

One Year Later:

The Evolution of Canada's Everyone Legal Clinic

The Young Life and Challenging Times
of a Legal Incubator on the
Bleeding Edge



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Legal Clinic



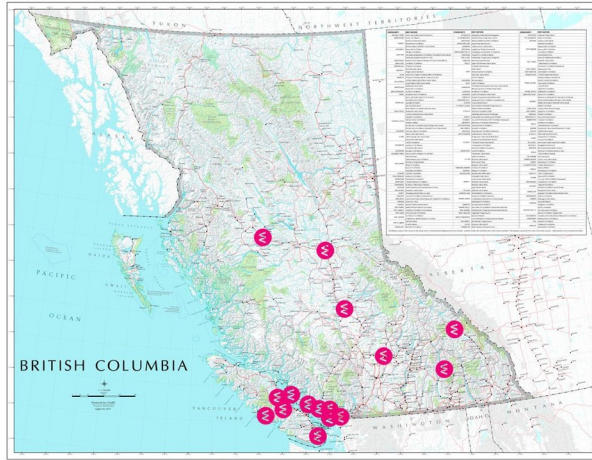
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INNOVATIONS
IN TECHNOLOGY
CONFERENCE 2024

Roadmap



- **Neesha Rao**
Managing Lawyer, the Everyone Legal Clinic
 - Intro, Remote Service Delivery
- **Erin Monahan**
Project Manager, the Everyone Legal Clinic
 - Data Collection, Feedback, Changes & Results
- **Dan Zollmann**
CEO & Founder, Qase



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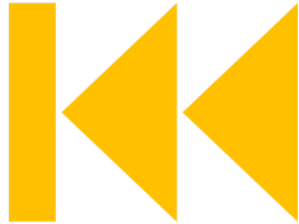
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**Access Pro Bono
and the
Everyone Legal Clinic**

What is Access Pro Bono?



- A charity that connects low and middle-income British Columbians with pro bono legal services.
- APB does not limit its services to any particular group. Eligibility for its services based on income.
- Provides services across the entire province. Committed to meeting the challenge of increasing access to justice in rural and remote communities.



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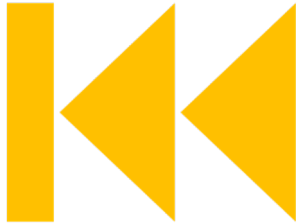


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What is the Everyone Legal Clinic?



- A legal incubator that trains new graduates to become lawyers.
- Training is *mandatory* in Canada. One year of “articling” after law school is required in Canada to become a lawyer.
 - Supervised by a practising lawyer
- It can be harder for graduates from diverse backgrounds - racial, socioeconomic, first gen, rural and remote - to secure articling positions, which are traditionally very competitive.
- Everyone Legal Clinic aims to increase access to justice by eliminating irrational barriers to becoming a lawyer.



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Priorities



We prioritize the admission of law graduates who identify as members of one or more of the following groups:

- Indigenous Canadians;
- Racial and ethnic minorities;
- People with disabilities;
- 2SLGBTQ+ people; and
- Individuals who seek to practice in an underserved or remote BC community, and who have previous clinical experience serving vulnerable people.



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Remote Service Delivery and Training

Everyone Legal Clinic: Mission & Objectives

- We aim to increase access to justice for all British Columbians, regardless of their identity, income or location, while also increasing the diversity of BC's legal profession.

Objectives

- Increase access to affordable and high-quality legal services in communities throughout BC
- Provide affordable legal services to local small businesses and non-profit organizations
- Increase professional capacity for public interest legal service, particularly in underserved BC communities
- Provide a new generation of BC legal service providers with the substantive knowledge and practical skills (including practice management, cultural competency and human relationship skills) required to thrive in highly adaptive forms of public-minded legal practice
- Improve equity, diversity, working conditions and quality of education in BC's lawyer and notary training systems, and reduce unmet need for articling positions in BC
- Promote new virtual, fixed fee and modular forms of legal practice



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Service Delivery

- Traditional legal practice is not characterized by technology or innovation
 - Brick and mortar offices, in person meetings, wet signatures, etc.
 - Traditionally, articulated student must work under these conditions to become a lawyer → barrier to entry to the profession for many (rural, accessibility issues, family commitments, etc.)
- The ELC is:
 - Fully remote. Clinicians are trained virtually and then meet with and provide services to clients remotely.
 - Diverse. Clinicians are located all across the province of British Columbia.
 - Innovative in its delivery model. Clinicians provide “fixed-fee” services for concrete tasks.



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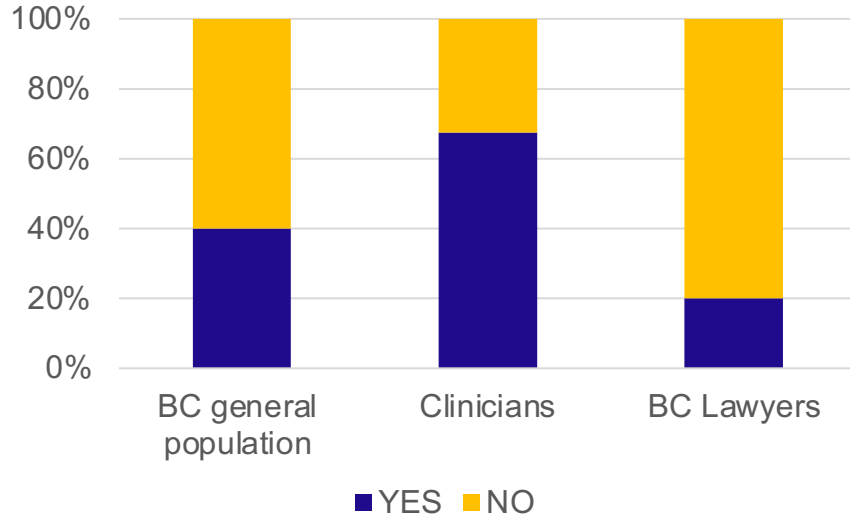
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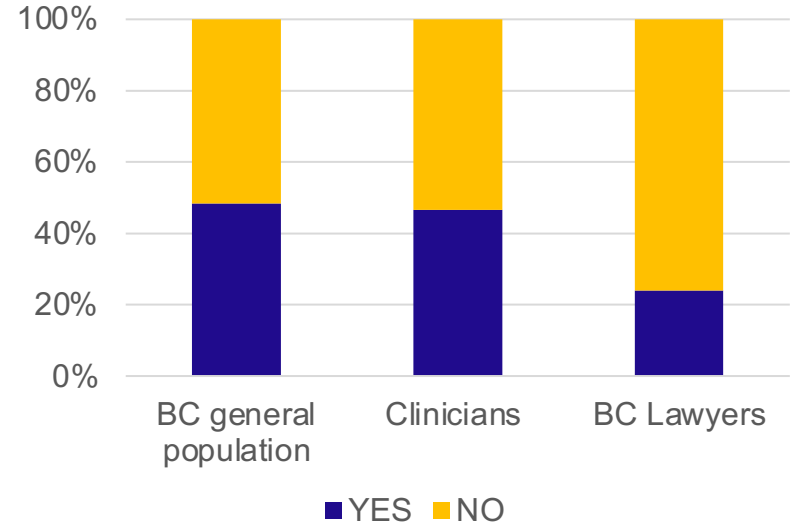
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Statistics

People who identify as BIPOC



People outside Metro Van / Victoria Geographic Regions



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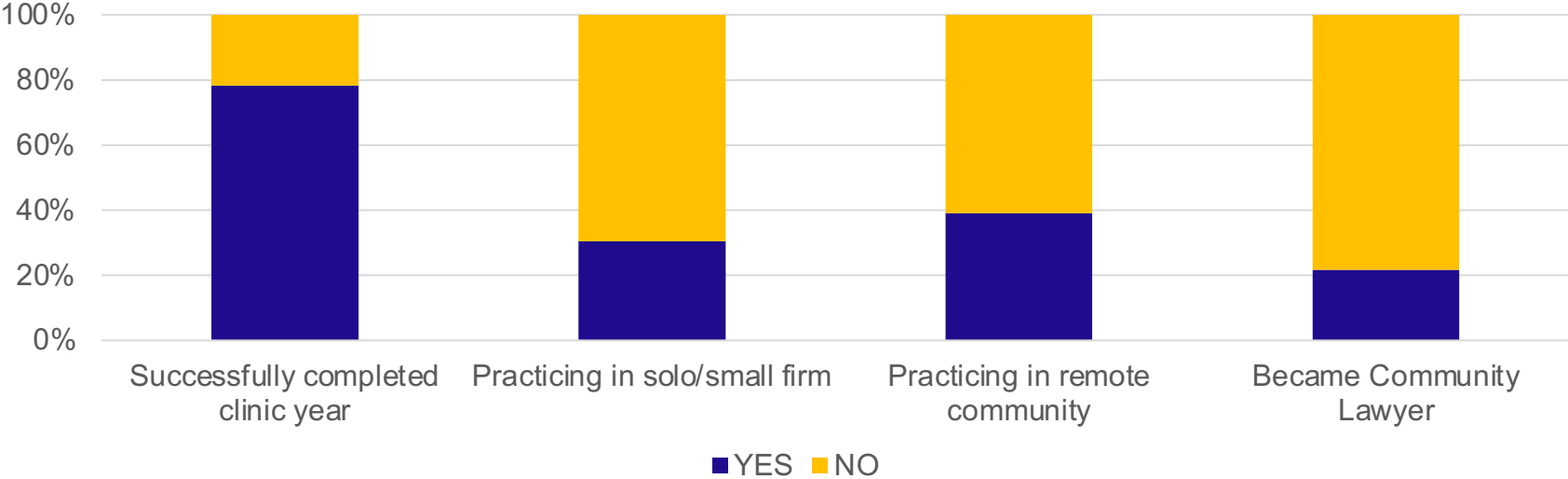
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Statistics

Clinicians Post Call



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Awards and Recognition

- 2023 American Legal Technology Award for Access to Justice
- 2023 Canadian Law Award for Diversity Initiative of the Year
- 2023 Lincoln Alexander School of Law Award for Shaping the Future



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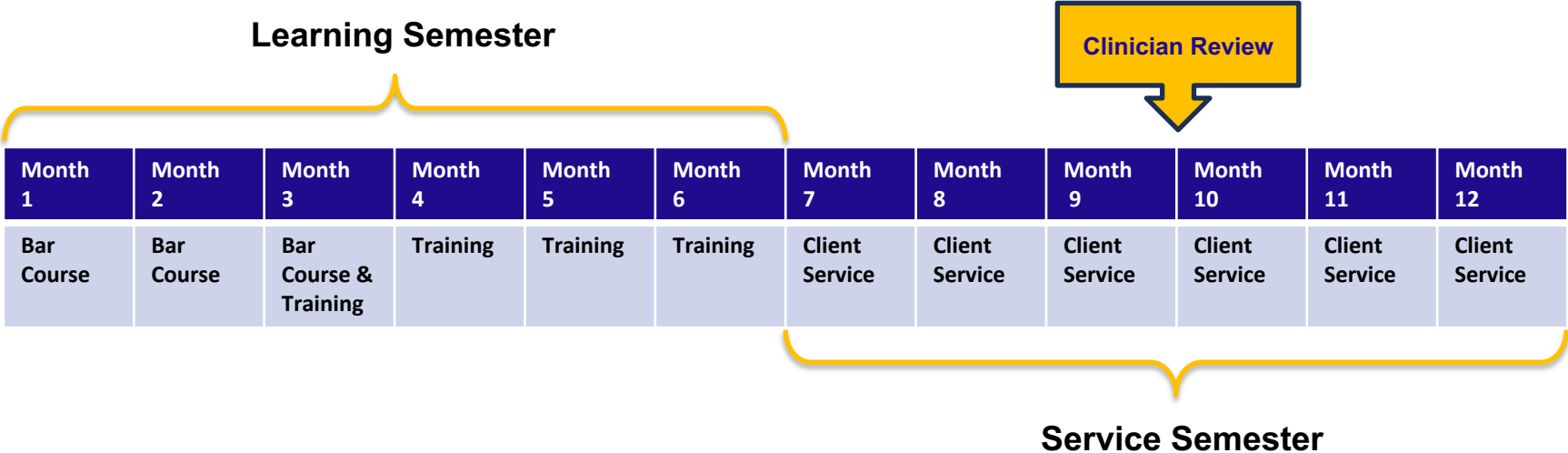
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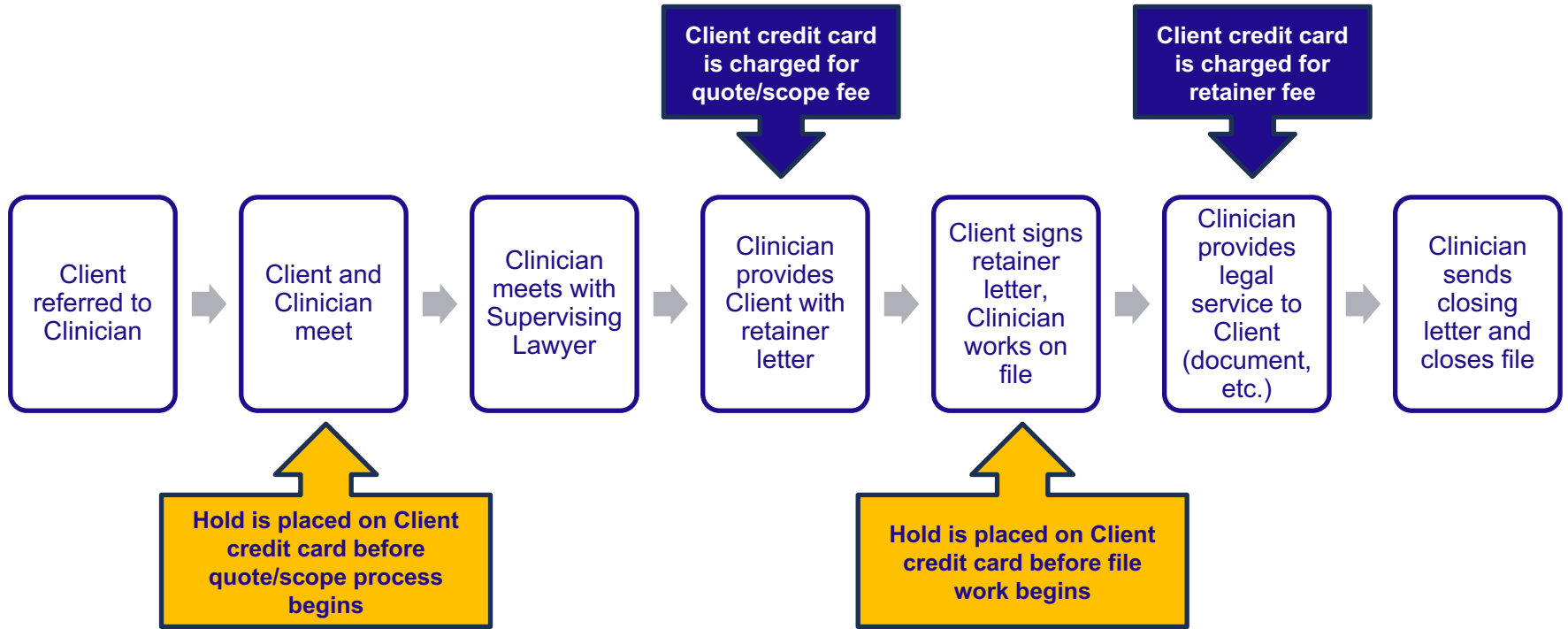


**Feedback,
Adaptive Changes
& Results**

Review of Clinician Path



Review of Client Path



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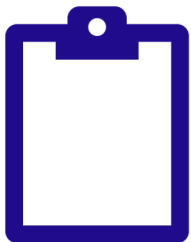
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Feedback



- **Surveys**
Sent to Clinicians, Clients and Supervising Lawyers
- **Interviews**
Invited Clinicians, Clients and Supervising Lawyers
(external and internal interviews)
- **Informal feedback**
Open house discussions, emails, etc.
- **Observation**
Monitoring statistics, messages on Slack, Zoom open house discussions



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Issues Identified Through Feedback

Learning Semester

Less lectures, more practical assignments and problem-based learning

Lighter schedule

Provide more opportunities for hands on learning

Service Semester

Increase income security in service semester (provide more income earning opportunities & provide bursaries)

Improve file vetting before being referred to clinicians

Changes

- 1 - Build in gradual entry to service semester during learning semester
- 2 - Increase quote/scope fee
- 3 - Improve quality of referrals



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Change 1 – Gradual Introduction to Service

- Starting with the 3rd cohort, clinicians have a gradual introduction to service during the learning semester
- Permitted to meet with 2 new clients per week, for AOL clinician has completed training in
- Reduced training to focus only on what applied to clinic activities

Learning Semester

Month 1	Month 2	Month 3	Month 4	Month 5	Month 6	Month 7	Month 8	Month 9	Month 10	Month 11	Month 12
Bar Course	Bar Course	Bar Course & Training	Training	Training	Training	Client Service	Client Service	Client Service	Client Service	Client Service	Client Service

Introduction to service

Service Semester



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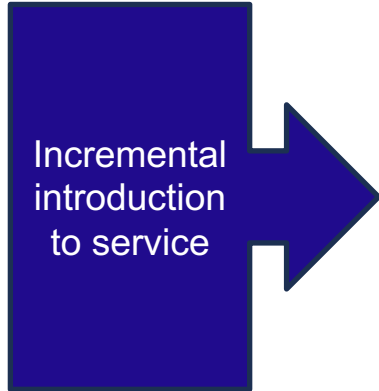
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Example:

- Learning Semester: September 5, 2023 – March 1, 2024
- Service Semester : March 4, 2024 – September 6, 2024



Week	Area of Law
Jan 2-5	Civil Law
Jan 8-12	Civil Law, Wills & Estates
Jan 15-19	Civil Law, Wills & Estates
Jan 22-26	Civil Law, Wills & Estates, Family
Jan 29-Feb 2	Civil Law, Wills & Estates, Family, Corporate/Business
Feb 5-9	Civil Law, Wills & Estates, Family, Corporate/Business, Employment
Feb 12-16	Civil Law, Wills & Estates, Family, Corporate/Business, Employment
Feb 20-23	Civil Law, Wills & Estates, Family, Corporate/Business, Employment, Strata/Res Ten
Feb 26-Mar 1	All



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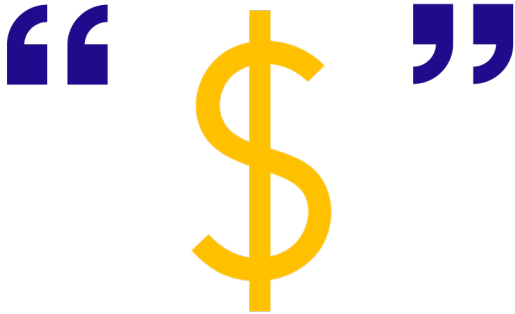


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Change 2 – Quote/Scope Fee Increase



- Quote/scope fee set at \$20 when clinic launched on Nov 2, 2022
- Quote/scope fee increased to \$40 on Dec 1, 2022
- Quote/scope fee increased to sliding scale between \$40-\$80 June 1, 2023



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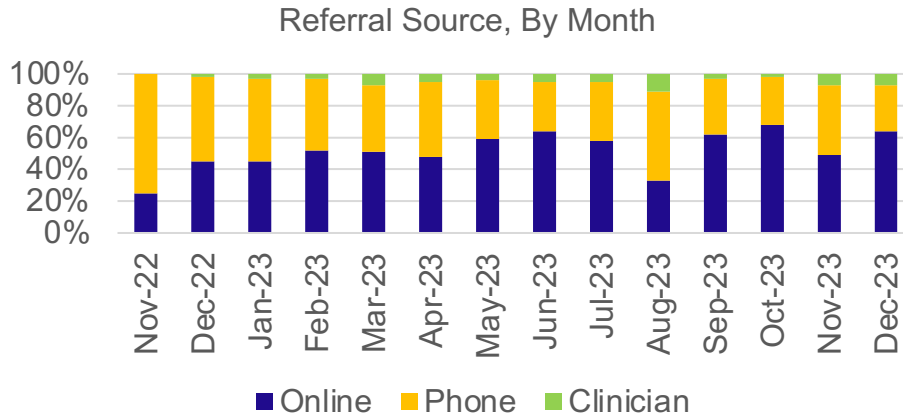
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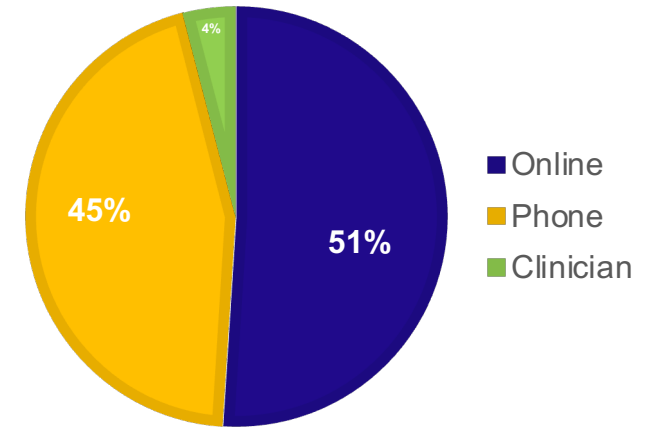


Change 3 – Referral Vetting

- Referral Coordinator vets all online bookings
- Increased vetting for phone in clients
- Room for improvement in this area



Referral Source, Total



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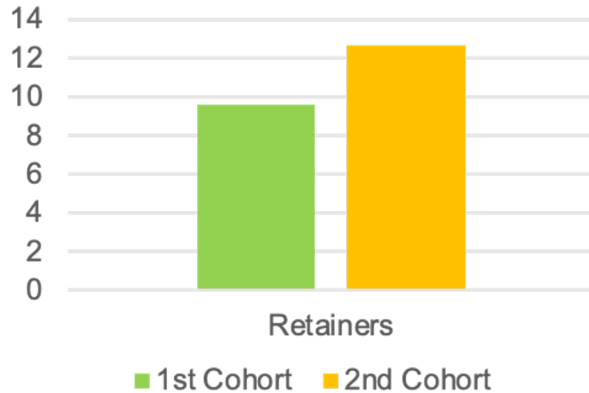
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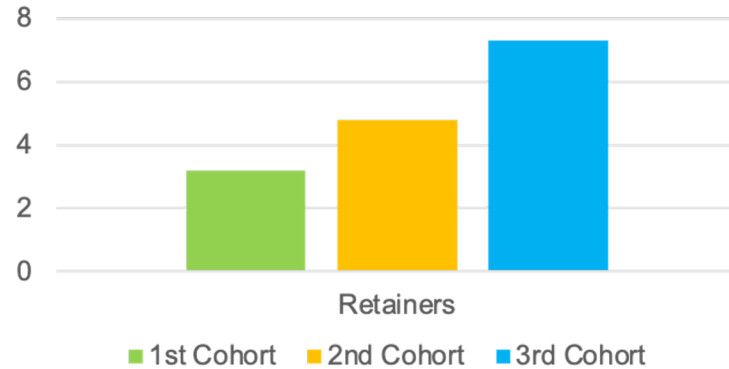


Results*

Average Retainers, total service semester



Average Retainers, first 3 months of service



**Includes retainers for secondment*



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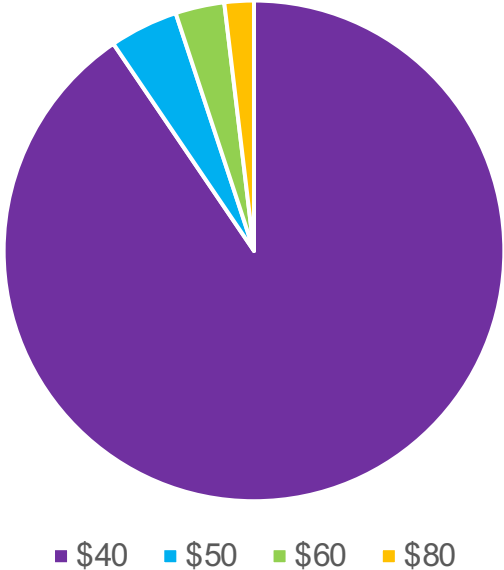


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Results

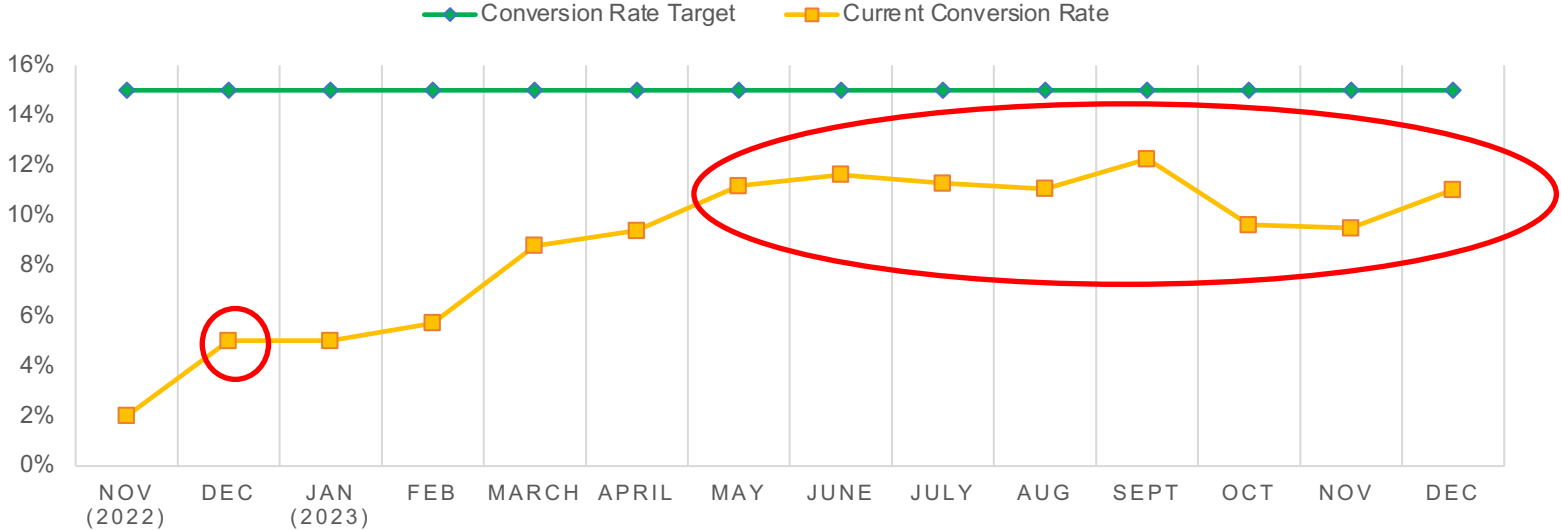
- Most quote/scope fees remain \$40
- Early jump in conversion rate for first increase
- Increase in conversion rate (from an average of 6% to 8%) with second increase
- Conversion rate still not at target

Quote/Scope Fee
(sent between June 1 – Dec 21 2023)



Results

Conversion Rates



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Challenges

1. Funding & income security
2. Institutional support
3. Client expectations re: pro bono vs. low bono

Upcoming Changes

1. Reduce size of cohorts
2. Provide bursaries through service semester



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How to Replicate this Model



- Clearly defined menu of unbundled services
- A booking tool like Qase, or Clio Manage
- System like Qase will allow guarantee of payment on credit card without need for trust accounting
- Small fee for either first meeting or quote/scope process helps vet clients
- Clear retainer outlining unbundled services included in quote (and what is NOT included)



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The Above the Line Network

<https://iaals.du.edu/projects/above-the-line-network>



- ATLN is a community of leaders from across the United States, Canada, and beyond working together to transform the delivery of legal services for the underserved middle class.
- ATLN is a joint project convened by IAALS, the Institute for the Advancement of the American Legal System, and The Chicago Bar Foundation (CBF). Advisory committee includes organizations across US and Canada.



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