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Specialized Staffed Homes Annual Program Report Lighthouse • 2025–2026

1. About Us

Lighthouse continued to operate as a 3-bed staffed resource under the Specialized Homes and Support Services (SHSS) model throughout the 2025–2026 reporting period. Over the course of the year, the program experienced increased stability across the home, with a strong focus on structure, consistency, and relationship-based care for youth with complex needs.

The year included one successful transition of a female youth to family in August 2025 and two additional successful placements into the home. Following a period of lower occupancy between September and December 2025, Lighthouse returned to full capacity in mid-December and ended the year supporting three youths. The program also maintained strong staffing stability excluding leadership positions, with 4 full-time staff, 4 permanent part-time staff, and 16 casual staff, and no leadership changes during the reporting period. A key theme shaping the year was the strength of the team itself: consistency, collaboration, communication, authenticity, transparency, and buy-in helped create a stable environment for youth and stronger continuity of care.

2. Who we served...

Lighthouse supported five youth during the 2025–2026 reporting period and maintained an average monthly caseload of 2.42 youth. Over the course of the year, three referrals were received, two cases were opened, one case was removed, and two youth were discharged. The average age at referral and at case opening was 16.2 years. Youth discharged during the reporting period had an average length of stay of 400 days, while the average wait time for youth admitted to the program was 0 days.

The program continued to serve youth with complex support needs requiring structured, individualized, and relationship-based care in a staffed residential setting. The majority of youth served were male, representing 80% of the youth population, while 20% identified as female. Forty percent of youth served self-identified as Indigenous, and all referrals received during the year were professional referrals.

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Youth served ranged from 14 to 18 years of age at referral and reflected a range of family, cultural, educational, and developmental needs. Lighthouse remained focused on safety, stabilization, school connection, life skills, and transition planning, while supporting youth to strengthen family connections where appropriate and to engage with community, cultural, and health supports.

Profile	2025–26	2024–25	2023–24	2022–23	2021–22
# of cases	5	7	7	7	8
# of youth	5	5	7	7	8
% young women	20	60	43	28.57	62.50
% young men	80	40	29	28.57	25
% self-identified as transgender	0	0	28~	42.86	12.50
% self-identified as Indigenous	40	40	57	14.29	25
Average age when cases were opened	16.2	16.2	15.53	15.57	15.75

3. How we did...service delivery

Lighthouse provided consistent 24-hour staffed support to youth with complex needs throughout the reporting period. Service delivery remained focused on safety, structure, emotional regulation, relationship-based care, school support, health access, daily living routines, and transition planning. Staff continued to support youth through appointments, community engagement, education, and individualized intervention planning while maintaining a stable and responsive home environment.

A total of 19 incident reports were recorded during the 2025–2026 reporting period. The majority related to AWOL events, which accounted for 10 reports. Other incident types included medication errors (3), disclosures (2), police involvement (2), medical attention (1), and one incident categorized as other. Notably, there were no recorded incidents involving abuse or neglect, aggressive or unusual behaviour, alcohol or drug use, physical confrontation, school suspension, self-harm, suicide attempts, suicide ideation, traffic accidents, or unexpected illness. Incident activity was concentrated earlier in the year, with a reduction in later months, suggesting improved stability over time.

Incident Type	2025–26 Total
AWOL	10
Medication Errors	3
Disclosure	2
Police Involvement	2
Medical Attention	1
Other	1

4. How we did...against the goals we set ourselves

Finalize and fully implement the outcomes measurement tools and Theory of Change for the Specialized Staffed Homes program to ensure consistent evaluation, accountability, and continuous improvement.

Achieved / In Progress: The outcomes measurement tool has been finalized and incorporated into CAMS. Monthly youth check-ins using focused questions have now begun, supporting more consistent evaluation and stronger outcome-based practice.

Strengthen partnerships with local academic institutions to enhance recruitment of qualified staff through practicum placements and employment opportunities. Position PLEA as the preferred placement and employer for new graduates entering the sector.

Achieved: Lighthouse strengthened its relationship with academic institutions, including Douglas College, to support practicum placements and recruitment. A positive practicum placement was completed this year.

Maintain a casual on-call list of 15 staff and ensure all vacant positions are filled within six weeks. Implement long-term attrition mapping for all roles to support staff development, succession planning, and career progression.

Achieved: Lighthouse maintained a casual pool of 15 or more staff over the year, strengthening coverage capacity and program stability.

Provide comprehensive training for all full-time and part-time staff on the SHSS portal to enhance collaboration and ensure timely, thorough information sharing across the program.

Achieved: Full-time and part-time staff received training and increased familiarity with the SHSS portal, improving consistency in reporting, collaboration, and information sharing across the program.

Expand learning and training opportunities to include ongoing cultural safety training, increased engagement with the Caregiver Learning Network, and the integration of guest speakers at team meetings. These efforts aim to deepen staff knowledge, promote inclusive practices, and create space for meaningful dialogue and continuous professional development.

Achieved/Ongoing: Full-time, part-time and casual staff received and maintained standards of practice through ongoing, comprehensive training delivered throughout the year. Knowledge gained directly through informed day to day practice and directly improved the quality of care provided to the individuals we serve.

Collaborate with funders to support the expansion of the Specialized Staffed Homes program, including the development and opening of a second home. This growth aims to increase capacity and better meet the complex needs of youth requiring intensive, individualized support.

In Development: Strong collaboration with MCFD and stakeholders continues, with Lighthouse maintaining high standards of care and consistently meeting complex needs. Second home has not yet been pursued, Lighthouse program demonstrates stability, quality and ready for expansion for future growth

5. Selected accomplishments...

Stability and structure within the home. The Lighthouse team maintained a more stable year overall, with increased consistency in routines, expectations, and communication across the resource. This supported smoother transitions for youth entering the home and strengthened day-to-day continuity of care.

Successful stabilization of youth placements. Two new youth were successfully stabilized within the home, while one long-term youth continued to maintain progress within the resource. The team's consistent structure and relational approach supported a seamless transition process for youth entering care.

Coordinated medical, service, and workforce development support. Lighthouse maintained strong collaboration with social workers, MCFD, schools, medical providers, and external service partners. Youth remained current with important appointments and supports, including doctors, dentists, and orthotics. A positive practicum experience with a Douglas College student also reinforced the value of strong academic partnerships and values-driven recruitment.

6. Selected stories...

One young person supported by Lighthouse this year demonstrated significant resilience in the face of a serious medical and emotional challenge. While actively engaged in school and pursuing an interest in welding, the youth sustained burn injuries during a welding-class incident. In response, Lighthouse staff worked closely with medical professionals and community supports to ensure consistent wound care, monitoring, pain support, and follow-up treatment. Staff adapted quickly to the youth's enhanced care needs while also supporting emotional regulation, vulnerability, and recovery. Despite the severity of the experience, the youth later returned to welding at school and remains committed to pursuing the trade further after graduation.

Another young person made significant progress in a relatively short period of time after admission. At intake, the youth had been heavily street entrenched for more than a year and presented with chronic AWOL behaviour, school disengagement, poor hygiene, fire-setting concerns, violence, abuse history, and multiple criminal investigations. Within roughly one-month, AWOL behaviour dropped sharply and ultimately reduced to almost zero. The youth is now consistently sleeping in the resource, engaging in daily routines, participating in school programming, and showing improved hygiene, clothing care, and emotional regulation. A key factor in this success was the team's willingness to adapt communication and support strategies to the youth's neurodevelopmental needs, allowing trust and relational safety to develop over time.

7. Biggest challenges...

Staffing coverage remains one of the most persistent operational challenges, particularly when responding to short-notice sick calls and shift call-outs. Although the program maintained a strong staffing complement overall, casual availability for urgent coverage remained inconsistent, which at times required overtime support from permanent staff.

Supporting youth who demonstrate school refusal or inconsistent engagement with education also remained a challenge. Progress in this area often depended on sustained relational work, collaboration with school teams and social workers, and ongoing efforts to help youth connect education with their own long-term goals and sense of value.

Consistency of care across shifts continues to require careful attention, particularly for youth with Autism Spectrum Disorder, FASD, and other complex neurodevelopmental or behavioural needs. In a 24-hour staffed resource, youth may interact with multiple staff each week, which can be difficult for those who respond best to one-to-one consistency or a small number of familiar caregivers.

8. Our team...personnel¹



Role / Category	2025–26
Program Director	1
Program Manager	1
Full-time employees	4
Permanent part-time employees	4
Casual employees	16
Total staff complement	26

9. Our team...learning undertaken

Lighthouse staff participated in a broad range of core and specialized learning activities throughout the year to support safe practice, emergency readiness, cultural safety, and responsive care. Core learning included Level 1 CPR / First Aid / AED, MANDT, naloxone training, policy and procedure review, Caring About Food Safety, and ongoing Caregiver Learning Network modules.

Staff also participated in focused learning related to youth complexity and specialized care, including borderline personality disorder training, FASD training, oppositional defiant disorder training, trauma-informed practice, CAMs-related learning (navigation), and San'yas Cultural Safety training.

Emergency preparedness and internal learning remained active priorities throughout the year. The team completed earthquake drills, fire drills, medical emergency drills, major disaster preparedness practice, and World Café internal PLEA learning and cross-program collaboration.

10. Our team... relationships

Lighthouse continued to work closely with a broad range of partners and service providers to support youth in a coordinated and responsive way. Key relationships this year included MCFD and guardianship teams, school districts and alternative school programs, SD42 and related service providers, Behaviour Interventionists, ABA-related supports, Elders and cultural supports, and physicians, doctors, and other health partners.

The program also maintained positive relationships with Douglas College, resulting in a successful practicum placement, as well as with other community-based resources that support youth engagement, stabilization, and transition planning. These partnerships strengthened both direct service delivery for youth and broader workforce development for the program.

11. Next year's goals...

Support the successful transition of an 18-year-old youth into an adult program that better matches long-term support needs. The goal is to support movement into a PLEA caregiver-model home where the youth can continue to receive one-to-one support, stability, and a more connected family-style environment.

Solidify staffing across all positions with no open lines. Maintaining fully staffed, full-time and permanent part-time positions will reduce scheduling gaps, improve continuity of care, and further support a stable environment for youth and staff alike.

Increase youth involvement in community-based and extracurricular activities. The goal is to support youth in identifying interests, building confidence, and engaging in meaningful opportunities outside the home that promote skill development, community connection, and a stronger sense of purpose.

12. For more information...

For more information about Lighthouse and PLEA Community Services, please visit www.plea.ca. Lighthouse is a program of PLEA Community Services Society of BC. General program information may be obtained through PLEA Community Services and related program leadership.