen its doors as soon as humanly possible. The end result of this financial commitment and the amazing work of the entire Triage team was not only that this amazing program would be able to house at risk women, but that BC Housing recognized the importance of this and will provide annualised funding for daily operations.

Triage is no longer restricted to the Downtown Eastside. With the BC Housing partnership at Killarney Apartments for over a year now and the upcoming completion of our Transitional Housing project at 5616 Fraser, Triage is becoming known as a Lower Mainland based organisation that provides an even wider scoop of housing and support services.

The efforts of and Peggy Douglas and Bill Briscall resulted in a hugely successful Spring Luncheon. While it attracted almost 375 supporters and generated considerable funds, what made our Luncheon truly great was the honest and heartfelt address provided by our guest speakers, Terry and Steve Wright.

Board members had the opportunity this year to work alongside the frontline staff at several projects, and were constantly amazed at the tireless work of the staff and the genuine relationships they build with their clientele. We will be losing Natasha Chetty and Darrel Mounsey from our Board, who together have contributed many hours to Triage, and have assisted making certain that our community provides much needed services to marginalised populations.

This remarkable team of incredible individuals will continue to strive towards our goal of ending homelessness, and I am truly honoured to part of this great organisation.

Bev Gallagher  
President



# Executive Director's Report



Triage continues to grow and demonstrate our knowledge of housing provision. Construction began this year on the project located at 65 East Hastings, which will provide 92 self-contained units to help address the large number of people who are still homeless. Senior staff are often requested to speak at Homelessness Conferences and service providers from as far away as New Zealand are seeking us out in person to see the unique way we address the chronically homeless.

Our ongoing growth as an organisation has effected all levels of our team. Thankfully we have strong employees at every level to draw from; frontline workers now becoming Supervisors, Supervisors becoming Managers, all of which ensures that Triage's principles of compassion and integrity remain intact.

I want to thank all of the stakeholders that make Triage the amazing organisation that it is, starting with our clients, residents and service recipients. The people who use our services never cease to amaze me with their unending strength in situations that many of us will never experience. There are the thousands of people who donate money, clothing, food, household goods every month that enable us to provide the quality service for which we are recognised for. I thank each and every one of you for being able to see what many often don't.

Finally, I wish to thank the dedicated team of staff and management. This incredible group of human beings continuously putting the client first, ensuring that the relationships with those they work with is nurtured and put first regardless of circumstance.

We attained many of our goals this year, including:

- Expansion of our Outreach Team
- Reopening of The Vivian, a transitional housing program for women with concurrent disorders, and annualised operations funding.
- Completion of the 5616 Fraser Street Alcohol and Drug free concurrent disorders housing project.
- A new action-based governance model for our Board of Directors

As this organisation grows and overcomes setbacks, I am reminded again and again the importance of this work. The upcoming year will undoubtedly be full of change, hardships, but ultimately more and more opportunities for marginalised populations, and I know that Triage will continue to provide solutions.

A handwritten signature in blue ink, appearing to read 'Mark Smith'.

Mark Smith  
Executive Director





# Community Housing & Outreach Services

## Mental Health Supported Housing

Triage's supported housing department now includes Windchimes Apartments, our partnership with Neighbourhood Housing Society, and our new partnership with BC Housing, Killarney Apartments.

### Killarney

This past May marked the one year anniversary of the Killarney Apartments Partnership, our first project located outside the DTES, and it has been a very successful project in almost all areas. The tenants, the staff, BC Housing and the community have all worked together and benefited from this incredible program.

Jeremy Goodwin started off as Supervisor and is now managing the partnership. His attention to detail and approachability have, in many ways, ensured the positive fruition of this program. He attends the Steering Committee, is in touch with the local Mental Health Team and Vancouver Coastal Health, and is still able to stay connected with the rest of our organisation.

The Killarney Partnership provides medication administration, a daily meal program, and 24/7 hour staffing. There are three peer positions filled by tenants; a Cook Assistant (several tenants rotate through this position), an Activity Coordinator, and a Tenant Liaison.

Many of the tenants in this program have a long history of mental illness and institutionalisation, and therefore building a relationship can take a very long time. The staff have many opportunities to incorporate the Strengths Model and Behaviour Change Counselling as the tenants are gradually getting to know the staff.

We hope that this partnership will demonstrate how two like-minded organisations can work together to improve the quality of life of others.

### Neighbourhood Housing Partnership

This year has been a bit quieter than years past at our Neighbourhood Housing Project; only two tenants left the program this year, and sadly one tenant passed away. The local drug trade in the blocks surrounding Bridget Moran Place is still a concern, but the activity is not nearly as prominent as in the past, as the staff of both Triage and Neighbourhood Housing continue to work closely with Vancouver Police. This proactive approach has greatly reduced the levels of drug related activity throughout the building. Bridget Moran Place is once again providing safe, secure housing for our tenants.

Activities continue to be popular and many tenants from both Bridget Moran Place and Windchimes participate in every thing from Bingo and movie nights, to Yoga and cooking classes.

### Windchimes

Windchimes continues to be an amazing community. The tenants and staff work together to create a supportive community that encourages independence and growth. Cayce Laviolette has taken over Jeremy's position and over the past year has worked closely with Vicki ensuring this change affected the tenants in a positive way.

'Windchimers' still enjoy movie nights and a new writing group at Bridget Moran Place. Blue Shell Home Support Services facilitated a Bedbug Prevention workshop for all our housing projects, as bedbugs continue to plague us at almost all of our sites.



# a home for *every* person

## Princess Rooms

This project continues to house some of the hardest to house population in Canada. With the addition of in-house home support, the living conditions of tenats suites has inproved dramatically. The renovations continue and we plan to have a dedicated Laundry Room for both the home support worker and also to proactively address the bedbug situation that afeects almost all our projects.

Over 2000 goals were implemented and many of them completed of the last year and 6299 interventions recorded. These are the most we've had in a yera since the program's inception. Persistant, supportive work with tenants, while always ensuring that the relationship is the top priority results in these amazing statistics.

The biggest change to our program has been Bill Briscall moving over to the Administration Department and Danielle Nakouz taking over as Manager. Bill's contributions to the program have been numerous and has left his positive mark on the program. Danielle brings with her a wealth of experience as Spervisor of this program and already has a strong connection to both the tenants and the staf group. This will be a bittersweet change for all.

## Outreach Teams

### Concurrent

Triage's Concurrent Disorders Outreach Team continues to serve individuals who have been chronically homeless, either living on the streets or cycling through the shelter system.

Since June 2006 they have served a total of 62 clients, and carry a caseload of approximately 40 clients at any one time. Through sustained, intensive engagement processes, the team has seen some remarkable outcomes. However, 8 of the people on the Team's caseload have died during the past 1212 months, and this deeply affects the team morale.

Members of the team attend various workshops and community building events as their relationships with other services in the community is crucial to the positive outcomes of the clients.

Funding of the outreach team continues to be provided on a year to year basis by Human Resources and Social Development Canada. Triage will continue to solicit permanent funding for this project, as it is a crucial part of the continuum of care for chronically homeless people.

### Homelessness Outreach Team

The Ministry of Employment and Income Assistance (MEIA) and BC Housing Outreach project started the fall of 2006. The mandate is house people that are truly homeless, actually living on the street. Two staff members start their day at 7am by going out and finding individuals, then connect them to MEIA by opening a file with the Ministry, and ultimately locating hosing, sometimes all in one day.

It is a very results orientated project and is generating some substantial statistics. In the past 1212 months the Homelessness Outreach Team was able to get 80 clients connected to the Ministry and almost 70 housed in the DTES. The hope is that funding will continue, as this program has already proven immensely effective.





# Women Services & Emergency Shelter

## The Vivian

This year Triage faced one its biggest challenges yet. The fire at the Vivian in May of 2006 affected all of our programs and every staff member contributed to overcome this huge obstacle. Many of the women were relocated to Princess Rooms and the Shelter switched the men's and women's sides in order to accommodate more women. The larger community of the DTES showed its support by fast-tracking some of the women through their admission processes, and a partnership with the Hugh Bird Residence was formed.

Once the majority of the women were relocated, the staff of the Vivian was stripped down to three. Amelia Ridgway managed this team which ensured that the relationships with all of the Vivian's previous tenants, including the few that chose not to relocate within Triage's programs, were maintained.

These women represent the most marginalized people in the community. They are disproportionately Aboriginal, HIV infected, survival sex trade workers, with untreated mental health issues and victims of layers of past and present violence.

The happy ending to this story is not only have all the renovations been reimbursed by BC Housing, but that the Vivian now has ongoing operations funding through BC Housing as well. The women and staff are very happy to return to their oasis in the Downtown Eastside.

## The Shelter

The facility at 707 Powell spent the year undergoing major renovations. The environment of the shelter is challenging at the best of times balancing the numerous demands of frontline work: taking referrals, crisis intervention, managing conflict, supporting residents, administering medications, meal programs, phone calls, and assisting visitors. Hammering, grinding, banging, tarps and scaffolding added to the stress this year but did not interfere with the exceptional front line work that has given Triage a solid, positive community reputation. The renovations were completed this June, much to our relief.

There were 689 intakes into the shelter this past year. For the last four years this number has continued to drop. This reflects the longer stays necessary to address the increasingly complex issues of the residents of the Downtown Eastside, as well as the lack of appropriate second and third stage housing. The fact that we had to turn away almost 7000 people during this same period of time only emphasizes the need for more housing, for men and women, regardless of what situation they are in.

People need real housing options that are tailored to their specific needs and their unique situations. Minimal barrier, longer term environments coupled with emergency, short term stay facilities give our clientele real opportunities.

My sincerest thanks to the Triage community: the staff, the volunteers, the board of directors, the management team, the donors, the people who come by with donations and most of all the people who share their lives with us each and every day.



# Operations



## Food Services

The kitchen renovations were completed at the end of June, with a new tile floor installed. Apart from a few minor complications, the job was completed on time and under budget, which allowed us to purchase and install a new dishwasher. Christmas saw the kitchen provide over 2000 meals to our community, including the meals at the Shelter. A special thanks to Natasha and Jaime for rolling up their sleeves and helping serve up Christmas dinner. One of our main cooks, Annie Mah, has been struggling with a serious physical health concern for a while now, but we hope she will be returning to work before the end of the year.

## Building Operations

The Vivian has been completely rebuilt and is once again housing women in the DTES. It looks very different inside from the original layout – there are now two separate offices (one at the entrance, one at the original location), and the kitchen is beautiful with all new appliances. Russel, the Operations Supervisor, continues doing a great job of keeping the building in good working order, and we would like to welcome Amanda Moore to the Ops team. Amanda has working in other projects at Triage, and her experience working with our clientele will be a huge asset to the team.

The move of our Administrative offices to 191 Alexander went smoothly, and apart from redirecting mail and wiser planning for trips to admin, everyone is happy with the move.

The Princess Rooms renovations are finally completed. It was a long haul but we made it. There is now a dedicated laundry room for the in-house home support, tough new doors and entry systems, as well as additional lighting and cameras. These changes have made Princess Rooms safer, cleaner, and easier to maintain.

The original carpets at our shelter are gone and have been replaced with hard flooring, and the workspaces and medication room feature new built-in desks and shelving. Everything was constructed from ¾” plywood with a nice finish applied, so it looks very good and is a good value as well. We have also been able to increase our janitorial hours at the Shelter and Windchimes this year, and we welcome ‘Scotty’ to the crew.

Finally, we now have a new van and a peppy Versa. The van will assist Ops and Fund Development with pick-ups and deliveries, while the Versa will be available for staff to escort clients as well as work related transport for the various projects.

And that’s all I know for sure...





# Human Resources

## Staffing

The year got off to a rough start, as the layoffs due to the Vivian fire trickled down a handful of employees returning to our on-call list and smaller number seeking employment elsewhere. Thankfully the first half of 2007 was very busy for due to hiring. Our Fraser Street, Vivian, and Outreach programs all required new staff, as well as the positions that became open in existing programs due to the movement of staff from those being programs.

Dorothy MacDirmond resigned as Executive Assistant and was replaced by Bill Briscall, who made a shift from management to working more closely with Mark Smith. Hiring a manager for the Fraser Street project was successful, resulting in the hiring of Sean Spear, previously ED of Impact Addiction/Prevention Services in Abbotsford. He brought a combination of mental health and addictions knowledge, program management experience, experience working closely with a health authority (Fraser Health) and experience developing a positive reception for Impact's services in a very conservative community setting.

## Non-contract staff

With our growth in the last 2 years and the near future, and moving into a new administrative office, the roles and relationships of the non-contract staff were assessed to ensure everyone is working effectively and efficiently. Non-contract staff filled out Role Assessment Questionnaires to help assess duties required and their subsequent salary as it related to others in the Health Employment field. This job evaluation also helped ensure internal equity. Edge Consulting was brought in to interview non-contract staff and help determine what areas could benefit from a more detailed look at management processes and roles.

## Human Resources Policies

Triage developed a set of Human Resources policies for the unionized staff based on the template provided by HEABC. Leslie Remund took the lead, while I reviewed the HEABC templates in detail, Linda Teichroew, (payroll consultant) reviewed for compensation and benefits areas, and Chris Gigliotti (IT consultant) reviewed the policy for use of electronic technology.

The response from employees was positive. The policy manual was introduced to the staff at program meetings and casuals were sent a copy. Management had general discussions about implementation and the need for consistency in applying the policies. As we continue to grow in numbers with new programs, there will be more need to use administrative processes and orientation of new employees. The program managers and I worked together regarding implementation. One big change was the implementation of a vacation planning process so that programs can come up with a workable vacation plan in advance.

## Bed Bugs

A committee was struck (HR, Operations, program manager, program staff) to prepare instructions and guidelines for staff when dealing with bed bug infestations. Other nonprofits were contacted and their guidelines compared with the ultimate goal of determining the risk factors of staff taking bedbugs home and having to deal with an infestation. Policy is currently being developed on responding to staff requests for assistance if they have an infestation in their home, and just as important what kind of preventative practices and protocol will eventually be in place to avoid this, such as fumigation of sites and protective clothing.



# Fund Development



The Fund Development Department had a great year and here are some of the highlights.

The Annual Friends of Triage Barbeque was held on August 13th and was the most successful to date, as we served 900 people and raised \$4,100!

We had set up a reconstruction fund for the Vivian with the daunting cost of approximately \$700,000. Amazingly, many foundations stepped up to the plate, the finest example being Peter Ash from E-Care with a donation of \$100,000 in October 2006, and we were well on our way to achieving our goal of rebuilding the Vivian.

Luncheon held on May 22nd, 2007 at the Bayshore was a great success this year. We were very lucky to have Shelagh Rogers from CBC Radio One as our emcee, we raised \$2121,000, and we had some very powerful keynote speakers. The parents of a resident at the Vivian spoke about the ways the Vivian helped their daughter stay out of hospital care and gain some stability.

Thank you to everyone that has contributed to Triage in order to help us offer the best possible service to all of the incredible people we work with.



40 YEARS





# Statement of Financial Position

	2007 \$	2006 \$
<b>ASSETS</b>		
CURRENT ASSETS		
Cash & Short-Term Investments	1,565,964	1,165,783
Accounts Receivable	2,358,615	120,710
Inventory & Prepaid Expenses	83,713	29,233
<b>Total</b>	<b>4,008,292</b>	<b>1,315,726</b>
CAPITAL ASSETS		
RESTRICTED CASH	11,895,901	5,494,343
	131,167	1,224,163
<b>Total</b>	<b>16,035,360</b>	<b>6,718,506</b>
<b>LIABILITIES</b>		
CURRENT LIABILITIES		
Accounts Payable	2,863,456	279,724
Tenant Deposits	25,473	24,511
Deferred Revenue	392,764	794,178
Current Portion of Long-Term Debt	110,589	105,964
<b>Total</b>	<b>3,392,282</b>	<b>1,204,377</b>
LONG-TERM DEBT	5,821,388	3,811,520
DEFERRED CONTRIBUTIONS	5,955,292	1,247,506
<b>Total</b>	<b>15,168,962</b>	<b>6,263,403</b>
NET ASSETS	866,398	670,829
<b>Total</b>	<b>16,035,360</b>	<b>6,934,232</b>



# Board of Directors



## Beverly Gallagher, President

*Lawyer*

Maple Leaf Law Association?

## Lucy Hough, Vice-President

*Development Officer*

Big Sisters of BC

## Michael Bingham, Treasurer

*Accountant*

Bingham and Company

## Marie Robinson, Secretary

*President*

Connect Consulting

## Jaime Hall, Director

*Lawyer*

Reed Pope LLP Lawyers

## Frank Zulj, Director

*Project Technologist*

BC Housing

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