



STRENGTH IN PEOPLE:

640 employees & 3,307 clients served



the words that come to mind are change and foundational work



► Caroline Bonesky

When I consider what the last year has represented for WJS, the words that come to mind are change and foundational work. They would seem to be contradictory but in fact this past year has seen considerable resources being expended to invest in our strong foundation so that we can change and innovate to meet our clients and stakeholders requests. We have done this work with an exceptionally high level of commitment from our leadership teams as well as our client facing employees who ensure our services are consistently delivered with a level of quality of which we are proud. This year has seen a significant investment in organizational infrastructure. The investment in project management and communications capacity have allowed WJS to examine, improve, consolidate and streamline a variety of activities. These include a review of contract management processes, financial reporting

requirements, creation of marketing materials, allocation of personnel costs to contracts and asset management. The fourth quarter also saw the build of an internal SharePoint site, WJSsource, which will act as both an internal communication platform and document management system.

Our employees continually tell us, we are here to work with clients so give us the tools that let us do more of that and less time in front of a computer! As such, our priority investment of time and human resources, will be on activities that improve the staff experience and increase the amount of time available for direct client work.

DID YOU KNOW...

WJS is employee-owned

► Tim Beachy

As Chair of WJS Canada for nearly 30 months, I now have a greater perspective on the values and performance of the company.

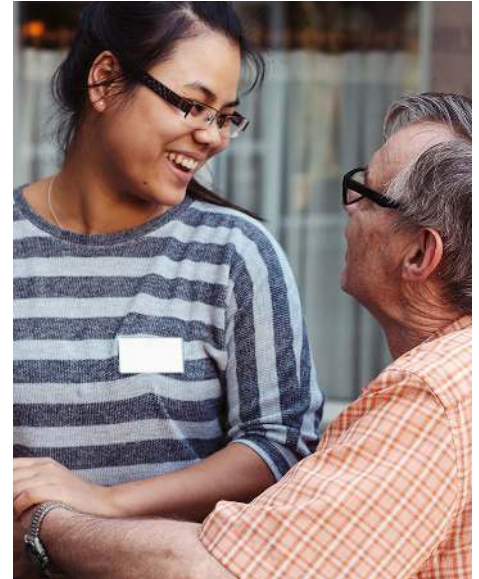
The company's major and most important transition occurred in the previous year (2016- 2017) with the change of leadership from a first-generation leader to leadership recruited from outside the company, and transition from a unitary management system to a governance model with a mix of external and internal directors.

In summer and autumn of 2017, the company undertook a strategic planning process, using an external resources group (Junxion Strategy). This process engaged a number of senior and program leadership staff in an intensive process of review and thought about the future.

The most significant results of the planning process are:

- A ten-year vision for the company
- A five-year investment plan
- Priority operational initiatives
- Consideration of applying for status as a "B-Corp"
- Commitment to a structure that unifies company processes, approaches to client services and to infrastructure.

I feel privileged and grateful for having the opportunity to meet and work with the wonderful people in WJS Canada. I have been inspired by the work we



do and by the commitment of so many dedicated and professionally wise people.

The core strength of WJS is its people: the senior and program leaders; the 640 employees; the 86 contracted individual service providers; the 3,307 clients served each year; and, the cadre of funders and stakeholder personnel.

These individuals demand the best of WJS. They also represent and reflect the best values and brand identity for the company. This company is about, with and for people. That is its purpose, passion and strength.

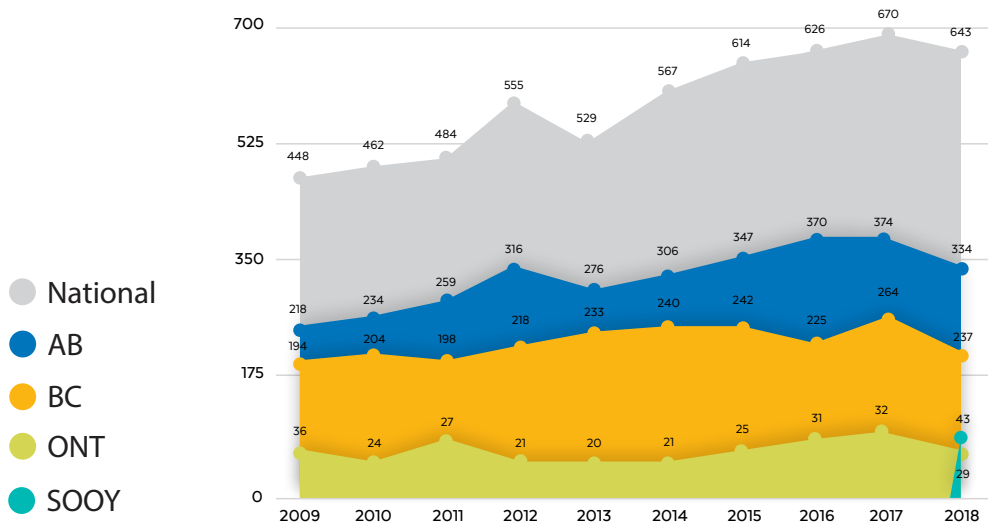
DID YOU KNOW...

Our values are;
Passion, Integrity, Teamwork,
Accountability and Quality

OUR PEOPLE

The staff at WJS are the engine that drives our success. Employee growth over the years has been consistent, currently we're at 643. Average turnover rates for our sector are between 35 and 50 percent however, we're averaging 21 percent. It's thanks to the dedication of our staff that the lives of the people we serve everyday are being changed in extraordinary ways.

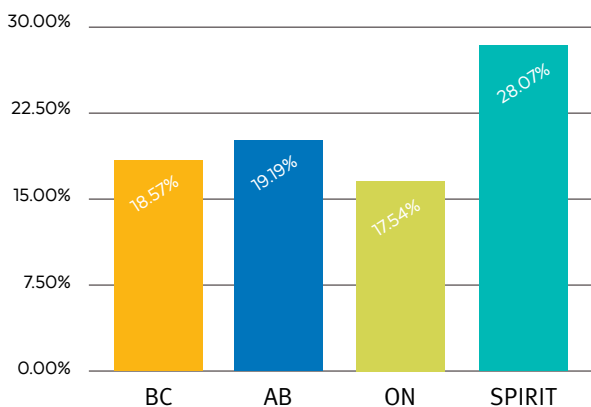
WJS Canada Employee Growth



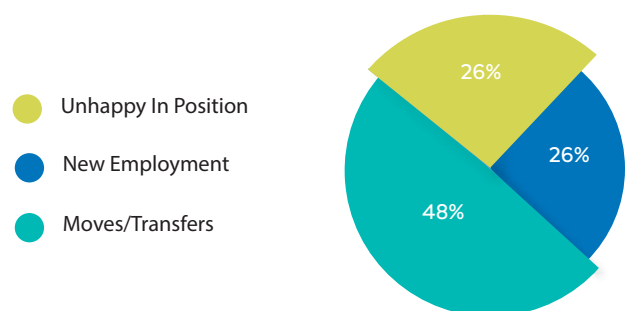
Average Turnover Rates

Number of employees in total and by each region, average turnover and top three reasons for leaving.

Average Turnover Rates Regionally



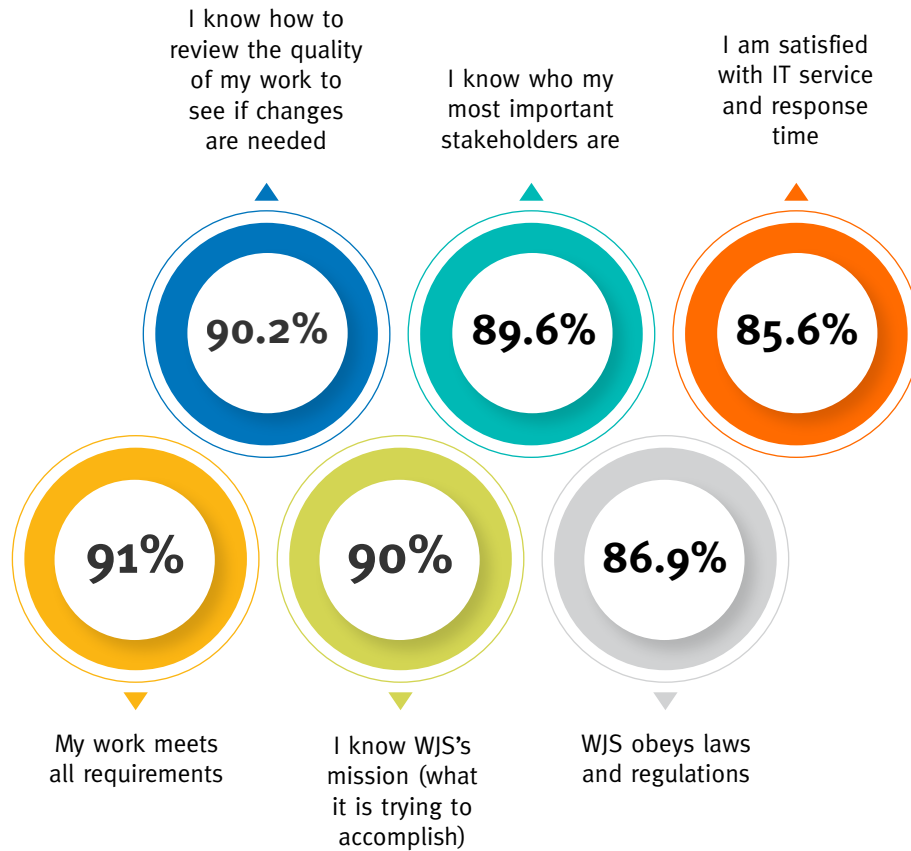
Top 3 Reasons for Turnover Nationally



YOUR OPINION MATTERS

Staff feedback is essential if we're to implement change effectively. In 2018 we implemented a new strategic plan and new information technology tools and on the whole, your feedback was positive. Please continue to support surveys with your feedback and help drive improvement.

Staff Satisfaction Survey



Complaint Summary

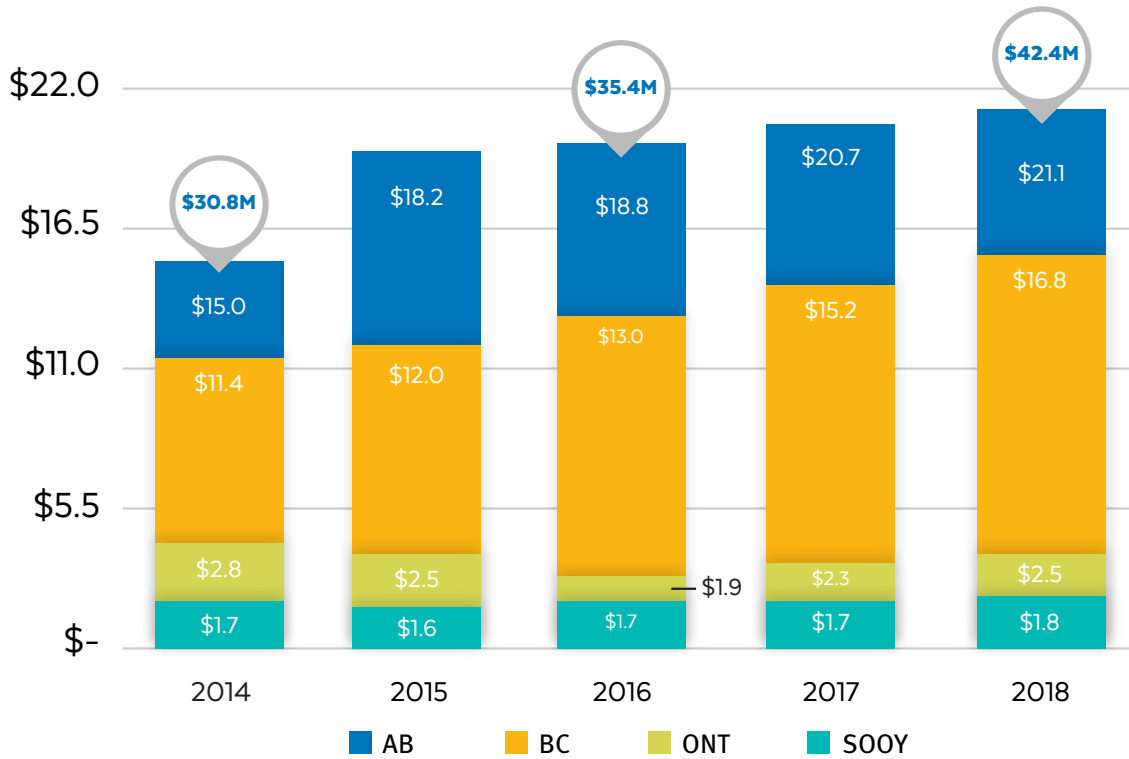
In total there were 14 complaints for the fiscal year. 12 were employee complaints and 2 were external complaints. There was no person served complaints reported during this fiscal year.

Employee Summary

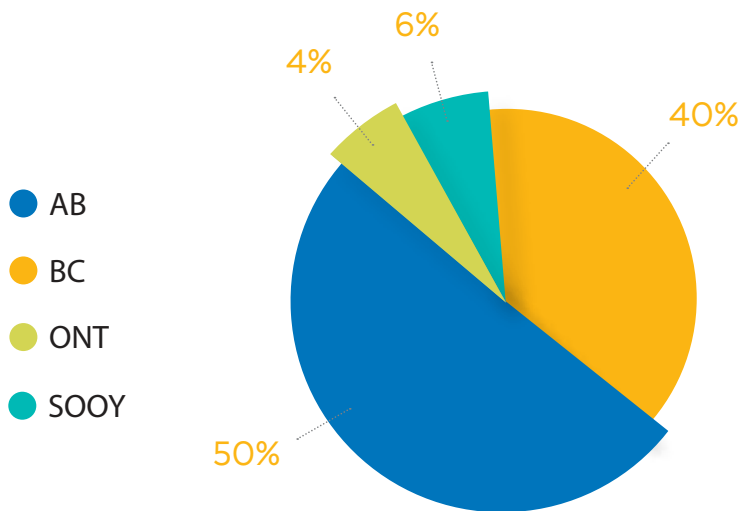
There was a total of 12 employee complaints received during the fiscal year. 11 were determined to be founded and one was determined to be unfounded. 9 were from Alberta and 3 (including the 1 unfounded) were from British Columbia. There were no employee complaints reported this fiscal year from Ontario.

REVENUE & FINANCE

Revenues have increased 35% over the past 5 years, an average of 7% average per year. WJS/Spirit combined revenue increased to more than \$42,000,000 over the last 5 years.



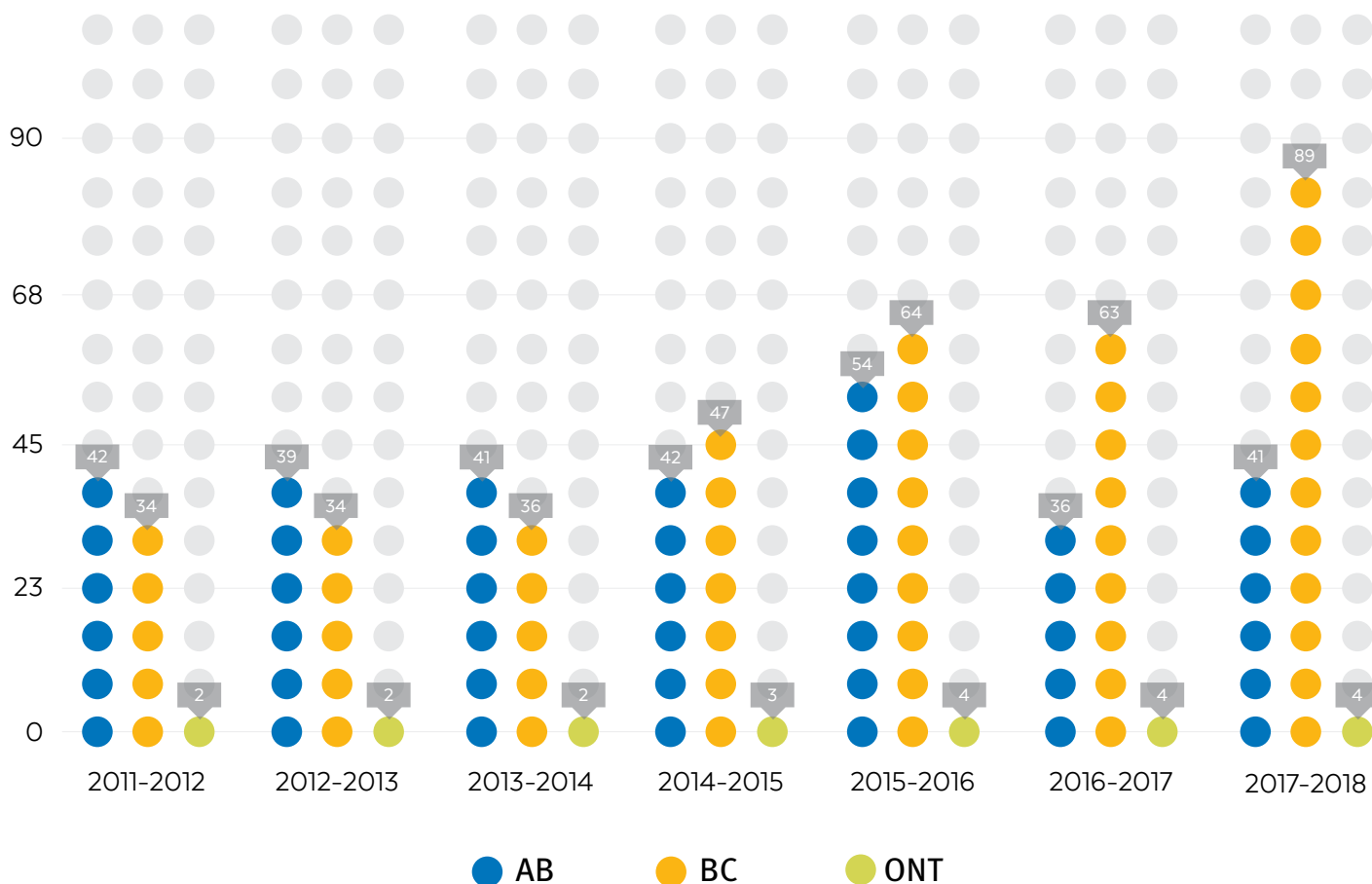
Program Revenue Distribution



PROGRAM OVERVIEW

We understand the needs of complex-cases that require specialist staff and resources to deliver the best care possible to the people we serve. Our program growth reflects our desire and ability to adapt to the needs of our clients and provide them continuous life-changing care.

Service Growth Over Time



A Snapshot of Our Year

WJS experienced stability in Ontario and Alberta and an increase in client services in BC. There remain constant and continuous changes to our contracted services based on the needs of the individuals served.

Ontario continues to see a decrease in the number of youths accessing custody beds through Youth Justice. This is a national trend which is the result of a decade old change in legislation. The Ontario programs have been flexible in their approach to the needs of youth and as a result have seen a significant increase in the number of youths accessing their attendance programs to address educational needs in a non-traditional school environment.

British Columbia saw an exponential growth in their child specific residential resource development. From almost no services two years ago, there are now services being offered to over 64 children at any given time. These children have very complex needs, and this has presented challenges to both recruitment of staff and safety for both staff and clients.

“exponential growth in their child specific residential resource development”

Spirit of Our Youth experienced a more volatile referral market this past year. Changes in oversight and financial



support for indigenous children in local communities, resulted in overall fewer referrals. This volatility creates difficulties in maintaining an engaged and steady workforce when the volume of work changes drastically in short periods of time.

WJS remains a provider of choice for more complex clients in both BC and AB. Funders continue to reach out to WJS for innovative service options for hard to serve clients. This is reflected in the increase in harm reduction-based services in Prince George and in child specific residential services on Vancouver Island and in the Lower Mainland.

While BC and AB are both CARF

accredited, in 2017 WJS Alberta programs were once again accredited for three years by CARF. The surveyors spoke of the dedicated staff teams providing excellent service in remote locations as well as the extraordinary actions taken by our teams during the Fort MacMurray fire in summer of 2016.

DID YOU KNOW...

WJS Canada is exploring a B Corp certification