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BC Corrections Overview

BC Corrections works to keep British Columbians safe by supervising adults who are in provincial custody centres or are under court-ordered supervision in the community. With a total budget of $245 million, BC Corrections’ 2,259 staff members supervise more than 25,000 individuals throughout the province in custody and the community. The branch provides secure custody at ten correctional centres which house sentenced and remanded inmates and operates 55 probation offices throughout British Columbia to supervise individuals serving community sentences such as bail, probation or conditional sentence orders.

Mandate

BC Corrections has a mandate to protect communities through the safe control and behavioural change of adults by providing correctional services and programs to individuals 18 years or older who are:

» On a bail order awaiting trial or serving a community sentence (probation, conditional sentence order, etc.);
» Held in custody while awaiting trial or serving a custodial sentence of less than two years; or
» Persons detained under the authority of the Canada Border Services Agency.

Goals

BC Corrections’ goals and objectives are to:

» Support staff to manage clients and inmates with integrity, respect and dignity;
» Strive to ensure that approaches to risk assessment, case management, and program delivery are culturally-appropriate, fair, and effective;
» Collaborate broadly to deliver effective interventions that respond to the risks and needs of clients and inmates;
» Build, operate and maintain innovative, integrated client and inmate management technology; and
» Design new offices and institutions to maximize staff, client and inmate safety and efficiency.
Organization

BC Corrections has four divisions:

» **Strategic Operations** – Provides strategic direction to ensure systems, policies, infrastructure and programs are as effective as possible;

» **Community Corrections** – Supervises and offers programs to individuals in the community in accordance with court orders;

» **Capital Projects** – Plans and directs new building projects to ensure the physical infrastructure supports safe and secure operations; and

» **Adult Custody** – Operates ten correctional centres to safely house adult inmates who are awaiting trial or serving a sentence of less than 2 years. (Sentences of two years or more are served in federal custody centres).

Leadership Team (Org Chart)

The senior leadership team guides BC Corrections’ vision, strategic goals and operations:
QUICK FACT: Per person cost of correctional services
In 2016/17, on average it costs $7.25 per day to supervise a client in the community — or about $2,500 per year. A low-risk client costs an average of $2.69 per day, while a medium to high-risk client costs $12.26 per day to supervise. On average it cost $215 per day to house an inmate in a correctional centre — or about $78,000 per year.

Strategic Operations
The Strategic Operations division supports probation and correctional officers in the field by providing strategic direction through:

» Program development, training and management;
» Policy analysis and development;
» Indigenous justice program development and delivery;
» Research and evaluation; and
» Information management, data quality and technology development.

Goals
The goals of the division are to ensure BC Corrections is:

» Focusing case management on changing criminal behaviour and protecting communities;
» Adhering to high standards in information technology and management, policy and program development, research and evaluation; and
» Being responsive to the justice needs identified by Indigenous communities and clients, and providing training to staff to support improved relationships with Indigenous people and communities.
Organization

The Strategic Operations Division has approximately 43 full-time employees who work as program managers, performance, evaluation and research analysts, and policy and program analysts.

The Strategic Operations team constantly refines offender management practices including programs, risk/needs assessments, and intake and release procedures. They ensure that programs and services provided by BC Corrections are based on quality information, research and best practices.

Best practices in corrections are delivered to inmates and clients by:

» Providing an integrated case management framework for each client;
» Managing risk according to evidence-based assessment and correctional interventions;
» Delivering programs that target criminal behaviour, and encourage offenders to make positive changes in social interactions and take responsibility for their past and future behaviour;
» Developing and implementing new interventions that prepare offenders and inmates for psychological, educational and vocational programs to assist them in reintegrating into the community; and
» Maintaining strong links between information, research, training and policy.

Policy and Programs

The policy and program section is responsible for the development, analysis and evaluation of Corrections Branch, Community Corrections and Adult Custody policies, programs and procedures, and recommending and drafting legislation, regulations and service delivery standards.

Each policy and program analyst is assigned a portfolio in one of three broad work-streams:

» Operations/programs;
» Staffing, training and safety programs; and
» Case management/sentence administration.

Policy and program analysts regularly consult with staff in all divisions, senior managers, jurisdictional partners, and stakeholders to recommend approaches that are fully informed and are aligned with the strategic direction of BC Corrections.

Aboriginal Programs and Relationships

The Aboriginal Programs and Relationships section was created in 2008 to address the challenges of Indigenous people in their interactions with the criminal justice system. Although Indigenous people are only 5% * of the adult population of British Columbia, they are 29% of the adult population in provincial custody centres and 26% of people under community supervision.

The Aboriginal Programs and Relationships section works to:

» Improve the relationships and understanding between BC Corrections, justice officials and Indigenous people and their communities;

» Enhance the effectiveness of programs and services for Indigenous clients and offenders; and

» Be responsive to the justice needs identified by Indigenous communities.

BC Corrections supports the Native Courtworker and Counselling Association of British Columbia (NCCABC) to provide services to Indigenous people in conflict with the law and help them address the unique challenges they face when they navigate the justice system. The NCCABC works to ensure that Indigenous people charged with a criminal offence receive fair, equitable and culturally sensitive treatment. The NCCABC operates in 28 communities and provides services to 74% of our provincial courthouses, as well as to the Downtown Vancouver Community Court. The NCCABC services are cost-shared 50/50 with the federal government and the budget is $3.2M in 2017/18.

BC Corrections also provides support and guidance to independent Indigenous Justice Programs (IJP) in 34 communities province-wide. The IJP is also cost shared 50/50 with the federal government, with an annual budget of $3.2 million. The programs work to reduce victimization, crime and incarceration among Indigenous people by offering individualized programs such as diversion, alternative measures, community work service, sentencing input, restorative justice and reintegration services. As part of this program, BC Corrections and the Justice Institute of British Columbia collaborate to train independent Indigenous justice workers to deliver:

» Domestic violence programs;

» Substance abuse programs; and

» Training in alternative measures.

At our custody centres, Indigenous service providers offer spiritual leadership and culturally relevant programming to inmates. Several custody centres have dedicated spaces for sweat lodges, smudges, healing ceremonies and talking circles. Aboriginal Liaison Workers provide counselling and crisis intervention, and connect Indigenous inmates and offenders with groups that help them reintegrate into their communities. Elders and spiritual advisors also deliver cultural awareness programming to inmates from other ethnicities to help foster peace and understanding.
Performance, Research and Evaluation (PREv) Unit

The Performance, Research and Evaluation (PREv) Unit takes an evidence-based approach to developing, implementing and evaluating programs on their effectiveness to reduce crime. It combines empirical research with tested best practices to support successful offender reintegration.

To accomplish this, the PREv team has a high degree of academic training and extensive research and evaluation experience in program evaluation, statistics, criminology, simulation modeling, sexual offending, learning theories and self-regulation behaviours. They use their expertise to:

- Provide reliable and valid business intelligence and operations data to inform operational practices and respond to requests from BC Corrections staff, justice partners, media and the public;
- Develop and implement evaluation frameworks and provide statistical analyses to investigate the effectiveness of correctional interventions and programs;
- Consult and participate in the evaluation of cross-ministry initiatives such as Vancouver’s Downtown Community Court, Drug Treatment Court of Vancouver and Vancouver Intensive Supervision Unit;
- Contribute to national data initiatives led by Statistics Canada;
- Consult and collaborate with federal counterparts and academics to conduct research, grow evidence-based practices and improve standardization in operational definitions; and
- Ensure that external agencies, which are screened and approved to conduct research within BC Corrections, adhere to branch guidelines, accurately interpret branch policies and data, and demonstrate a high ethical standard in research practice.

Information Technology Solutions

The Strategic Operations Division supports probation officers and correctional officers with the technology that BC Corrections develops and uses to monitor and manage offenders, such as the GPS-enabled electronic supervision program and our client management software, CORNET.

Supporting operations that run 24 hours a day, seven days a week, BC Corrections staff use integrated applications for sentence administration, case management, risk/needs assessments, health care, operational intelligence, client/inmate identity management (Biometrics), quality assurance, collaboration, and custody centre security.

BC Corrections also uses Electronic Supervision with GPS-enabled ankle bracelets to monitor clients in the community when it is ordered by the courts. Clients subject to house arrest, curfew or ‘no go’ area restrictions may be placed onto the program as part of their court-ordered conditions. An alarm sounds at BC Corrections’ 24/7 Central Monitoring Unit if curfew, house arrest or ‘no go’ area restrictions are violated. Electronic Supervision builds on other tools and case management strategies used by probation officers to supervise clients in the community.

These applications include integrated corrections networks (CORNET and ICON), integrated justice network (JUSTIN), inmate electronic health record system (PAC), inmate call control system (ICCS), operational and business intelligence (COGNOS), eServices and secure collaboration services (CorrPoint). Approximately 6,000 internal and external justice agency personnel depend on the accuracy and reliability of BC Corrections business systems and information to support their diverse and complex job functions.
The long-term investment in these technologies and related services has pioneered developments that increase public safety, improve outcomes for clients and assist staff in their work within the criminal justice system.

Community Corrections

Probation officers and other staff in the Community Corrections division work to reduce reoffending and increase public safety by supervising and changing the behaviour of clients who are under court-ordered supervision in the community. On any given day, there are close to 23,000 Community Corrections clients being supervised by probation officers and bail supervisors throughout the province. These individuals have been deemed by the courts to await trial on bail or to serve a community sentence, such as probation, a conditional sentence order, alternative measures or an 810 recognizance order.

Goals

The goals of the Community Corrections division are to:

» Reduce reoffending through the purposeful case management of a diverse client population;
» Support staff in achieving the goals and values of the organization; and
» Enhance services to offenders through strategic partnerships in the community.
Organization

The Community Corrections division has more than 550 employees who work in 55 offices in five regions throughout the province as probation officers, local managers, regional directors and administrative support.

COMMUNITY CORRECTIONS OFFICES IN B.C.
Client Supervision

Generally speaking, the courts determine if an individual should be placed under community supervision in British Columbia and what types of specific conditions they have to abide by while they are being supervised in the community. This can occur through a number of different types of court orders:

**Alternative Measures:** An alternative to court that provides an opportunity for people charged with less serious offences to be diverted out of the court system. Individuals accept personal responsibility for their behaviour and agree to make amends to the victim and/or community. Alternative measures may include restitution, an apology, community work service and — for Indigenous people — involvement in culturally based practices.

**Bail:** A court order by which an individual who is accused of a criminal offence is required to appear in court at a designated time and date, and abide by conditions as directed in the order and by the bail supervisor. Bail is used when the court determines that remanding the accused in custody prior to trial is not warranted to ensure public safety or compel the accused to appear in court.

**Probation:** A court order that imposes a sentence on an offender to be served in the community for a specified period of time. An offender on probation must meet conditions identified in the order that is supervised by a probation officer.

**Conditional Sentence:** A sentence that is served in the community and is supervised by a probation officer fulfilling the function of a conditional sentence supervisor. The client must obey certain conditions. If conditions are not obeyed, they may be placed in custody to serve a portion or the remainder of their sentence.

**Section 810 Recognizance:** Under section 810 of the Criminal Code of Canada, the court may order a recognizance (commonly referred to as a peace bond) for a period not exceeding 24 months, when there is a perceived threat of harm to the safety of a community or person, whose protection requires court intervention. No convictions or charges need to be laid for such a recognizance to be ordered.

**Parole:** A form of conditional release from custody while an offender is serving a sentence. The Parole Board of Canada decides whether provincial and federal offenders should be released from custody on parole.  
*Note: Supervision of provincial offenders on parole in B.C. is the responsibility of the Correctional Service of Canada.*
Client Profile

In 2016/17, Community Corrections’ 22,428 clients were supervised in five regions in the province, based on the client’s area of residence.

AVERAGE DAILY NUMBER OF PEOPLE UNDER COMMUNITY SUPERVISION BY REGION BY FISCAL YEAR

<table>
<thead>
<tr>
<th>Region</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
<th>2015/16</th>
<th>2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Fraser/Metro</td>
<td>4,912</td>
<td>4,754</td>
<td>4,588</td>
<td>4,573</td>
<td>4,710</td>
</tr>
<tr>
<td>Interior/Fraser</td>
<td>4,728</td>
<td>4,539</td>
<td>4,346</td>
<td>4,396</td>
<td>4,899</td>
</tr>
<tr>
<td>Island/Coastal</td>
<td>4,253</td>
<td>4,254</td>
<td>4,172</td>
<td>4,280</td>
<td>4,275</td>
</tr>
<tr>
<td>Lower Mainland</td>
<td>4,529</td>
<td>4,150</td>
<td>4,084</td>
<td>4,035</td>
<td>4,092</td>
</tr>
<tr>
<td>Northern/Interior</td>
<td>4,348</td>
<td>4,344</td>
<td>4,275</td>
<td>4,395</td>
<td>4,452</td>
</tr>
<tr>
<td>Provincial Total</td>
<td>22,778</td>
<td>22,042</td>
<td>21,466</td>
<td>21,678</td>
<td>22,428</td>
</tr>
</tbody>
</table>

AVERAGE DAILY NUMBER OF COMMUNITY CORRECTIONS CLIENTS BY COURT ORDER TYPE, BY FISCAL YEAR*

The following table shows Community Corrections’ average daily client count by court order type:

<table>
<thead>
<tr>
<th>Court Order Type</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
<th>2015/16</th>
<th>2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Probation Orders</td>
<td>11,447</td>
<td>11,197</td>
<td>11,009</td>
<td>10,954</td>
<td>11,505</td>
</tr>
<tr>
<td>Conditional Sentence Orders</td>
<td>1,959</td>
<td>1,836</td>
<td>1,519</td>
<td>1,182</td>
<td>1,035</td>
</tr>
<tr>
<td>Recognizance Peace Bonds</td>
<td>1,333</td>
<td>1,406</td>
<td>1,315</td>
<td>1,307</td>
<td>1,264</td>
</tr>
<tr>
<td>Alternative Measures</td>
<td>183</td>
<td>157</td>
<td>145</td>
<td>149</td>
<td>132</td>
</tr>
<tr>
<td>Bail</td>
<td>7,771</td>
<td>7,353</td>
<td>7,397</td>
<td>8,015</td>
<td>8,329</td>
</tr>
<tr>
<td>Other/Not Stated</td>
<td>86</td>
<td>92</td>
<td>80</td>
<td>72</td>
<td>163</td>
</tr>
<tr>
<td>Provincial Total**</td>
<td>22,778</td>
<td>22,042</td>
<td>21,466</td>
<td>21,678</td>
<td>22,428</td>
</tr>
</tbody>
</table>

* People under supervision for multiple orders are supervised according to their most serious disposition. For example, a person with a probation and bail order would be considered a probation client, since probation is a more serious disposition than bail.

** The total number of people under community supervision includes those with a court order designated as ‘Not Stated’.

AVERAGE LENGTH OF COMMUNITY SUPERVISION (IN DAYS):

In 2016/17, a Community Corrections client spent an average of 356 days under community supervision, a significantly longer supervision period than the average length of stay in custody. Average length of stay:

- Remanded to Custody: 38 Days
- Sentenced to Custody: 59 Days
- Community Supervision: 356 Days
Offenders come under community supervision for a variety of offences, including domestic violence, sexual offences and general offences which include crimes against the person, crimes against property and administrative offences.

The following chart shows the breakdown of Community Corrections clients by offence type in 2016/17.

**COMMUNITY CLIENTS BY OFFENCE TYPE**

<table>
<thead>
<tr>
<th>Offence Type</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Domestic Violence</td>
<td>24%</td>
</tr>
<tr>
<td>Sex Offender</td>
<td>9%</td>
</tr>
<tr>
<td>General Offender</td>
<td>65%</td>
</tr>
</tbody>
</table>

**Case Management**

When offenders are under court-ordered supervision in the community, BC Corrections’ goal is to reduce reoffending and enhance public protection by encouraging and enabling behavioural change. Staff use case management strategies that have been proven through research to reduce reoffending, such as:

- Balancing supervising and enforcing court orders with assisting offenders to make positive changes in their lives;
- Applying the appropriate level of intervention and programming to offenders who are assessed as high risk to reoffend;
- Identifying needs that must be addressed to reduce reoffending;
- Matching offenders with interventions that account for their personal characteristics and learning styles; and
- Standardizing and maintaining programs offered to offenders through staff training, quality management, evaluation and peer review.

Community corrections case management and supervision consists of:

- Preparing reports about adult offenders and providing sentencing options for the court;
- Supervising court orders. This involves monitoring offenders for compliance with court-ordered conditions and submitting reports of non-compliance to court when they violate these conditions, potentially resulting in an offender returning to custody;
- Assessing the risk to reoffend and identifying the needs related to offending behaviour. Linking offender risk and needs to a case management plan that outlines the types of interventions to be used, while setting goals and accounting for unique offender characteristics and circumstances;
Delivering specific core programs and referring offenders to other programs used to support intervention goals;

Delivering structured interventions, such as treatment readiness programs that address identified risks and needs of offenders;

Maintaining contact with police, family members and program providers to monitor offender progress;

Determining the frequency that offenders must report to their case manager;

Reassessing the offender’s response to these interventions on a continuous basis and adjusting the case management plan in response to changing circumstances and assessment results; and

When a court has determined it is appropriate, using electronic monitoring to enhance the supervision of some offenders.

**Offender Programs to Reduce Reoffending**

When offenders are convicted and have a high risk of reoffending, BC Corrections offers cognitive behavioural programs. These programs have been proven to reduce criminal behaviour and are delivered to offenders at correctional centres and community offices across B.C.

Cognitive behavioural programs attempt to change an offender’s thinking and behaviour by targeting issues that contribute to the offender’s criminal lifestyle such as substance abuse, violence, difficulties with spousal relationships and problems with emotional outbursts.

By overcoming these issues, offenders learn to make better choices and to develop support networks that help them make positive changes in their lives. Probation officers deliver core programs to high and medium-risk offenders in the community based on their individual risk and needs assessments.
Programs delivered to Community Corrections’ clients include:

» **Relationship Violence Prevention Program**: A two-part program consisting of 10 sessions delivered by Corrections staff and 17 sessions delivered by trained therapists to help offenders identify abusive behaviour, understand its harmful impact and learn how to avoid it in their relationships. The Relationship Violence Cultural Edition is offered to clients in the Lower Mainland in their first language.

**QUICK FACT: Relationship Violence Prevention Program**
BC Corrections evaluated the Relationship Violence Prevention Program to determine if individuals who completed these programs were less likely to reoffend than those who did not. Results show that completing this program in the community can reduce violent reoffending by 50%.

» **Living Without Violence**: Ten sessions that help offenders recognize the source of their anger, improve their communication skills and learn respectful, non-violent problem-solving techniques.

» **Substance Abuse Management**: A 12-session program that employs practical strategies to reduce negative consequences of substance use, ranging from safer use, to managed use, to abstinence. This program is delivered separately to male and female offenders.

» **Sex Offender Treatment and Maintenance**: The National Sex Offender Treatment Program was jointly adopted in 2003 by BC Corrections and the Forensic Psychiatric Services Commission (FPSC). The initial treatment program is delivered by FPSC staff and the follow-up maintenance portion is delivered by probation officers. The program is designed to manage sex offenders and help them retain what they have learned during treatment.

» **Thinking Leads 2 Change**: Thinking Leads 2 Change is a cognitive behavioural program for medium and high-risk female clients to explore the roots of their thoughts, beliefs, and emotions that have led to anti-social or criminal behaviours.

**Working with Partners**

Integrated service delivery is part of the culture of the Community Corrections division – a respected leader in collaborating with other government agencies and public safety partners. This inclusive approach enables corrections staff to contribute to an effective and responsive criminal justice system, while meeting the health and social needs of offenders.

Community Corrections’ partnerships include:

» **Downtown Community Court**: A comprehensive, integrated approach to address the root causes of street crime such as substance use, homelessness and poverty. In 2008, the DCC opened to effectively manage offenders in Vancouver’s downtown with an integrated response to their legal, social and health care needs. With assistance from community and business organizations, the court is a partnership of justice, social and health agencies and the provincial court judiciary. These partners work together — not just to deal with the offence — but to treat the whole person and help break the cycle of crime. An evaluation released in 2014 found the court was successful in reducing recidivism for a sub-group of high risk offenders.
» Drug Treatment Court of Vancouver: In 2001, the court opened as an integrated approach to provide correctional interventions, justice services (i.e. judge, defence counsel, federal Crown prosecutor and probation officer) and health treatment services to reduce reoffending by residents in the Downtown Eastside who have substance use disorders. An evaluation led by Simon Fraser University determined that drug-related recidivism was significantly reduced by 50% over a two year period.

» Vancouver Intensive Supervision Unit: A specialized supervision program made up of probation officers and mental health professionals who provide intensive interventions in the Downtown Eastside to reduce hospital and jail admissions of offenders with mental health needs.

» Integrated Community Outreach Teams (Victoria, Surrey Langley, and Prince George): An inter-agency approach to deliver integrated services to enhance community safety by improving client access to housing, financial support, life skills, and mental health and addictions services. For example, the Victoria outreach team involves a probation officer, mental health social worker, mental health outreach worker, psychiatric nurse, income assistance worker and police officer who work together closely to improve outcomes for offenders in the community. These partners work together, not just to deal with the offence, but to treat the whole person and help break the cycle of crime through a co-ordinated and informed response.

» High-Risk Recognizance Advisory Committee: A coordinated approach by justice agencies to obtain court supervision orders (section 810 recognizance) for offenders who are released from federal or provincial custody at the end of their sentence and continue to pose a high risk to reoffend.

» Aboriginal Justice Workers: Trained Indigenous Justice Workers team up with probation officers to co-facilitate substance abuse management and domestic violence programs.

» Integrated Offender Management: Correctional centre and community corrections staff collaborate to plan for high-risk offenders’ release and success in living crime-free throughout their return to the community. Inmates must be actively engaged in the process to help them connect with appropriate living arrangements, consider job opportunities and access supports in the community. The goal is to promote their stability and address known “triggers” of their past crimes to successfully reintegrate back into the community. The program has shown to reduce reoffending by up to 49% for women and 43% for men. For participants, IOM’s benefits include a greater sense of accountability and independence, and more positive self-regard.
Staff Training

Through extensive training, probation officers achieve the status of peace officer and officer of the court. The training prepares these professionals to work with clients in the community, managing the risk offenders pose to the public by holding them accountable and supporting their rehabilitation, ultimately helping to reduce the risk of reoffending. Training focuses on:

- The legal system, report writing, offender management and Aboriginal justice;
- Offender program facilitation;
- Mandatory health and safety training; and
- Justice-specific systems training (e.g. CORNET, JUSTIN, OMS)

As part of commitment to innovative approaches, BC Corrections is leading the way across the country with the province-wide implementation of Strategic Training Initiative in Community Supervision (STICS). STICS teaches probation officers to use evidence-based practices to change the attitudes of offenders. Through one-to-one intervention techniques, probation officers target the criminal behaviours of medium and high risk offenders through rapport building, leading by example and reinforcing cognitive behavioural techniques that influence change.

STICS has three principles:

- **Risk** – The levels of service an offender receives should match their risk;
- **Needs** – The services offenders receive should address the causes of their criminal behaviour; and
- **Responsivity** – Interventions should be responsive to the offender’s individual motivations, strengths and abilities.

Offenders supervised by probation officers trained in STICS reduced their rate of reoffending by 38% compared to other offenders.

**STICS CLIENT 2 YEAR RE-OFFENCE RATES**
Probation officer training also focuses on recognizing and addressing four factors that increase an offender’s risk to reoffend. They are:

» History of antisocial behaviour;
» Antisocial personality pattern;
» Antisocial attitudes; and
» Antisocial friends and associates.

Maintaining Organizational Health

Community Corrections is committed to promoting staff wellness and organizational health. Organizational health initiatives have included:

» Soliciting significant staff input on workload reduction strategies;
» Supporting ongoing recruitment initiatives through student practicums and promoting careers in community corrections at post-secondary institutions and career fairs;
» Implementing workload reduction strategies, reducing the pace of operational change, and communicating in a timely and transparent manner;
» Facilitating professional development through ongoing training, increasing opportunities for staff to act in new positions, and specialized roles within the division;
» Establishing regional organizational health committees to enable line staff to put forward ideas and concerns to senior leaders, while empowering regional control of local issues;
» Recognizing staff achievement with formal and informal events;
» Providing wellness information and strategies to employees through a voluntary electronic wellness program; and
» Establishing an electronic communications site for the sharing of information and ideas related to organizational health and wellness (e.g., CorrPoint).
Capital Projects
The Capital Projects division provides infrastructure planning, implementation and project oversight to BC Corrections to support its operations and meet the needs of the growing and changing offender population. The division has recently completed the implementation of a $460 million capital expansion plan — the largest capital investment in the branch’s history.

Goals
The goals of the division are to:

» Provide planning, implementation and project oversight direction to ensure appropriate physical infrastructure is in place to support front-line operations;
» Support sustainable long-range planning and evidence-based correctional centre design; and
» Ensure the effective design of technology for security, surveillance and building management.

Organization
The Capital Projects division has two employees (the Provincial Director and Project Director) who are supported by staff within the Adult Custody division and together work to provide oversight, guidance and planning for all of BC Corrections’ capital projects. The team closely collaborates with construction and government partners during all stages of capital projects and improvements.
Capital Expansion

To address significant capacity and crowding concerns within our correctional centres, a significant two-phase capital expansion plan has recently been completed. Phase I added 340 new cells along with 200 new correctional staff through a $185 million investment in the following projects:

» A 20-cell women’s unit at the Prince George Regional Correctional Centre opened in December 2010;
» A new 104-cell secure facility at the Alouette Correctional Centre for Women in Maple Ridge opened in 2012; and
» A 216-cell expansion to the Surrey Pretrial Services Centre opened in 2014.

Phase II of our capital expansion plan was the construction of a new secure 378-cell facility in the Okanagan. Construction of the Okanagan Correctional Centre began in 2014 and was completed in fall 2016.

In addition, 37 Accelerated Infrastructure Program (AIP) projects were completed in 2012 at correctional centres throughout the province to increase inmate program space, enhance staff and inmate safety, and increase the operational efficiencies of existing facilities. In 2008, three Interim Accommodation Plan projects added a total of 100 new cells for open custody inmates in Kamloops and Maple Ridge.

Adult Custody

The Adult Custody division operates 10 correctional centres throughout the province to house individuals who are awaiting trial, serving a custodial sentence of less than two years or are being detained pending an immigration review. While the levels of security vary from centre to centre, each one offers inmate programs, education opportunities and vocational training to address factors that contribute to criminal behaviour.

Priorities

The priorities of the division are to:

» **Our Staff**: are our single greatest asset. We continue to invest in them to maintain an organization that is agile, responsive and able to excel in pursuing our mission.

» **Our Inmates**: in pursuit of our mission we continue to provide our clients with effective, efficient and innovative service, always with dignity and respect

» **Our Technology**: we continue to invest in improving technology so that we can enhance security and service deliver.

» **Our Partners**: we achieve better results through collaboration and sharing.

» **Our Buildings**: are critical in our operation. Complex and strategic capital planning lays a secure foundation for our future.

» **Our Resources**: we are vigilant in our stewardship of resources and look for innovative ways to extend value.
Organization

The Adult Custody division has approximately 1600 full time employees working at ten correctional centres throughout the province.

Most of BC Corrections’ Adult Custody staff are correctional officers and supervisors, supporting inmates in open living units, in classrooms and delivering work, educational and cognitive-based programs. Staff are highly skilled communicators and use a trauma-informed approach along with their leadership skills to maintain order and to engage in positive thinking that leads to change. Correctional officer training includes:

- Communication;
- Conflict resolution;
- Case management;
- Crisis intervention; and
- Learning about the criminal justice system.

Other correctional staff working in correctional centres include:

- Instructors, who deliver cognitive based training, vocational training and education to inmates;
- Chaplains, who offer a non-denominational and diverse range of spiritual support to inmates and staff; and
- Financial and administrative staff who provide organizational support.

Contractors provide meals, facility maintenance and special programming for inmates. In addition, a diverse range of health services are provided through a contracted model and effective October 1, 2017, the Provincial Health Services Authority (PHSA) will assume responsibility for these services. The transition to PHSA will allow for more comprehensive services to be provided that not only better support the chronic and acute health and mental health needs of the inmate population, but also support continuity of care by working more closely with the health authorities.
Correctional Centres

BC Corrections operates ten correctional centres throughout the province, housing male and female inmates at a variety of security levels — secure, medium and open. An internal classification and risk assessment process is conducted when all inmate enter custody. This process ensures inmates are housed in living units appropriate to their risk assessments, and staffing levels are set accordingly. Security measures, building designs, information-sharing, good case management and staffing models all contribute to the safe management of inmates and the protection of staff with the province’s ten correctional centres.

CORRECTIONAL CENTRE PROFILES

Alouette Correctional Centre for Women
Custody type: Secure, medium, open
24800 Alouette Road, Maple Ridge, B.C. V4R 1R8

Ford Mountain Correctional Centre
Year built: 1981
Custody type: medium, open
57657 Chilliwack Lake Road, Chilliwack, B.C. V4Z 1A7

Fraser Regional Correctional Centre
Custody type: Secure, medium, open
13777 256th Street, Maple Ridge, B.C. V2X 0L7

Kamloops Regional Correctional Centre
Custody type: Secure, medium, open
2550 West Trans-Canada Highway, Kamloops, B.C. V2C 5M9
Nanaimo Correctional Centre
Year built: 1953
Custody type: medium, open
3945 Biggs Road, Nanaimo, B.C. V9R 0L7

North Fraser Pretrial Centre
Year built: 2001
Custody type: Secure
1451 Kingsway Avenue, Port Coquitlam, B.C. V3C 1S2

Okanagan Correctional Centre
Year built: 2016
Custody type: Secure, medium, open
200 Enterprise Way, Oliver, B.C. V0H 1T2

Prince George Regional Correctional Centre
Year built: 1996, expanded in 2010
Custody type: Secure, medium, open
795 Highway 16 East, Prince George, B.C. V2L 5J9

Surrey Pretrial Services Centre
Year built: 1991, expanded in 2014
Custody type: Secure
14323 57th Avenue, Surrey, B.C. V3X 1B1

Vancouver Island Regional Correctional Centre
Year built: 1913, extensively renovated and expanded in 1984
Custody type: Secure, medium
4216 Wilkinson Road, Victoria, B.C. V8Z 9J1
Correctional Centre Capacity

The average daily inmate count in provincial correctional centres constantly fluctuates, as the inmate population is fluid due to court appearances, transfers, releases and intakes all occurring on a frequent basis. The following chart shows the average daily count and capacity of each correctional centre, by fiscal year.
### Correctional Centre Average Daily Count

<table>
<thead>
<tr>
<th>Correction Centre</th>
<th>2013/14</th>
<th>2014/15</th>
<th>2015/16</th>
<th>2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>ACCW</td>
<td>153</td>
<td>192</td>
<td>148</td>
<td>166</td>
</tr>
<tr>
<td>FMCC</td>
<td>105</td>
<td>95</td>
<td>96</td>
<td>104</td>
</tr>
<tr>
<td>FRCC</td>
<td>462</td>
<td>304</td>
<td>404</td>
<td>447</td>
</tr>
<tr>
<td>KRCC</td>
<td>295</td>
<td>185</td>
<td>273</td>
<td>273</td>
</tr>
<tr>
<td>NCC</td>
<td>161</td>
<td>190</td>
<td>136</td>
<td>130</td>
</tr>
<tr>
<td>NFPC</td>
<td>461</td>
<td>300</td>
<td>405</td>
<td>476</td>
</tr>
<tr>
<td>OCC** (Women)</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
<td>N/A</td>
</tr>
<tr>
<td>PGRCC</td>
<td>232</td>
<td>158</td>
<td>234</td>
<td>239</td>
</tr>
<tr>
<td>PGRCC (Women)</td>
<td>21</td>
<td>25</td>
<td>27</td>
<td>29</td>
</tr>
<tr>
<td>SPSC</td>
<td>246</td>
<td>366*</td>
<td>393</td>
<td>478</td>
</tr>
<tr>
<td>VIRCC</td>
<td>291</td>
<td>207</td>
<td>286</td>
<td>308</td>
</tr>
<tr>
<td>TOTAL:</td>
<td>2,425</td>
<td>2,022</td>
<td>2,400</td>
<td>2,652</td>
</tr>
</tbody>
</table>

* SPSC expansion added 217 new cells in 2014, with count gradually increasing through FY 2013/14 and FY 2014/15.

** OCC began housing inmates in January 2017, with the count gradually increasing through FY 2016/17 and 2017/18.

### Inmate Profile

On any given day during the 2016/17 fiscal year, there was an average daily count of 2,734 inmates in provincial correctional centres. Inmates are deemed by the courts to be held in custody under a number of different court-ordered hold statuses:

- **Remand** – Inmates awaiting trial;
- **Sentenced** – Inmates in custody with at least one sentencing warrant; and
- **Immigration Detention** – Individuals detained under the Immigration Act.

### Average Daily Count by Hold Status:

The following table reports the average daily inmate count by hold status type, as determined by the courts.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Remand</td>
<td>1,211</td>
<td>1,173</td>
<td>1,288</td>
<td>1,529</td>
<td>1,668</td>
</tr>
<tr>
<td>Sentenced*</td>
<td>1,256</td>
<td>1,227</td>
<td>1,085</td>
<td>1,097</td>
<td>1,043</td>
</tr>
<tr>
<td>Immigration Detention</td>
<td>28</td>
<td>25</td>
<td>28</td>
<td>24</td>
<td>21</td>
</tr>
<tr>
<td>Average Daily Inmate Count**</td>
<td>2,495</td>
<td>2,425</td>
<td>2,400</td>
<td>2,652</td>
<td>2,734</td>
</tr>
</tbody>
</table>

* Sentenced includes inmates with legal hold status of dual, provincially sentenced and federal sentences.

** Average daily inmate count does not include ‘not stated’ in legal hold statuses. Remand is defined as inmates on remand only (not dual sentences).
INMATES BY HOLD STATUS TYPE

The following chart shows the average daily inmate count by hold status type, as determined by the courts.

AVERAGE LENGTH OF STAY BY CUSTODY ORDER (IN DAYS):

The following table reports the average length of stay for individuals who are remanded and sentenced in custody.

<table>
<thead>
<tr>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Remand Stay Days</td>
<td>34</td>
<td>33</td>
<td>34</td>
<td>33</td>
<td>38</td>
</tr>
<tr>
<td>Sentenced Stay Days*</td>
<td>69</td>
<td>70</td>
<td>67</td>
<td>60</td>
<td>59</td>
</tr>
</tbody>
</table>

* Sentenced Stay Days does not include inmates with a federal sentence in BC Corrections custody, inmates sentenced to an intermittent sentence or inmates held on immigration detention.

INMATES BY OFFENCE TYPE

Inmates are sentenced to custody for a variety of offences, including domestic violence, sexual offences and general offences which include crimes against the person, crimes against property and administrative offences. The following chart shows the breakdown of sentenced inmates by offence type in 2016/17:

- Domestic Violence: 18%
- Sex Offender: 16%
- General Offender: 66%
Inmate Movements

The inmate population is fluid, with many inmate movements taking place each day at correctional centres throughout the province. On a daily basis, a number of inmates enter into custody, while others are released, attend court appearances, are granted temporary absences or are transferred to other agencies.

INMATE MOVEMENTS BY TYPE:

The following table shows the volume of inmate movements in and out of the custody centres per year.

<table>
<thead>
<tr>
<th>Movement Type</th>
<th>2012/13</th>
<th>2013/14</th>
<th>2014/15</th>
<th>2015/16</th>
<th>2016/17</th>
</tr>
</thead>
<tbody>
<tr>
<td>Intakes</td>
<td>16,029</td>
<td>15,824</td>
<td>17,098</td>
<td>18,371</td>
<td>18,541</td>
</tr>
<tr>
<td>Releases</td>
<td>15,988</td>
<td>16,016</td>
<td>16,851</td>
<td>18,170</td>
<td>18,530</td>
</tr>
<tr>
<td>Transfers Out</td>
<td>6,732</td>
<td>6,375</td>
<td>5,459</td>
<td>6,643</td>
<td>6,804</td>
</tr>
<tr>
<td>Temporary Absences</td>
<td>4,516</td>
<td>4,005</td>
<td>3,894</td>
<td>4,129</td>
<td>4,274</td>
</tr>
<tr>
<td>Court</td>
<td>27,545</td>
<td>27,062</td>
<td>27,267</td>
<td>30,442</td>
<td>30,585</td>
</tr>
<tr>
<td>Total</td>
<td>70,820</td>
<td>69,282</td>
<td>70,573</td>
<td>77,755</td>
<td>78,734</td>
</tr>
</tbody>
</table>

Video court enables inmates to appear in court by way of video teleconference without leaving the correctional centre. The use of video court in provincial correctional centres improves operational efficiency and safety for the public and staff by reducing inmate movements between the centres and courts.

VIDEO COURT APPEARANCES PER YEAR:

The following chart shows the number of inmate movements for the purpose of attending video court per fiscal year.
Safety and Security

BC Corrections has developed practices and policies to minimize the inherent risks in a correctional environment and has made modifications in building design that contribute to staff safety.

Correctional officers are highly qualified professionals with skills that allow them to interact effectively with the inmate population. They are trained to anticipate and alleviate potential problems. All staff receive training in resolving conflict and managing hostile offenders. In addition, correctional centres have active occupational health and safety committees with employer and union representatives to address safety issues.

SECURITY CLASSIFICATION AND INMATE ASSESSMENT

Inmates are assessed to determine the level of security they require while incarcerated. Escape risk and public safety concerns are considered when inmates are assessed for classification. The inmate classification process:

» Assigns inmates to a suitable correctional centre, living unit and cell;
» Provides inmates with access to health care, education, cognitive-based programs, work activities, and social and recreational programs to meet their case management goals, consistent with risk/needs assessments;
» Offers opportunities for self-improvement to inmates who meet criteria for special programs;
» Gives inmates the opportunity to engage in community service;
» Provides opportunities for connection to culturally appropriate programs and services;
» Provides access to the Mother and Baby Program for women inmates who give birth while in custody and are approved by the Ministry of Children and Family Development;
» Safeguards the personal security of inmates in custody; and
» Protects society and the correctional centre against additional offences by inmates.
INMATE SUPERVISION

BC Corrections provides levels of supervision based on the classification assessments of inmates and the physical design of each centre. For instance, high-risk inmates or those with complex needs, are often housed in smaller living units than inmates who are classified as low risk. As an example of facility design, the North Fraser Pretrial Centre, Surrey Pretrial Services Centre and Okanagan Correctional Centre all use state-of-the-art architectural and technological designs that support safe supervision in units with larger numbers of inmates.

Inmate supervision is provided in a number of ways, through various methods. BC Corrections’ system provides layers of support to the correctional officer that is assigned to each living unit when the inmates are unlocked from their cells. For example, in addition to supervisory staff that rotate through all of the living units on a regular basis, other officers are assigned to float through the living units on a frequent but irregular basis. Centre personnel such as program staff, Elders, chaplains and healthcare and mental health staff also visit the living units in the course of their daily duties, providing another layer of security.

Our staff and centres are also equipped with the latest technology to provide further support and safety for our officers and inmates. All correctional centres have a control centre where officers can see, via closed circuit TV feeds, all living units and work areas and can immediately direct staff to an area that requires staff assistance. In addition to being equipped with OC spray, staff also carry two-way radios that have a direct link to the control centre and Personal Alarm Transmitters (PAT). When an officer activates their PAT, other correctional officers are immediately deployed to their location to assist.

While staffing models, building design and security features are paramount to supervising inmates in a safe and secure manner, the most important tool we have is our staff. Our officers are trained to de-escalate situations that have the potential to escalate, model pro-social behaviour at all time, treat inmates with dignity and respect, and with compassion and care. Many of our staff are also dedicated to working with inmates to develop case plans and transition plans that help inmates get the supports and services they need in order to succeed.

Inmate Programs to Reduce Re-offending

Correctional officers facilitate behavioural interventions, education and work programs for inmates, all with the goal of reducing reoffending.

Core programs are a strategic priority for BC Corrections. Regularly delivered by staff in correctional centres, these programs apply a cognitive behavioural approach to respond to the needs of offenders. While in custody, sentenced offenders are expected to attend core programs according to their responsiveness to such interventions and the availability of programs.

The following programs are available for sentenced offenders:

- **Respectful Relationships**: a 10-session program that teaches offenders self-management to reduce their potential for violence in a relationship.
- **Relationship Violence**: a 17-session program delivered by a contracted service provider in three correctional centres for men who assault their partners. It is offered following completion of Respectful Relationships.
» **Living Without Violence**: a 10-session program that teaches offenders self-management and problem-solving skills, which reduce the potential for violence.

» **Substance Abuse Management**: a 12-session program that uses practical strategies to reduce negative consequences of substance use, ranging from safer use to managed use to abstinence.

» **Sex Offender Treatment and Maintenance**: Psychiatric Forensic Services teaches offenders self-management and skills that reduce risk factors of a sexual nature.

» **Thinking Leads 2 Change**: a cognitive behavioural program for medium and high-risk female offenders to explore the roots of their thoughts, beliefs, and emotions that have led to anti-social or criminal behaviours.

» **Essential Skills to Success**: an inventory of modules delivered by trained BC Corrections staff and contractors that focus on the needs of remanded inmates with short sentences. Modules reinforce life skills development. They also enhance response to behavioural change programs and support pro-social engagement in custody and in the community.

### Work Skills

Work programs are available for inmates to develop practical job skills that are intended to assist with their reintegration into the community upon release from custody. Work programs provide inmates with opportunities to engage in positive and constructive activities, while gaining marketable skills. Work crews in open custody work outside the secure perimeter of correctional centres or off grounds in the community under staff supervision.

### TECHNICAL CERTIFICATE TRAINING PROGRAMS

Depending on the facility and the resources that are available in the community, correctional centers work closely with community partners to provide inmates with opportunities to earn technical certifications that can assist them to secure meaningful employment after release. Examples include:

» Building maintenance;
» Industrial first aid;
» Foodsafe Level 1;
» Hazardous waste management;
» Safe pesticide application;
» Superhost;
» Chainsaw operation;
» Basic electrical;
» Drywall installation;
» Welding;
» Fire suppression;
» Forklift operation; and
» Bicycle repair.
FIRE-SUPPRESSION PARTNERSHIPS

Inmates at our Prince George and Fraser Regional Correctional Centres set up and maintain camps for emergency forest fire crews for the Ministry of Forests, Lands and Natural Resources.

At the Nanaimo Correctional Centre and Ford Mountain Correctional Centre, crews get practical training in working with fire-suppression equipment. Inmates repair hose nozzles, fire shovels, axes and a variety of other tools to support local fire crews. This service funds the training initiatives at the centres and saves public dollars by extending the life of fire equipment.

CARPENTRY AND METAL FABRICATION

Many correctional centres teach carpentry and metal works, including, fabrication, power-tool use, welding and repair. Inmate crews produce gazebos, lawn furniture, wildlife habitats, picnic tables and pallets for private contractors and government clients.

SERVICES FOR CAMPS, PARKS AND COMMUNITY GROUPS

Open custody inmates give back to the community by providing maintenance, cleaning and building services for parks, municipal and non-profit groups, and help set-up local community public festivals, including the 2010 Winter Olympics and Vancouver’s Festival of Lights. Crews are supervised and inmates must pass strict-risk assessment tests to participate.

INVASIVE WEED REMOVAL AND ROAD CLEANUP

BC Corrections work with the Ministry of Agriculture to train offenders to identify and safely remove invasive plants threatening native B.C. species. Government contracts inmate crews to remove these plants along provincial roads and highways and to clean up roadside areas. Inmates who successfully complete the training can earn a pesticide applicator certification.
HORTICULTURE AND SILVICULTURE

At several correctional centres, inmates are trained in gardening, weeding, grounds-keeping, greenhouse operation and vegetable growing. Produce grown by inmates is served at the correctional centres and donated to local foodbanks.

The Nanaimo Correctional Centre supports a farming program which trains inmates in poultry and egg production, haying, wood cutting and heavy equipment use.

The Fraser Regional Correctional Centre partners with the District of Mission to teach inmates the basics of silviculture and to provide services to the Mission Tree Farm.

BICYCLE AND EYE GLASS REPAIR PROGRAMS

Some of our correctional centres provide bike repair services to local non-profit agencies such as the Compassionate Resource Warehouse, a volunteer organization that supplies refurbished bicycles to families in impoverished countries. Inmates at North Fraser Pretrial Centre repair thousands of eye glasses that are shipped overseas to people in need.

ALLCO FISH HATCHERY

A crew of inmates at the Fraser Regional Correctional Centre (FRCC) keeps salmon stocks healthy in the province’s rivers. Inmates incubate, hatch and raise salmon fry, orchestrate their release, then collect new eggs from the returning adults to begin the cycle again. Since its launch, the ALLCO facility has released over 40 million salmon fry into local watersheds.

The ALLCO Fish Hatchery is managed by FRCC in partnership with the Alouette River Management Society, Department of Fisheries and Oceans (Canada) and the Ministry of the Environment (British Columbia).
ANIMAL CARE PROGRAMS

Our partners at the British Columbia Society for the Prevention of Cruelty to Animals (BC SPCA) train inmates at the Alouette Correctional Centre for Women to rehabilitate stray dogs for placement in the community. In return, inmate crews offer general maintenance and kennel cleaning services to local SPCA centres. Inmates learn to train and care for various breeds and to assess a dog’s suitability for placement, and an in-house commercial pet day care earns revenue that helps fund the program.

The Prince George Regional Correctional Centre has also partnered with the SPCA to offer courses to inmates in dog obedience training.

OTHER WORK AND VOCATIONAL TRAINING PROGRAMS

Inmates at all B.C. correctional centres work to maintain their centres. Inmate crews may:

» Assist with the kitchen, laundry and maintenance;
» Learn light industry skills such as tailoring, industrial ceramic production, hardware packaging;
» Manufacture siding, eaves troughs or small tools; and
» Learn trades such as TV maintenance, painting or landscaping.

Programs are designed to suit the specific requirement of each centre, as well as the needs of the communities in which the centre is located.

Health, Mental Health and Addiction Services

All ten correctional centres in the province provide health care, mental health supports and substance use services to inmates in custody.

HEALTH CARE

Each correctional centre has a well-equipped health care unit with a physician’s examination room, nursing station, treatment room, and medication dispensary. Prescription and non-prescription medications, immunizations, medical supplies and equipment are available and dispensed upon assessment and ordering by the centre physician. State-of-the-art electronic medical record-keeping is used province-wide.

Inmates are assessed by qualified nursing staff during the admission process. Depending on medical need, inmates are referred to the centre physician for routine or urgent care. All physicians are qualified and licensed with the College of Physicians and Surgeons of British Columbia.

There are a range of health care services provided to inmates including basic first aid, primary care by the centre physician, isolation for communicable diseases, and rapid response to address an emergency situation (code-blue). In every situation, medical staff ensure privacy and respect for the inmate as a patient.

In October 2017, the Provincial Health Services Association will assume responsibility for providing health care services to inmates. Improving continuity of care for inmates as they move between correctional centres and the community is a key goal of this change.
BC Corrections expects this to allow for more seamless, consistent quality of physical, mental, dental and emergency healthcare services, in and out of custody. In turn, they anticipate that greater consistency in the provision of healthcare services to inmates — many of whom have significant mental health and addiction issues — will help to lessen their involvement with the justice system.

MENTAL HEALTH & SUBSTANCE USE

Approximately 60% of offenders admitted into the corrections system are diagnosed with substance abuse and/or a mental health diagnosis. BC Corrections helps offenders meet these challenges while also working to increase public safety.

<table>
<thead>
<tr>
<th>Diagnosis</th>
<th>Percentage of offender population</th>
</tr>
</thead>
<tbody>
<tr>
<td>Both mental health diagnosis and substance use disorder</td>
<td>25%</td>
</tr>
<tr>
<td>Mental health diagnosis only</td>
<td>28%</td>
</tr>
<tr>
<td>Substance use disorder only</td>
<td>7%</td>
</tr>
</tbody>
</table>

When an inmate comes into custody, each person is assessed to determine their mental health and substance use needs. The emphasis is on identifying ill patients, preventing self-harm and suicide, and providing treatment during incarceration. Each correctional centre provides inmates with mental health and/or substance use needs through:

» Mental health screening of every inmate within 24 hours of admission;
» A mental health professional who coordinates services for inmates with mental illness; and
» A mental health liaison officer who is a correctional officer with specialized training in mental health issues.

Offenders diagnosed with mental illness and substance use are referred to mental health and substance use professionals for individual or group therapy. Inmates who need mental health support while they are in custody have specific case plans developed for them. Corrections staff also develops release plans for offenders with mental health or substance use needs to help them connect with services and supports that are available to them in the community after release.

FOOD SERVICES

To ensure consistent quality, service and cost control, food services are supplied by one private sector provider at all ten correctional centres. A consulting registered dietician provides analysis and advice on inmate menus that are based on gender and activity level. Compliant with the Canada Food Guide, menus meet the nutritional and caloric needs of inmates. In addition to vegetarian and vegan menus, religious diets are also accommodated. Canteen snack items are also available for purchase by inmates. When a correctional centre physician believes that an inmate requires a therapeutic diet to help manage a specific condition (e.g. diabetes, high cholesterol, hypertension, pregnancy), the diet is provided to the inmate and reviewed periodically.

QUICK FACT: Inmate Meals

BC Corrections provides 3 million inmate meals per year at an average cost per inmate of $10.28/day.
Organizational Health and Staff Training

Adult Custody Division applies an organizational health philosophy to its workplace in which employees are valued as leaders. Staff are regularly:

Consulted about workplace safety;

» Asked for input on new policies and practices that affect them;
» Invited to participate in all levels of the organization, including committees and local wellness groups; and
» Supported by quality training and career development opportunities.

Benefits of organizational health include:

» Sustainable recruitment, retention and staffing practices;
» Reduced overtime and leave costs; and a
» Positive and engaged workforce.

The Adult Custody division is committed to fulfilling the goals and objectives of its Strategic Plan for the branch by investing in the engagement and lifelong development of its staff to ensure it retains a high quality and dedicated pool of employees. For this purpose the adult custody division has developed correctional officer training models and leadership development programs in partnership with the Justice Institute of British Columbia. All training takes into consideration the nature of a 24/7 environment and is available in a variety of formats. In addition to operational and systems training, mandatory re-certification or other job training required by statute is also provided. Training includes:

» New hire basic security officer training;
» Correctional Officer Learning and Development Program;
» Leadership development and training for managers;
» Learning and development for frontline and administrative staff;
» Offender program facilitation training;
» Mandatory health and safety training;
» Re-certification training (e.g. first aid, use of force and weapons training); and
» Justice specific systems training (e.g. CORNET, JUSTIN, OMS).