



Organizational Involvement

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Canadian Training Institute, Institut Canadien De Formation, Inc.



CTI PROFILE AND QUALIFICATIONS

Background on the Organization:

The CTI Canadian Training Institute, Institut Canadien De Formation Inc. is a National Charitable Organization that was officially incorporated on April 12th 1984. It is managed by a Volunteer based Board of Directors and is funded through a core grant from the Ministry of Public Safety, from Service Canada for its Breaking the Cycle Projects, from the Ontario Ministry of Correctional Services and Community Safety for its Outreach/Follow-up Case Manager. CTI also receives fee for services for its training and consulting services, along with donations and income from operating a Bingo license within the City of Toronto.

A summary of the services we provide:

- √ **Training** for criminal justice, corrections, mental health and addictions field, hospitals, schools, hostels, review and assessment boards, First Nation, Inuit and Métis Communities, and a range of human service agencies across Canada including government personnel and Police;
- √ **Consulting Services** which have included system change, organizational development, evaluation of services and teambuilding. We have evaluated training strategies and programs for Members of the National Parole Board, undertaken an assessment of Correctional Service of Canada's capacity to implement the Correctional **Strategy**- Including the impact of this strategy on the Provinces/Territories and Non-Governmental organizations providing fee for services; served as consultant for the revitalization and restructuring of Ontario's Addiction Residential Treatment Services; Facilitated a Visioning of a Healthy Inuit, a Healthy Inuit family and a Healthy Inuit Community in assisting the CLSC and Youth Protection Departments to refocus their services in assisting the 7 Communities on the Hudson Bay coast within Nunavik to achieve these visions; Evaluated the services of the Squeegee Youth Mobilization Project; and among others have designed and implemented an evaluation framework for the Toronto Urban Health Association (a Coalition of 6 Community Health Centres) in assessing their multidisciplinary approach to serving the mentally ill.
- √ **Undertaking of Applied research Demonstration Projects:** Our initial contribution included a comprehensive Project that analyzed the impact of locating Correctional Group Homes within Residential Neighbourhoods. This project which matched 9 control neighbourhoods with 9 experimental neighbourhoods analyzed the impact on Real Estate Property Values(Length of time on market, asking versus selling price, distance decay factors), Crime Rate Occurrences and on Public Attitudes. This study has been utilized the OMB, across **the** US and in Japan. We have launched the Beyond the Halls which was a holistic culture change strategy designed to transform High Schools as places that were inclusive, safe, respectful and exciting places of learning. In implementing this project we have surveyed over 8,000 students in four high schools within the GTA and 8 high schools in New Brunswick. We also



collected 275 teacher surveys and interviewed teachers and staff one on one. We have also launched the Two Breaking the Cycle: Youth Gang Exit and Ambassador Leadership Projects as a means of facilitating young men and young women who were/are gang involved to leave gang membership and enter employment and or school.

- √ **Researching Writing and Publishing Resource Materials:** CTI Canadian Training Institute in addition to publishing numerous training manuals has researched and written the following publications: A Primer on Community Residential Services from a **Criminal** Justice Perspective; A Primer on Community Corrections and Criminal Justice Work In Canada; A Resource Manual On Youth Justice In Canada; and a Literature Review entitled “Youth Violence: From Risk to resiliency utilizing a developmental perspective”.
- √ **Trauma Support within Communities:** CTI Canadian Training Institute in collaboration with Health Canada, mental health experts, Critical Incident Stress Management Teams among others worked together to ensure that trauma support services existed across Canada in responding to tragic events. This included development of the Canadian Traumatic Stress Network in which CTI served as the **Coordinating** Secretariat and the creation of information pamphlets in disseminating information on traumatic events. CTI also trained it’s own Crisis response team which has been mobilized to respond to tragic events including the gangland shootings within Lawrence Heights in Toronto. We have partnered with Public Health and currently are member of the City of Toronto’s Community Safety Secretariat’s Crisis Response Working Group. CTI’s Executive Director is also a former President of the Canadian Traumatic Stress Network.

Extensive experience working with Health Care and other Industries to develop Aggression Management Programs and/or Code White Training

The CTI Canadian Training Institute, Institut Canadien De Formation initially designed its Crisis Intervention and Prevention Program which is now entitled Crisis Intervention: Responding to the aggressive, hostile individual in 1985. Since this time we have delivered training to over 10,000 individuals within a diverse array of settings. These include Hospitals, Community Correctional Agencies, Addiction and Mental Health Agencies, School Boards, Assessment and Review Boards, Housing Agencies, Employment Services, Nursing Homes and Long term Care facilities, Child Welfare Agencies, First nation, Métis and Inuit communities, Probation and Parole services, Children’s Mental Centre, Public Utilities and Security Guards.

This program has been accredited by the Ontario Ministry of Community and Family Services and the Ontario Ministry of Children and Youth Services. It has also been recognized within the Hospital Accreditation Process.



In terms of direct experience with Hospitals we have delivered training, including assisting with the development of Code white Policies and Procedures within the following hospitals:

- ✓ Credit Valley Hospital Mississauga, Ontario: created a modified program for the hospital, delivered this and a train the trainer program in creating capacity.
- ✓ Grand River Hospital Kitchener, Ontario: We have worked with Grand River Hospital who has five different sites on and off for six years now. Over the past two years we have helped this hospital create capacity to manage aggressive behaviour including creation of Code White protocols and practice. This has included delivery of a three day program, delivery of two five days “Train the Trainer” programs and the integration of security within their code white teams. This hospital has reduced the number of code white calls by two thirds. They have reduced staff injuries, and absenteeism as a result of this training. They now have an integrated code white system.
- ✓ Centre for Addiction and Mental Health: CTI has had a long history with the Centre for Addiction and Mental Health. This Centre is an amalgamation of the following: Clarke Institute of Psychiatry, Addiction Research Centre, Donwood Institute, and Queen Street Mental Health Centre. We have provided a variety of training programs for CAMH. This includes a High Performing Team Model for the Organization Development Unit, Problem Gambling with the Problem Gambling Unit. This included creation of training materials, course assists, portfolios for the training and the delivery of training to all managers within Ontario Lottery and Gaming Commission sites across Ontario. In terms of managing aggressive behaviour we have trained 360 staff working with the Mental Health and the Law Program utilizing a 2 day design in complying with a department of Labour order. We have also co-led and delivered training to approximately 250 other staff. We also provided two three day training programs for security personnel. In addition we taught a one day handcuffing course that was delivered on four separate occasions to the Mental Health and the Law staff. This was to meet a requirement that those under forensic remand must be handcuffed if they are going to appointments in the community. In addition we delivered two five day train the trainer programs and an advanced team controls training. This training was aimed at creating coaches and mentors who could become potential future trainers. This particular group currently coaches staff on the units and also conducts Mock Code White calls. In supporting this training a series of posters was created which illustrates the models utilized by CTI, along with a DVD of the self protection and Team Control Skills. CTI continues to provide on an annual basis refresher training for the coaches/mentors of CAMH. Our relationship with CAMH is a partnership which has been made somewhat easier by the fact that Graham Vardy, the Coordinator of the Managing Aggressive Behaviour is a former employee of the CTI Canadian Training Institute.
- ✓ Penetang Mental Health Centre: CTI met with staff from both within the Hospital and their Community Mental Health Team in reviewing a series of critical incidents resulting in serious staff injury. The nature of the injuries occurred in the



community with their ACT Team. In responding to these meetings we put together three two day courses. Day 1 was focused on Community Worker Safety Strategies, including reviewing their communication capacity and day 2 focused on Self Protection and Disengaging Skills.

- ✓ Markham Stouffville Hospital in Markham, Ontario: In responding to a request to discuss managing aggressive behaviour and their code white training, CTI staff met with a team from Markham Stouffville to create a process for renewing their Code White training program. We provided a three day program followed by a five day train the trainer program. This program utilized nurse educators, security and social work staff. CTI will be doing a one day follow-up program to support this training. CTI has suggested that either a Psychiatric Nurse or an alternate Mental Staff be the Code Mangers. This has been adopted within their Code White Protocols.
- ✓ William Osler Health Centre Brampton and Etobicoke: The William Osler Health Centre is comprised of two main Hospitals along with a number of clinics. The staff team includes 3600 personnel along with 600 Doctors. CTI was initially engaged by the Director of Mental Health and Continuing care to revitalize it's managing aggressive behaviour program in complying the Hospital accreditation standards. This initial contract witnessed CTI providing both half day and one day training programs on defusing hostility, aggression. This initial training was provided to 250 staff from the mental health and addiction services division from January to march 31st 2006. In reviewing this training we were then invited to provide a series of both half day and one day training events at the Brampton and Etobicoke sites in addressing the needs of 3,600 staff. From June through to March2007, CTI provided 52 training programs for the staff of William Osler Hospital. Since this time we have reviewed the training needs of this Health Care Corporation which is in the process of closing its Brampton Lynch street site and moving into a new hospital located at Boivard and Bramelea Road. We have since confirmed a process whereby we provide four, three day intensive training programs for the new secure child and adolescent mental health unit, 7 two day training programs for the adult mental health unit, emergency and security. In addition we are continuing to provide half day defusing skills programs to other hospital personnel. CTI has agreed to work with a Hospital wide Committee to review its Managing Aggressive Behaviour and Code White Policies and Protocols.
- ✓ Mount Sinai: We have worked with this Hospital for over five years. We provide a series of one day defusing skills for staff. This training program became the means of addressing cultural issues within the Hospital.
- ✓ Niagara Re-entry: This is a large Traumatic Brain Injury Agency in the Niagara Region. We have provided a variety of three day programs for this agency including two five day Train the Trainer courses over the years. CTI has also formed a partnership with this agency whereby it has hired four staff as CTI trainers. The give/get for agency is ongoing development and training for its trainers, in return CTI can utilize up to 10 days per person to provide training on behalf of this organization.



- ✓ Other Hospitals and Community Settings: Over the years CTI has delivered training at a variety of other Hospitals across Canada. We have trained at Douglas Hospital Vancouver, at the Mental Health Centre in St. John's Newfoundland/Labrador, for the Health Authority in Puvinituq in Nunivik, Northern Quebec and the Queen Elizabeth II in Halifax. We deliver our training in partnership at George Brown College's Advanced Counselling Program and at Humber Colleges Advanced Crisis Intervention Certificate program. We have delivered courses at the College of the North Atlantic, St. John's Newfoundland/Labrador. We have trained case managers at the College of Physicians and Surgeons and the Nursing Association. We have trained other personnel from various review Boards as well. CTI has also been consulted on the Canadian Military's Health Clinics Code White teams.
- ✓ Toronto Catholic District School Board: CTI worked with this School Board in Toronto over a ten year period to design a training strategy for the Board in working with student/parent and intruder violence. We initially designed a three day program followed by a Train the Trainer Program. This program included Director of Social Work, Director of Psychology, Director of Behavioural Programs, Special Education, teachers and three Union Presidents. The original thought was that this team would serve as resource for all of the schools in the Board. Due to time restraints CTI was contracted to deliver five training programs a year. Prior to this however CTI delivered twelve three day training programs to Principals, Vice Principals and teachers. We produced manuals, a school video and assisted in the writing of protocols.
- ✓ French School Board serving Toronto, Hamilton and Central Ontario: CTI created a French Manual; put together a French speaking Training Team and has delivered 18 training programs. We have also consulted in creating a video and a series of pamphlets to support this training.
- ✓ Correctional Service Canada: CTI as a result of a inquest into the murder of a staff member in a halfway house designed and delivered a variety of crisis intervention training programs for the staff working in these facilities across Canada. In addition we have designed and delivered a variety of training programs for this Service and Agencies providing service under contract. This has included conducting a needs assessment of a new service entitled Lifeline, an innovative case management approach using ex-offenders to do in-reach in Canadian Penitentiaries to individuals serving life sentences. We also designed and delivered a Lifers resource Strategy that included creating a program which would help individuals just sentenced to a life sentence to begin their sentences in prosocial manner. This project included creating a generic lifers resource manual, an aboriginal lifers resource manual, a Facilitators manual, delivering a Facilitators Training Workshop, and preparing a Train the trainers manual. This program was field tested with 100 Lifers prior to finishing the Train the Trainers manual plus the resource Toolkits. The printed manuals plus CD's with the curriculums were provided under the terms of this contract.



- ✓ CTI has provided 100's of training programs over the years. We have conducted needs assessments along with the creation of and delivery of a variety of training. If additional information is needed we would be happy to respond. CTI currently provides a variety of courses as follows:
1. 3 Day Crisis Intervention with the Hostile/Aggressive Individual
 2. 2 Day Defusing Hostility/Anger
 3. 1 Day Defusing Hostility/Anger
 4. Community Worker Safety Strategies
 5. Supervising Crisis Workers
 6. Motivational Interviewing
 7. Cognitive Behavioural Therapy; Skills and Practices
 8. Risk Assessment Training LS/CMI, YLS/CMI, LSI-R, YSI-R
 9. Introduction to Dynamic Case Management Criminal Justice
 10. Strength Based Approach in working with High risk Youth
 11. Responding to individuals in crisis: Assessment, Intervention and Stabilization
 12. Team Building: High Performing Team Model
 13. Diversity Training
 14. Advanced Suicide Intervention
 15. Gambling dependency Treatment Training
 16. Train the Trainer Crisis Intervention
 17. Train the Trainer generic
 18. Programmatic Approaches to working with High Risk Youth
 19. Introduction to Critical Incident Stress and Critical Incident Stress Management
 20. Effective Supervision in Response to a Traumatic Event
 21. Skills and Practice In Creating a Peer Support System in responding to Traumatic Events
 22. Relapse Prevention and Community mental Health; Innovative Case Management Practices
 23. Introduction to group work practices



In summary we deliver 99% of our training on an in service basis, this means we customize the majority of the training that we deliver. Our web site lists additional training programs that we have delivered in the past.

Demonstrated Ability to Link Self Management/Self Awareness Skills to the Management of Aggressive Incidents:

Self -awareness is a critical component of the CTI Canadian Training Institutes crisis intervention and defusing skills courses. We were the first organization who provides crisis intervention training to focus on prevention through self awareness, environmental awareness and by focusing on relationship building skills. Every crisis encounter creates a reciprocal relationship in that the actions of one impact the actions of the other. In recognizing this we have created a factors model which illustrates that the reciprocal relationship between the Environment, Communication Skills, Personal History, Physiological Arousal, Self Talk and Personal Beliefs. Within our courses we explore the impact of early learning's about anger on the way in which we respond to anger/aggression, the way in which we perceive angry aggressive individuals and the way in which we manage anger both privately and publicly. We also introduce a Holistic Intervention Model which begins to help individuals understand how they can be trapped in their responses. This is followed by having staff identify personal triggers including both volcano and heart string triggers. This process of self discovery also includes both ways to recognize when you have been triggered along management skills in defusing oneself. We also introduce participants to issues of transference and counter transference through a "Values in Conflict" exercise.

In moving towards Interpersonal engagement we introduce a Crisis Escalation Spiral. This model identifies the stages that an aggressive encounter can evolve to. It moves from Psychomotor Agitation (Anxiety) to Questioning to Refusal to Intimidation to Violent Aggressive Behaviour and concludes with Post-intervention Debriefing. Within each stage staff explore what they need to do, to personally to manage themselves. This is followed by interventions which can defuse the level of arousal at each stage. Every component of the 3 Day Accredited Crisis Intervention Program includes and reinforces "manage yourself first". We reinforce this by also introducing Critical Incident Stress as a key component within the training. This awareness component provides participants with an understanding of the impact of critical encounters and tragic events, along with the strategies to manage the symptoms that one may experience.

Demonstrated ability to assess organizational culture, values and service delivery in identifying opportunities for continuous improvement

The CTI Canadian Training Institute, Institut Canadien De Formation Inc. offers as one of its services consulting including organizational development, evaluation of service delivery, organizational reengineering, system improvement, strategic planning, and culture change activities. We have completed a number of projects which demonstrates this ability. A summary of some of these are described as follows:



- √ Correctional Service of Canada, Ministry of Public Safety: CTI undertook a comprehensive change strategy in assessing this organizations capacity to implement a Correctional Strategy including the assessment of the impact this strategy might have on Provincial and Territorial partners and National Voluntary Organization under contract. We analyzed the assumptions, values and operational requirements to implement this strategy and assessed whether capacity existed to implement the change. This included traveling coast to coast in interviewing Senior Managers, in assessing existing operations including training requirements for this organization which has 175 operational sites and over 12,000 personnel.
- √ National Parole Board, Ministry of Public Safety, Ottawa: CTI assessed the effectiveness of training programs for Parole Board Members. This project included visiting 5 regional offices, interviewing Board Members, reviewing legislation and analyzing decisions, analyzing existing training programs in assessing both fit with mission and values and effectiveness in terms of Board members roles. Our report and recommendations were tabled with the parliament of Canada.
- √ Evaluating the Squeegee Youth Mobilization Project, City of Toronto: CTI undertook an **evaluation** of this highly politicized and controversial project for Squeegee Youth. We evaluated the impact of this 16 week program on squeegee youth. Our report was tabled with Toronto city Council and reported on within the Toronto Star.
- √ Residential Working Group, Ontario Ministry of Health and Long term Care: CTI served as the consultant for this group which was engaged in restructuring Addictions Residential Treatment in Ontario. Our role was to roll out an Ontario wide **consultation**, to create draft reports which were then circulated across the Province. This draft report was then utilized across the Province as the basis for achieving a new vision of Addictions Residential Treatment Services.
- √ Toronto Urban Health Network: CTI has for the past four years worked with this group of six Community Health Centres to create an evaluation framework for assessing the effectiveness of a Multi-disciplinary approach to serving the chronically mentally ill through a Community Health Centre. This process has included creation of the process, implementation and training of staff for data collection and now assessing the impact.
- √ North Yorkers Disability Association/Ontario Federation of Cerebral Palsy: CTI conducted focus groups for five days with individuals who utilize assisted communicative devices. The goal was to assess quality of life issues for these individuals and to write up a report that would be presented to the Ontario Ministry of Health and Long term care.
- √ Norfolk Simcoe Hospital: CTI worked as a consulting team in facilitating a restructuring of the addiction service for Norfolk County. This included reviewing the operations of the Detox centre, and the residential treatment program operated by the hospital, the addiction services provided through the county and the services of a



second county. Our goal was to create an integrated service which would be supported by all three agencies.

- √ Longlac #58: CTP's Executive Director was engaged by Delico Child and Family Services to provide four days of training in dealing with childhood trauma, parenting and clinical trauma training to the community of Longlac #58. This community of 500 to 700 residents had been dislocated due to toxic mold being found in 78 of 98 homes within the community. Since this dislocation whereby some residents were housed in motels and the bulk in tents on the peninsula of a lake, many of the children were acting out in a new elementary school. This elementary school built to reflect the seven values of the Ojibway Community was seen as a promising new start for the children of the community. The intent was to deliver training to school staff on Day 1, to Parents on day 2, to Public Health, Nurses, Child Welfare, Police and the Chief and band Council on day 3, and to the entire community in a planning session for Day 4. Day 1 and part of Day 2 proceeded as planned, on Day 2 we learned of incidents of violence on both day 1 and day 2. These incidents led to a gathering in the centre of the school whereby the teachers surrounded the children and berated them for their behaviour. Immediately after this session the community felt embarrassed, angry and disillusioned. This led to a totally revamped intervention. We learned everyone in the community was unsafe and that this was manifested by blaming, anger and isolating from one another. The redesigned session involved a sharing of the impact of events the day before, a review of what things within the community were sacred, the status of these things including children's' health and well being and plans to both address the previous day and to bring to life those things that were sacred. This intervention included having groups led by parents and elders entering every classroom from kindergarten/grade 1 to grade 7/8. The message was we love you; we are concerned about your safety and were here to learn how to make this a safer place for you. The feedback which filled every wall in the gymnasium indicated that every child and their teachers felt unsafe. This exercise also was the first time this community had ever acted together on anything. Day 4 which followed led to creation of action plans to address issues of safety while bringing to life those things that were sacred. These plans included creating a safe house for families and children subjected to family violence, visiting every home in the community and informing families children were sacred and would be protected at all costs. Creating protocols for Police/Nurses and Child welfare workers and creating a room for Elders in the school along with resources to facilitate teaching in the classroom.
- √ Inuulitsivik Health Centre in Povungnituk, Nunavik: CTI was approached to provide a facilitative process involving the Professional Workers, the Inuit Workers, the staff of CLSC and the Youth Protection Department. This facilitative process which involved working in three languages English, French and Inuktitut. This process involved creating a vision of a Healthy Inuit, a Healthy Inuit Family and a Healthy Inuit Community including the behaviours and actions which reflected being healthy. The roles of the Health Centre, the CLSC and the Youth Protection Workers were then explored in identifying actions and strategies that if adopted would support the



healthy development of Inuit men and women as individuals, Healthy Inuit Families and Healthy Inuit Communities.

In addition to these services, we are enclosing the Curriculum vitae's of the two principle consultants and trainers who will be assigned to this project if CTI is deemed the Successful Bidder. John Sawdon the Executive Director of CTI has a Master of Science in Organizational Development and A. Butch Snider has extensive experience in coordinating and delivering training for the Regional Staff College of Correctional Service Canada.

Recognized as an Expert in Physical and Social Environment:

CTI's Executive Director has appeared as an expert witness at the inquest into the death of William Edgar. This youth died due to positional asphyxia. As a result of this testimony the jury found that death occurred due to homicide. The Executive Director has appeared on W5 in drawing attention to inappropriate use of restraints. Mr. A. Butch Snider has also appeared as an expert witness at inquests. CTI has been called upon to conduct community safety audits and also offers a course entitled Community Worker Safety Strategies.

This course has been delivered since 1995. Currently it is one of the most sought after programs for agencies providing care in the community. We are enclosing a copy of text for this program.

Knowledge of Legislation, Risk Management and Critical Incident Stress Management:

In preparing this submission we have reviewed the pertinent legislation on Workplace Place violence for Nova Scotia along with the Persons in Care act. We have also been in touch CCHSA in Ottawa to review the accreditation requirements for Hospitals. Our approach to addressing violence is holistic in nature and is intended in contribute to health workplace. The training we provide enhances confidence of staff while reinforcing a team approach. This has been shown to reduce injuries to staff, to reduce absenteeism and to increase morale. One of references, Grand River Hospital will provide statistics to verify the effect of training on these issues.

CTI is considered a leader in providing both trauma support to communities in crisis and training in this area to increase a community's capacity to respond. We have worked with the City of Toronto Public Health Department in providing services to communities who have experienced gun violence. We have also served as the secretariat in the development of the Canadian Traumatic Stress Network. John Sawdon also served as President of the Canadian Traumatic Stress Network. Within the Crisis Manual we have provided a section on critical incident stress and critical incident stress management. We have also identified a number of training programs that we provide in the area of Critical Incident Stress Management. We are enclosing a one day manual which is created for Supervisors in managing Critical Incidents.



Past Experience along with three references:

CTI has a vast array of experiences. We have both direct experience in training, consulting and direct service. We currently operate two Breaking the Cycle: Youth Gang Exit and Ambassador Leadership Projects and conduct outreach to high risk neighbourhoods. We have direct experience in working with mental health agencies, addictions, criminal justice, within schools, hospitals, prisons and a vast array of experiences within First Nation, Métis and Inuit Communities across Canada.