



Building Strength, Empowering Journeys

# ANNUAL REPORT

2024-2025



**PHOENIX  
SOCIETY**



## TERRITORIAL ACKNOWLEDGEMENT

Our work takes place on the shared, unceded, occupied and traditional territories of the Semiahmoo, Katzie, Kwikwetlem, Kwantlen, Sumas, Matsqui and Qayqayt First Nations and the treaty lands of the Tsawwassen First Nation. Additionally, we provide care on the traditional, ancestral and unceded lands of the Coast Salish and Nlaka'pamux Nations, which is home to 32 First Nations within the Fraser Salish region. We respectfully acknowledge their stewardship of this land since time immemorial and thank them for allowing us to work, live and play in these territories.

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## A MESSAGE FROM THE CEO



**Phoenix is delivering high-quality, person-centred care, and we are ready to do more.**

This past year has been a defining one for Phoenix. Some of our most important milestones this year have been quietly transformative. We've focused, with intention and care, on strengthening our foundation so we can confidently expand our reach and impact.

That work has meant investing in our infrastructure, and our focus has been on determining how we can show up with increased clarity, consistency, and capacity. We've refined internal systems, strengthened policies and procedures, and made significant strides in leadership development, quality improvement, and occupational health and safety. We've also implemented a union agreement and refreshed our HR processes to better support our team. This work has been essential and game-changing.

Thanks to this work, I can say with confidence: Phoenix is delivering high-quality, person-centred care, and we are ready to do more. Our CARF accreditation is one measure of that, but so is our growing reputation. We're seeing more demand for student practicum placements than we can accommodate, and our staff turnover is less than half the sector average. All of these indicators are a reflection of our strong culture and the kind of team we've built together.

As we navigate an increasingly constrained funding environment, our focus is on accountability and future-proofing. We conducted an additional audit this year to strengthen our governance. We've used our reserves to sustain essential services, even in uncertain times, because our role as a trusted safety net in the communities we serve has never been more critical.

I'm most proud of the commitment and care I see every day from our team. We've done the hard work of holding space for excellence while building for the future. Now, with strong systems in place, we're ready to deepen our work and do more of what we do best—together.

Justine Patterson

## A MESSAGE FROM OUR BOARD CHAIR



“  
**Our organization is strong not just because of what we do but also because of how we do it: with openness, consistency, and care.**

At Phoenix, we believe that real change happens when people come together, across sectors, across differences, and around the table, to create something greater than the sum of its parts. This year, I've seen that spirit in action. Through every challenge, the Phoenix team has shown up with integrity, compassion, and a deep commitment to strengthening our community together. No one was sitting on the sidelines. Everyone was rowing in the same direction.

With a solid foundation under us, including strong financials, meaningful partnerships, and a refreshed strategic plan that brings all our priorities together, we've continued to improve capacity, increase impact, and provide the best possible care to the people we serve. Recently achieving accreditation again reinforced what many of us already know: Phoenix has a solid foundation and is well-positioned to grow, lead, and keep learning.

Growth means more than an expansion mindset; it means building bridges—especially in complex conversations around harm reduction, housing, and health. Phoenix plays a vital role as a convener, bringing people together, even when there are differences of opinion, to keep the focus on the people and communities we all serve. It also means deepening our relationships, including with Indigenous communities and Elders, whose knowledge and guidance we continue to learn from with humility and respect.

What I'm most proud of is the culture of collaboration we've built within our board, within our staff, and with our community. Our organization is strong not just because of what we do but also because of how we do it: with openness, consistency, and care.

Every action, every conversation, donation, or show of support helps build a stronger movement. If you're looking for a way to make an impact, Phoenix is a great place to start. Join us.

Darren Fairbrother

## BOARD OF DIRECTORS



**Darren Fairbrother**  
Board Chair



**Nancy Gordon**  
Vice Chair



**Bonnie Wilson**  
Secretary



**Elaine Duvall**  
Treasurer



**Jag Gill**  
Director



**Adrienne Robbin**  
Director



**Jeffrey Roos**  
Director



**Guy Felicella**  
Director



**Lynsey Jones**  
Director

## LEADERSHIP



**Justine Patterson**  
Chief Executive  
Officer



**Trudi Shymka**  
Chief Operating  
Officer



**Kim Brazil**  
Chief Financial  
Officer



**Terri Chanyungco**  
Director, Operations



**Kasimir Kish**  
Director, Housing  
and Programs



**Munir Velji**  
Director,  
Practices and  
Standards



**Jeremy DeRoche**  
Director, Mental  
Health and  
Substance Use



**Siva Chandran  
Ramakrishna**  
Director, Human  
Resources



**Dr. Ashok  
Krishnamoorthy**  
Medical Director,  
Mental Health and  
Substance Use

## ABOUT PHOENIX

Phoenix Society offers support to address, recover from, or reduce harms from substance use, as well as housing, health care, education, employment, and community inclusion. We prioritize the social determinants of health, applying the principles of health equity and social justice for underserved and marginalized populations.

## MISSION

Phoenix Society is a multi-service agency dedicated to providing accessible services and opportunities to people who face barriers related to substance use, mental health, housing, education, criminal justice involvement and/or employment.

## VISION

A healthy community where all people feel connected and have opportunities to discover and build on their strengths to reach their full potential.

## VALUES

The values that ground us are:

- Social Justice: facilitating equal access to health, well-being, wealth and opportunity
- Relationships: building on safety, trust, and integrity
- Social Innovation: leading to individual and community well-being
- Strengths-Based: discovering and nurturing the strengths within our community



# 2024-2025 HIGHLIGHTS

## Investing in Leadership and Learning

Phoenix deepened its commitment to professional growth, expanding training in areas like union leadership, onboarding protocols, payroll compliance, and trauma-informed care. We equipped staff to lead with clarity and confidence through cross-team mentorship and new learning initiatives. These shifts signal a stronger, more collaborative workplace where everyone is supported to grow, lead, and deliver high-quality care.



## Navigating Change with Care

The past year brought transformation: unionization, updated policies, and new programming expectations. Phoenix responded by centring care for staff, service recipients, and our evolving workplace culture. Our facilities team worked hard to meet the needs of service recipients and our expanding sites. Frontline staff remained steady through change, showing resilience and creating respectful, safe spaces where people can thrive. Together, we are building systems that support consistency and reflect our shared values.

## Standardizing with Purpose

Phoenix standardized processes across the organization, aligning practices with collective agreements and enhancing compliance. We've created a standardized onboarding process, alongside updated templates, official systems and more, to increase clarity and efficiency from day one and throughout the employee journey. These improvements allow staff to focus on what matters most: building connections and delivering care rooted in respect, equity, and service excellence.



## PRACTICE & STANDARDS



15

Practicum students hosted

280 Staff trained internally



16  
Non-violent crisis intervention training sessions

3  
Health and wellness sessions

6  
Mental Health First Aid training sessions

1  
Suicide prevention training session

2  
Foundations of 2SLGBTQIA+training sessions

5  
Quality improvement training sessions



282  
Staff clinical supervision sessions held



46  
Group supervision sessions



236  
Individual supervision sessions

25 Debriefings to 197 staff

Internal debriefings by Practice and Standards to support staff wellness

3 Debriefings for 32 residents



# Mental Health and Substance-Use Support

Phoenix Society continued to evolve its approach to mental health and substance use support, driven by a commitment to excellence, dignity, empowerment, and evidence-based care. We are guided by the belief that recovery is a deeply personal and non-linear journey. Our team focused on strengthening the foundations of care, centring service recipient voices, and supporting our staff to thrive in a dynamic, often complex, 24/7 care environment.

This year, we critically examined our programs to better understand what was working, where gaps remained, and how we could improve. Through satisfaction surveys, focus groups, and engagement data, we heard directly from service recipients about their needs, experiences, and aspirations. In response, we adapted our programming to continue improving and expanding offerings, while aligning with our model of care, ensuring that every aspect of a person’s wellness is considered.

We’ve also expanded options within our programming to reflect the diverse paths to wellness that individuals may take. Our enhanced standardized clinical curriculum ensures the rollout of a cognitive behavioural therapy model, ensures care is trauma-informed, evidence-based, and grounded in real-world impact.



## Total 292

Individuals supported through mental health and substance use treatment and stabilization programs

**10** | Adult substance use stabilization beds.

- 85 Individuals who accessed stabilization

**21** | Provincial Specialized Substance Use Beds for male identifying adults

- 108 Adult men served
- Average length of stay: 62.55 days

**17** | Provincial Specialized Substance Use Beds for female identifying adults

- 56 Adult women served
- Average length of stay: 77.23 days

**18** | Provincial Specialized Substance Use Beds for male identifying youth and young adults

- 43 Youth served
- Average length of stay: 59.72 days

## PROVINCIAL SPECIALIZED PROGRAMMING (ADULT + YOUTH AND YOUNG ADULT)



**16**  
Group clinical counselling sessions provided



**343**  
Group music therapy sessions



**215**  
Recreational therapeutic activities



**115**  
1:1 Music Therapy Sessions



**384**  
Individual clinical counselling sessions



**261**  
Mental health and substance use workshops provided



**73**  
Indigenous Cultural programming sessions

**56** individuals received aftercare support 

**384** Aftercare support sessions provided

**16** Aftercare group sessions provided

**100%**  
of service recipients had an initial assessment within 24 hours of admission by our intake team and medical team, had a care plan developed and reviewed by the interdisciplinary team and had an early exit/discharge plan in place to support a safe transition

**SERVICE RECIPIENT SATISFACTION**

**81%** Service Recipient Satisfaction with Adults


**80%** Service Recipient Satisfaction with Youth and Young Adults 

As our youth and young adult program continue to grow, we are investing in resources, training, and support systems to ensure staff feel equipped, heard, and valued while supporting service recipients.

Our impact tells a powerful story: service recipients report feeling safe, supported, and heard. Occupancy has increased across our Youth and Young Adult Provincial Substance Use Program, with extended stays and reengagement reflecting rooted relationships and deep trust in our care. One young person’s journey, arriving shy and withdrawn to confidently rejoining the community and requesting an extended stay, highlights the transformative power of what our person-centred support looks like in practice.


Strategically, we remain focused on aligning our actions with our mission, supporting recipients at every stage of their journey. Recovery is not linear, and everyone deserves to be met with empathy and open arms, not stigma. By nurturing program excellence and staff well-being, we’re building conditions where transformation can take root.



 **PEER SUPPORT**

**158** Mental Health and Substance Use service recipients supported  
92% of MHSU service recipients engaged

**2,114** Peer support interactions in MHSU  
Including 971 peer support interactions in transitional housing

**257** Interactions through the Hub peer community response program 

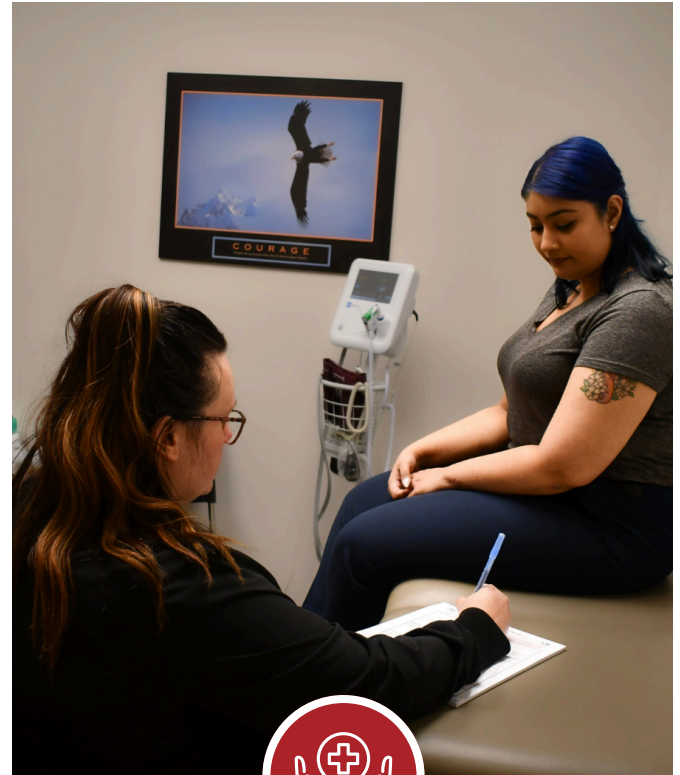
# Comprehensive Health Care

Across Phoenix sites, our clinical services team has made significant strides in modernizing care delivery. We replaced outdated systems with digital tools that ensure policies are current, accessible, and easy to navigate for both staff and new team members. These changes have brought greater clarity and consistency, ensuring that every staff member—whether full-time or casual—works from the same shared best practices across all locations. The result is a more cohesive, informed team and improved safety for staff and service recipients.

We also invested in cross-site training, including orientation in medication administration and health protocols. By ensuring that all team members share a common foundation, we've built stronger collaboration across our departments and enhanced continuity of care. One key improvement is a weekly nurse visit to the satellite site offering participants and team members a chance to ask questions and get extra guidance about medication. This regular presence has significantly improved workflow, increased staff confidence, and ensured participants receive timely, informed support.

Across Canada, healthcare systems are facing challenges in recruiting and retaining nurses. But at Phoenix, our nursing team is experiencing fewer vacant shifts, lower overtime, and stronger scheduling systems; we're seeing the long-term benefits of team stability. Staff feel better supported, service recipients experience more consistent care, and the positive ripple effect is visible in every interaction.

Increased access to on-site medical services, including urine testing and primary care, has helped break down barriers and improve continuity of care for our service recipients.



## HEALTHCARE



952

Appointments with addictions physician, primary care provider and psychiatrist



368

Initial health intake assessments



185

Service recipients supported through onsite Life Labs



91

Service recipients supported through onsite TB clinic










54,948

Medication doses administered



## ABBOTSFORD HUB IMPACT

Together with our partners, we've provided:

-  **948** Visits to the Nurse Practitioner
-  **774** Visits to Hub Medical
-  **222** Visits to Sexual Health services
-  **331** Visits to MDSPR (Ministry of Social Development & Poverty Reduction)
-  **2,332** Visits to the Pharmacy
-  **624** Unscheduled walk-in visits
-  **808** Healthy Aging visits

### Expanding Care and Compassion at the Abbotsford Hub

In Abbotsford, the Hub continues to be a lifeline for those navigating complex challenges, including toxic drug exposure, chronic illness, and stigma. This past year, the team remained committed to serving as a consistent, trusted presence, focused on compassionate, person-centred care. Through ongoing outreach and engagement, staff have continued to create opportunities for connection, collaboration, and meaningful support in the community.

The Hub remains the only location in the area offering access to showers, laundry, sexual health care, supervised consumption, and harm reduction—all under one roof. In 2024, we saw record numbers of HIV intakes and supported more youth than ever before.

The team continues to show up, offering wound care, clean supplies, a listening ear and sometimes even a slice of birthday cake and a song. These everyday moments have helped to ensure community members know they can count on the staff at the Hub for connection, care, and a sense of belonging.



## PHOENIX PREVENTION ASSESSMENT & HARM REDUCTION @ ABBOTSFORD HUB

- 25,006** Service recipient drop-ins at the Prevention Assessment Referral Clinic
- 13,392** Used sharps safely collected
- 4,070** Naloxone kits provided to reduce overdose risk
- 66** Toxic drug poisoning events responded to
- 46,398** Harm reduction supplies provided



## REFERRALS MADE BY PHOENIX STAFF @ ABBOTSFORD HUB

2972

Phoenix staff facilitated referrals, helping service recipients access key services:



585

General health services



868

Mental health and substance use services



897

Sexual health and blood-borne infections



611

Housing and shelter



11

Other health services



## HIV SUPPORT @ ABBOTSFORD HUB



1,296

Unique new service recipient referrals who are living with HIV

344

Unique new service recipient intakes

1,327

Unique service recipients served



1,285 Connections to HIV clinical supports



1 Family and child support



303 HIV medication support



5 Legal services



55 Service recipient accompaniment



967 Unique service recipients linked to primary care



168 Food security & related services



31 Service recipients supported with housing security



196 Transportation support



25 Education

# Safe and Supportive Housing Solutions

Phoenix Society’s housing programs are rooted in the belief that everyone deserves a safe, stable place to call home. Over the past year, our teams worked to ensure housing supports remained accessible, responsive, and deeply connected to people’s unique journeys. Our focus was clear: reduce turnover time, streamline intakes, and make every bed count, without compromising the individualized care our programs are known for.

By updating intake forms, internal processes, and criteria, we’ve taken meaningful steps to match people with the supports they need, faster and more effectively. New partnerships, updated standards of practice, and improved case planning have resulted in more personalized care, fewer discharges, and greater consistency across sites. And through it all, our teams have adapted with flexibility and heart, working alongside residents to ensure support stays consistent and accessible.

At the core of these efforts is a deep commitment to collaboration between staff, departments, and the people we serve. Our case management teams are now stronger than ever, supporting individuals in developing clear, achievable plans for community connection. This foundation of trust and structure has contributed to fewer suspensions and increased completion rates at our Community Residential Facility, demonstrating the power of relationship-based support.



## TRANSITIONAL HOUSING (MAIN CAMPUS)

**139**

Individuals provided with transitional housing support

- 50 New internal intakes
- 13 New external intakes

**34**

Individuals successfully transitioned to other appropriate housing

- 16 Moved to market housing
- 11 Moved to other Phoenix housing (Rising Sun, Nest)
- 2 Moved to other transitional or subsidized housing
- 5 Returned to treatment/recovery

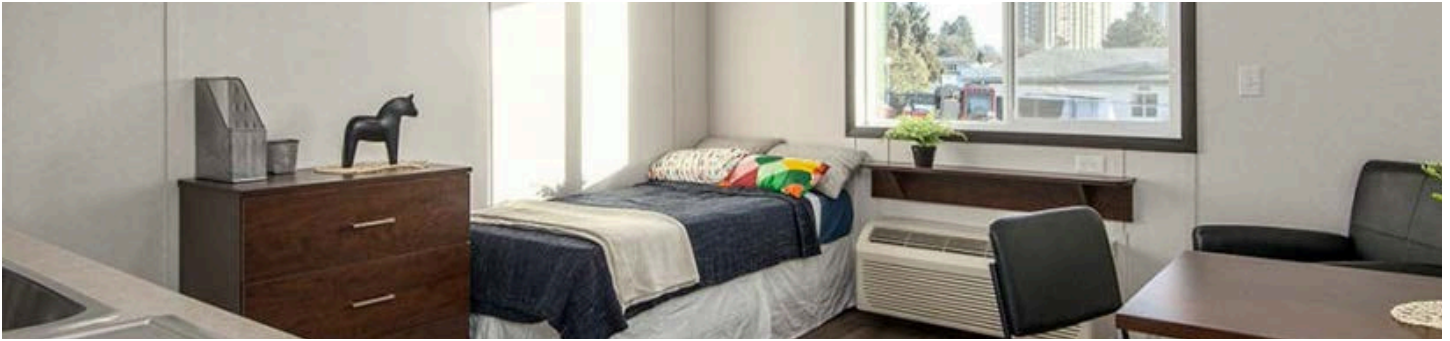
## TRANSITIONAL HOUSING (RISING SUN)

**24**

Individuals provided with transitional housing support

- 8 New internal intakes
- 2 New external intakes





### THE NEST



52

Individuals provided with supportive housing recovery



270

Individuals accessed the breakfast program



244

Individuals access the food hub



3261

Interactions to provide Harm reduction supplies

### The Nest: Housing with Heart

At The Nest, we've continued to build a unique and supportive community grounded in harm reduction, peer leadership, and shared responsibility. Our third floor continues to serve as a step-down program for people transitioning from abstinence-based recovery, recognizing the need for a softer landing between treatment and independence. Since the shift, occupancy has held steady at 95%, and our ability to connect with 16 external community partners has broadened the support network for our residents.

One resident had recently completed three months of treatment and was determined to maintain her recovery. She shared that moving directly into independent housing felt overwhelming, and the risk of relapse was high. At The Nest, she found a safe home surrounded by others who understood her journey, as well as access to staff who could help her navigate challenges. With this support, she's maintained her sobriety and is now actively volunteering and preparing to move into her own apartment.

### Looking Ahead: Chilliwack and Beyond

This year also brought exciting groundwork for our upcoming 90-plus-bed supportive housing project in Chilliwack. While construction delays challenged our timeline, we began relationship-building in the community early to introduce and establish Phoenix as a committed partner. Our temporary services model in Chilliwack is already fostering new connections and deepening trust with local organizations and residents.

### OTHER HOUSING



2

Homes sold through the affordable home ownership program



10

Individuals supported in RTA living in Phoenix properties



45

Individuals supported after interactions with the criminal justice system

## Service Recipient Story

Before arriving at The Nest, a Phoenix service recipient spent three years living in a place that felt unsafe. “It was hell,” they shared. “Coming to Phoenix was like coming to heaven. It’s so clean here — outside and inside.”

The impact Phoenix has made on their life is clear: having a roof over their head, consistent meals, and support from staff who genuinely care. “The staff are great, they like to see how they can help you out.” They also shared that they appreciated seeing how the Phoenix team supports the unhoused population nearby, offering help where possible and hot coffee to anyone who asks.

Access to harm reduction supports has helped them stay safe, in addition to having a place to call home. Though they are not participants, they feel the recovery program is done well and would recommend it to anyone who is looking for that type of support.

“I look forward to moving out one day into a place of my own,” they said. “But for now, it is nice to know I’ve got a safe, clean place to come home to.”

“

**COMING TO  
PHOENIX WAS  
LIKE COMING TO  
HEAVEN. IT’S SO  
CLEAN HERE —  
OUTSIDE AND  
INSIDE.**



# Community Inclusion and Connection

At Phoenix, we believe in the power of connection. Whether it's a warm greeting, a shared meal, or a moment of recognition, our work is rooted in building relationships with service recipients, staff, community partners, and the broader public. Over the past year, we've deepened our efforts to create a sense of belonging across every aspect of our work.

This was particularly evident in planning and preparing for the Healing Grounds' upgrades. We are working with Elders in a decolonizing approach to make important upgrades to the space. This Indigenous-focused and led project reflects our commitment to creating safe and culturally resonant spaces for Indigenous community members. While the physical build will continue into next year, the groundwork has already been laid through relationship-building and engagement with Elders and cultural advisors. It's a small but meaningful step in our broader journey toward reconciliation and culturally safe care.

Across Phoenix sites, service recipients are actively shaping their own care experiences, from providing feedback that informs programming to co-creating more accessible environments. Service recipients continue to enjoy opportunities to garden, play musical instruments as part of music therapy, and share meals. Our popular food truck continues to serve as a means of addressing food insecurity and, in other venues, as a fundraiser.

In every gesture, partnership, and conversation, we are working to nurture a stronger, more inclusive community, one where everyone is valued, supported, and empowered to thrive.



## COMMUNITY CONNECTION & INCLUSION



14,656

Bagged lunches provided at the Abbotsford Hub



1,082

Visits to the community shower at the Abbotsford Hub



857

Visits to the laundry services at the Abbotsford Hub



90,357

Meals served from the main campus kitchen





# Empowering through Education and Employment

At Phoenix, we know that stability and wellness are closely linked to opportunity. That’s why education and employment are integral parts of our continuum of care. This year, we continued to strengthen these pathways, ensuring that service recipients receive support during transition times and have access to the tools, training, and guidance needed to pursue meaningful goals.

Phoenix also continued its collaboration with WorkBC and EMBERS Staffing to offer employment readiness programming, resume and interview coaching, and access to temporary and permanent job opportunities. These partnerships are essential in helping individuals navigate the return to work, especially after long periods of instability or systemic exclusion.

Beyond employment, education remained a key focus in many of our live-in programs. Participants engaged in workshops and skill-building activities that addressed digital literacy, communication, and goal setting, laying a strong foundation for personal and professional growth.

We have also continued our free adult learning program delivered by Kwantlen Polytechnic University. The Phoenix-Kwantlen Learning Centre empowers adult learners to re-enter the educational arena and the labour market through individualized assessment and action planning that include lifelong learning goals.

As always, our approach is strengths-based, trauma-informed, and person-centred. We recognize that each individual’s path to employment or education is unique, and we honour those journeys with support that is compassionate, flexible, and rooted in hope. By investing in learning and opportunity, we’re helping service recipients build futures that reflect their strengths, talents, and aspirations.



**83**

**Mental health & substance use participants attended educational and/or training programs (WorkBC, KPU)**

**95**

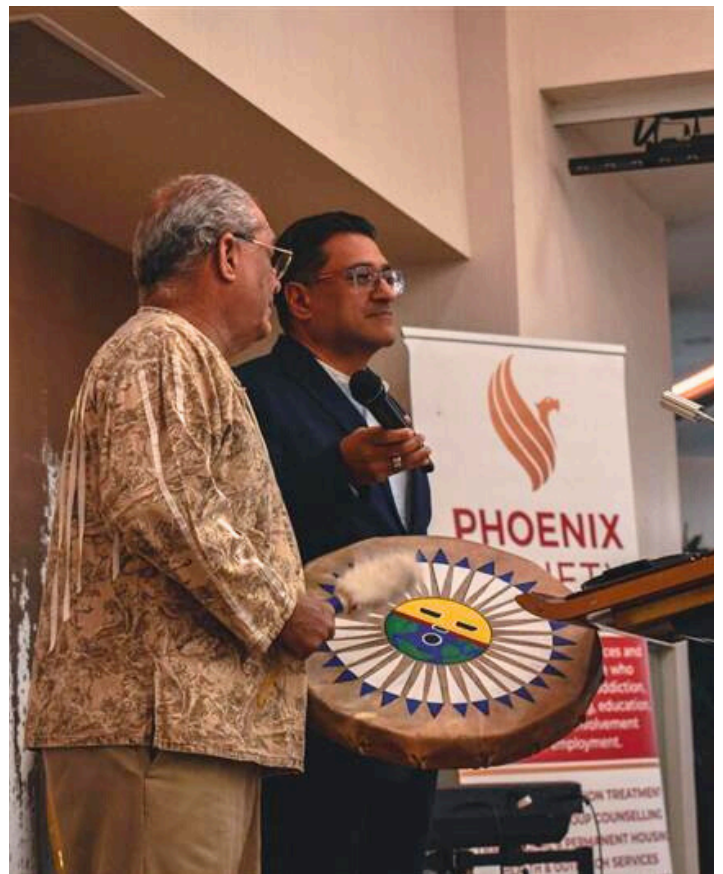
**Individuals who received support income security issues, including:**

- **Welfare, taxes**
- **Schooling**
- **Employment** (resumes, interview techniques, job postings, program referrals)
- **Health benefit advocacy**
- **Obtaining government identification** (applications for Immigration, Citizenship, Permanent Residency, BC Service card, etc.)

**89**

**Service participants from transitional housing referred to employment and education services**

**61** referred to Work BC  
**28** referred to KPU



# Funders

Phoenix wishes to recognize all of our funders for 2024-25, including donors not listed below who have contributed money or in-kind support. Thank you for your support.

- BC Housing
- BC Masonic Foundation
- CareRX Corporation
- City of Port Moody
- City of Surrey
- Complete Purchasing Services
- Correctional Service Canada
- First West Foundation
- Fraser Health Authority
- Music Heals
- Provincial Health Services Authority
- Public Health Agency of Canada
- Surrey Fire Fighters
- Walker Lynch Foundation

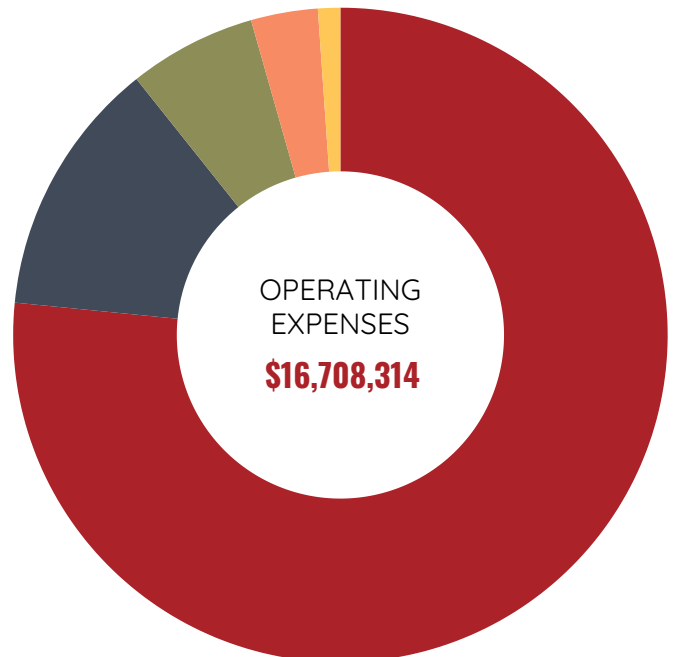
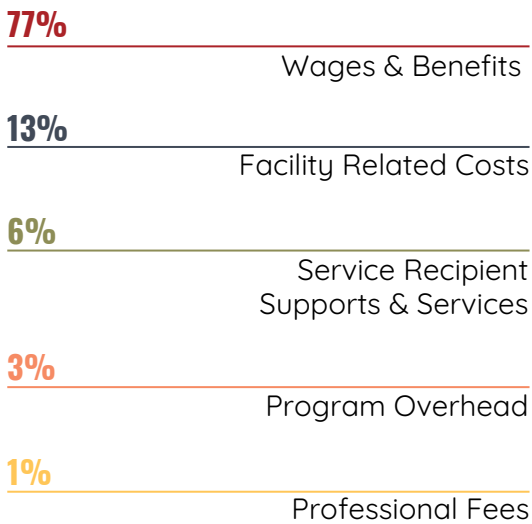
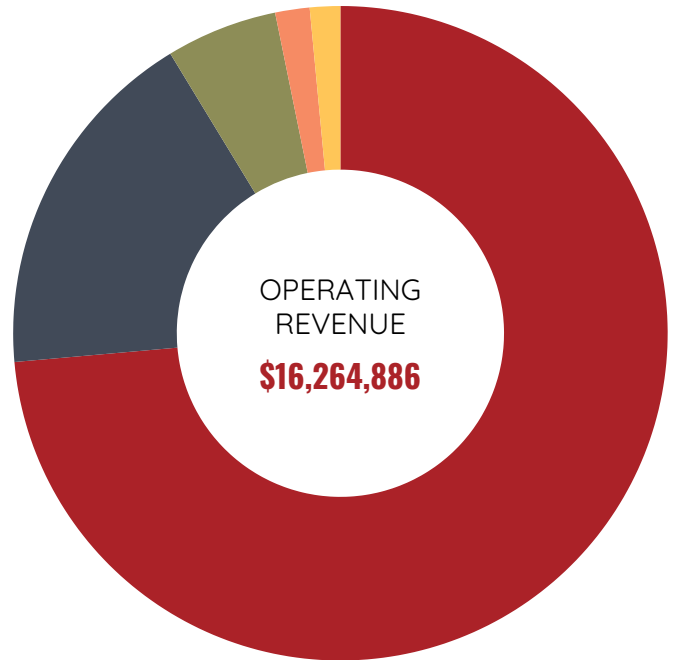
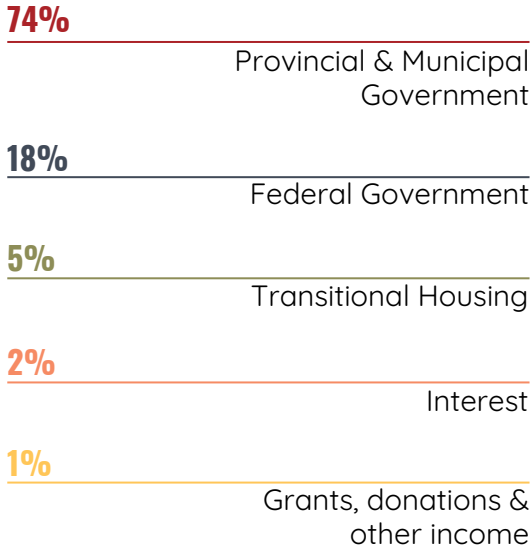


# Donations <\$5k

Canada Airways	\$3,000	food truck
City of Delta- Food truck Honorarium	\$2,200	food truck
Matsqui Impact Society, Aug 28'24	\$2,675	food truck
Metro Vancouver	\$4,400	food truck
New Vista, Food truck event July 11'24	\$2,800	food truck
White Rock Christian Academy	\$1,312	food truck
Youth and Philanthropy Initiative	\$2,500	donation

# 2024-25 Fiscal Year

We are committed to maximizing our impact by operating efficiently with limited resources, continuously improving service delivery and focusing on our core mission.





## CONTACT PHOENIX

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