



windana
Drug & Alcohol Recovery

2014-2015
Annual Report

WINDANA

definition – an Aboriginal word meaning 'which way?'. Windana refers to a crossroads, a turning point in life. Windana is about offering people choices, to take their lives in a new direction.

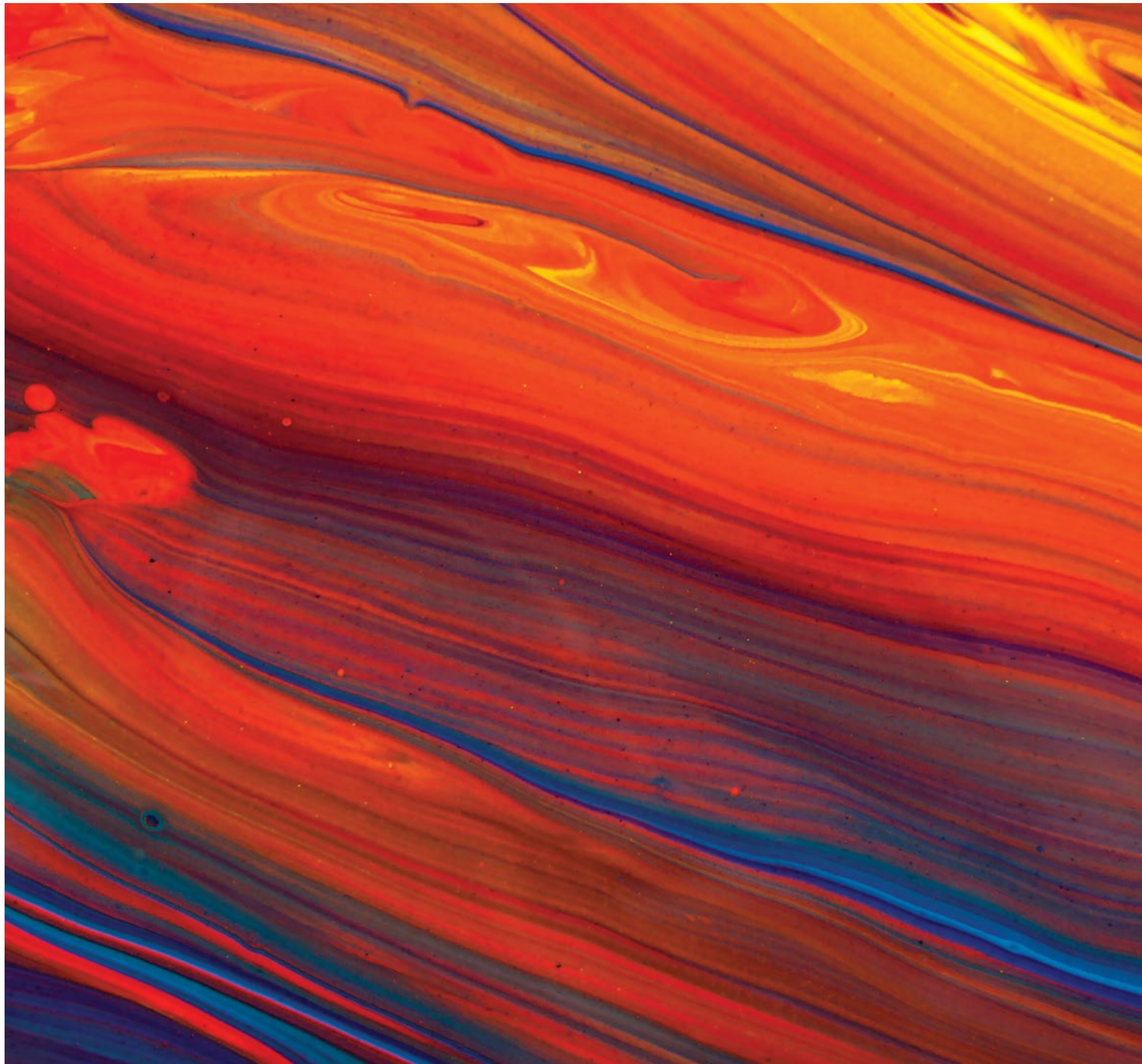
We believe that **change** and **growth** are possible in all individuals as long as they so **choose**.

We acknowledge the **diversity** in the nature of **individuals** and the many aspects of their lives physical, psychological, spiritual and social.

We therefore will be **holistic** in our attitudes, **universal** in our approach and provide as many facilities, options and stratagems as possible.

We will ensure that not just one aspect of life or one single basis for change will dominate the whole.

We believe that growth is an ongoing learning process and that it will be sustained by providing a **safe, caring** environment where new behaviour and ideas can be freely experienced in an **open, honest interaction** with the whole Windana Community.



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HELPING PEOPLE REBUILD THEIR LIVES.

Who we are

Windana is a major provider of drug treatment services in Victoria. Our aim is to offer holistic, innovative services through encouraging our people and clients to work in partnership. The value of community is intrinsic to our culture and promotes a sense of purpose and hope for the future. We envisage a society that enables individuals and families to recover from harmful alcohol and drug use and to build positive lives in mutually supportive and accepting communities.

Who we help

We help people who have become disconnected from their family, children, friends and community because of harmful drug and alcohol use.

What we believe

We believe that people can rebuild their lives.

What we do

We build a trusting relationship with our clients and offer a range of integrated services, across our programs. Over time, clients can achieve real change and personal growth.

Windana provides a variety of programs, where clients learn new social and practical life skills to equip them for a successful life within the community.





A MESSAGE FROM THE CHAIR OF OUR BOARD

During the year I have had the privilege to spend time with some of our current and former clients. I am continually inspired by the positive feedback I receive about the life changing work that we are involved in at Windana. I have been told on many occasions that "if it weren't for Windana, I would probably not be alive". That is indeed a very solemn thought and encourages us all to continue the journey that Peter Bucci commenced 30 years ago. Hard to believe isn't it. 30 years since Peter and his team commenced this wonderful organisation based on the belief that everyone is capable of change. Our Therapeutic Community at Maryknoll is also celebrating its 25th birthday. In February I had the opportunity to meet many former clients who have lived and contributed to this amazing community and it was very humbling to listen to their stories of courage and persistence in their battle to manage and conquer their addiction.

Anne-Maree and her team have continued to lead Windana into a new era of Drug & Alcohol treatment whilst at the same time maintaining the strong legacy of natural therapies and treatments that has distinguished the care at Windana. Under Anne-Maree's excellent leadership Windana has had a very successful year achieving significant program and revenue growth and expanding our service offerings. The team is continually aspiring to improve and expand our quality services so that we can meet the unmet demand for Alcohol and Drug treatment.

It has been a very busy year with many achievements which have mostly been outlined in Anne-Maree's report, but I wanted to call out a couple which were key milestones.

- The successful recommissioning of adult non-residential services with new arrangements commencing in September 2014. The team worked very hard to bed this down and we now deliver services across a much broader geographic region and have demonstrated that we are able to expand our footprint successfully.
- The successful launch of our 5-year strategic plan. Thanks to the financial support from Friends of Windana, the Board and Management were able to access excellent professional support to help us develop a very comprehensive strategic plan that is being used as a roadmap for future vision, growth and expansion. A huge amount of work was undertaken by Anne-Maree and her Management team and Board members with contributions from clients and external parties including government and affiliated partners and providers. The plan is a living document and provides us with clear strategic goals and

initiatives to work to. It has also provided some direction for funding sources and a foundation for strong financial management.

- We have achieved a healthy surplus which is due to an increase in our revenue combined with outstanding financial management led by Anne-Maree and our Finance Manager working closely with all Program Managers. This surplus enables us to do some of the essential work that is not currently funded. Congratulations to all involved.
- At our 25th birthday celebration at the Therapeutic Community farm, we announced three new life members. Dr John O'Donohue, Peter Hay and Rebecca Smith. Life Membership is an honorary title awarded by the Board in recognition and appreciation of outstanding support for Windana. Life Membership has been conferred on a small number of people who have made a substantial and special contribution over a period of years and whose efforts have significantly affected the work at Windana. Congratulations John, Peter and Rebecca for your outstanding contribution. Whilst talking about that, I would like to thank my fellow Board members for their ongoing commitment to Windana with special thanks to Amy for her strong guidance as the Chair of the Finance Risk and Audit Subcommittee who went on maternity leave earlier this year.

Most importantly, I wish to thank Anne-Maree, her Executive team and all the staff at Windana. Their passion, enthusiasm and absolute commitment to their work and our clients is fantastic. I have also had the opportunity to spend time with many of our staff over this last year and the feedback that I receive about the work that is being done and the environment that has been created is summed up in this statement "It's all about the clients and there is no one that understands that better than our team at Windana".

As the Chair of Windana's Board I believe that it is imperative that we continue to expand the amazing work that Windana is doing to ensure that as many people as possible have the opportunity to get their life back on track. "We believe that change and growth are possible in all individuals as long as they so choose".

Jenny Gillam
Chair of the Board

A MESSAGE FROM OUR CEO

Over the past 12 months Windana confirmed its position as a leading provider of alcohol and drug services in Victoria. The impact of sector reform was felt keenly across the alcohol and other drug (AOD) sector and our staff and clients navigated the changing landscape superbly. We were successful in the recommissioning of adult non-residential services and the new arrangements that commenced in September 2014 now see us delivering services across Frankston/Mornington Peninsula, South East Melbourne and Barwon regions in addition to our established presence in St Kilda and surrounds.

Our residential services continue to do great work under challenging circumstances. Alcohol remains the greatest issue for most people seeking treatment closely followed by Heroin. A significant increase in the number of people requiring treatment for problematic Methamphetamine (Ice) use prompted us to adjust our program. A one off grant provided by the Department of Health and Human Services funded a project that has improved our capacity to support people requiring a residential withdrawal from Ice and seen more people complete withdrawal and remain engaged with support services.

Windana was founded 30 years ago with the intention to provide a holistic, non-medical alternative to the services on offer at that time. Although we provide medically supported withdrawal today we remain committed to providing evidence based complementary therapies and offer a suite of services that promote health and healing. Every person admitted to our residential programs is offered the opportunity to consult with a naturopath. Many elect to use the complementary medicines recommended and follow the nutritional advice our Naturopaths provide. Yoga, massage, acupuncture, meditation and Reiki are also offered within our residential and community settings and many of our clients report that it is our holistic approach that makes Windana their provider of choice. Earlier this year we launched our first social enterprise – Windana Wellness with the intention to provide a quality, private naturopathic service that reinvests profits in to our unfunded work.

Our performance at a program level was outstanding this year as we met or exceeded target in 16 of or 18 program areas. A 13.8% increase in revenue and prudent financial management saw us finish the year with a surplus.

I believe the true value of an organisation is its people and I thank our wonderful staff and volunteers for the commitment and passion they bring to Windana. Their unwavering belief in the ability of people to achieve and sustain positive change underpins everything we do.

I extend my thanks to our dedicated Board, especially our Chair, Jenny Gillam whose support and guidance has steered Windana through some turbulent times in recent years. My appreciation extends to our wonderful management team whose effort and achievement during a period of significant change and growth has been extraordinary.

In closing I acknowledge the people Windana supports – the clients of our community and withdrawal programs and the residents of our therapeutic community, whose courage and strength inspires us all.



Anne-Maree Kaser
CEO



OUR BOARD MEMBERS

Windana's work is overseen by a committed Board whose members provide strong governance and strategic guidance to Windana. All Board positions are voluntary and we greatly value the contribution made by past and present Board members. Board meetings are held monthly with an annual general meeting scheduled in November of each year.


Jenny Gillam - Board Chair

Board Commencement Date 2002

Jenny has been Chair of the Windana Board of management for the last 4 years and a Director for 13 years. She has strong experience in the public, private and community sectors and specialist skills in Human Resources management including executive Search and Recruitment, Strategic planning, Governance and Financial management. She has led many teams both small and large and is currently running her own Talent Acquisition business working with Corporate clients. "Ensuring people have skills and training to access work opportunities" is a particular interest of Jenny's and she believes this is one of the critical elements for people to be successful in their recovery journey from drug and alcohol addiction.


Amy Jewell - Treasurer

Board Commencement Date 2008

Amy is a Director at KPMG in Melbourne. She has been with KPMG for more than 10 years and specialises in internal and external audit and accounting services to superannuation and financial services clients. Amy is the Chair of the Finance, Risk and Audit Subcommittee.


Esra Ozege - Secretary

Board Commencement Date 2012

Esra is a governance and compliance professional with extensive corporate governance experience in both government and not-for-profit sector, and has a risk background in an ASX 100 Australian financial services company. Esra is currently the National Governance and Compliance Coordinator in a leading fast-moving consumer goods organisation where she focuses on contractual and legislative compliance. Esra is passionate about using her legal and commercial background to contribute to various not-for-profit and community organisations and is also part of the Board for an organisation that provides support and refuge to women and children stepping out of domestic violence. Achieving the right balance between her professional career and commitment to the community sector have been one of her driving motives and Esra looks forward to continuing her ongoing work with Windana.


Anna Crabb

Board Commencement Date 2013

Anna is a member of the Social Ventures Australia Consulting team. In this role she focuses on increasing the social impact of for-purpose organisations, and funders, through performance measurement and evaluation, and strategic planning. Anna has a long-standing passion for social change and has tackled it from all angles - working in the Victorian and Australian Governments, with non-profits (Cancer Council Victoria), and with dandalopartners, a boutique consulting firm. Anna has worked on projects in the education, employment, health and disability sectors. She holds a Master of Management from The Australian National University, a Bachelor of Arts (Honours) and a Bachelor of Arts and Sciences from the University of Melbourne.


Dione O'Donnell

Board Commencement Date 2014

With more than 20 years' experience in the community sector in various senior management roles including Finance, Information Technology, Human Resources, Clinical Operations, Call Centres, Strategy & Planning and Risk Management, Dione brings a wealth of strategic, innovative and customer focused knowledge. Dione also has almost 15 years' experience in Banking and Finance with a significant proportion of this as Chief Financial Officer. He also brings experience as Chairperson and Treasurer of a number of School Boards of Trustees and the Multiple Sclerosis Association in New Zealand, and as deputy chairperson of the New Zealand Federation of Voluntary and Social Sector Organisations.


Nicole Steers

Board Commencement Date 2014

Nicole is the Deputy CEO and Director of Clinical Services at Otway Health. Nicole has leadership and management experience including program development and implementation, Major infrastructure projects development, Corporate and clinical governance, Strategic planning development and implementation, and Program development. Prior to Executive Management, Nicole enjoyed an extensive career in nursing spanning acute hospital settings (medical, nursing and intensive care), sub-acute care, community health, primary care and cancer services with specific interest in breast cancer. Nicole is the Chair of the Quality Subcommittee.



FRIENDS OF WINDANA

We would like to thank the Friends for their continued support over the past year.

Michael Pontifex (Chair)
Rebecca Smith
Dr John Sherman
Barry Main
Suzy Walker
Geoff Knorr

WINDANA LIFE MEMBERS

Life Membership is an honorary title awarded by the Board in recognition and appreciation of outstanding support of Windana.

Dr John Sherman
Diana Sher
Murray Gerken
Anne Parsons
Peter Bucci (dec)
Des O'Connell
Jenny Johnston
Barry Main
Michael Pontifex
Jan Pontifex
Peter Hay
Rebecca Smith
Dr John O'Donoghue

PEOPLE AND CULTURE

We acknowledge the diversity in the nature of individuals and the many aspects of their lives physically, psychologically, spiritually and socially.

"OUR CLIENT FEEDBACK CONTINUES TO SHOW WE PROVIDE VERY GOOD SERVICES."

PEOPLE AND CULTURE

It's been a busy year for our staff, getting to know the new systems post the sector recommissioning changes and no more so than in our main reception, where staff have been guiding callers through the new system and making sure they still receive a welcoming response, even if their first assessment is not within our service sites. The new system meant our reception staff also faced personal changes, with one moving to a part time role now that we have less drop-ins at our St Kilda site. Across the whole organisation, staff have met the changes with flexibility and a will to ensure great client service continues.

We have continued to build upon last years' work in identifying learning and development needs. This year we have run a comprehensive training calendar, ensuring over 250 places were taken up by employees in many topics, including medication management, psychopathology and mental health screening, first aid, domestic violence, equal opportunities and performance review and development.

We finalised the Enterprise Agreement negotiations and after a resounding 'yes' vote, the new conditions were applied to the majority of staff from late December 2014. We aim to keep pay rates and conditions as competitive as possible to ensure we attract and retain the high quality staff we need to run our programs.

With a large number of highly complex clients presenting for residential and non-residential treatment, a great deal of work was undertaken on the OHS management system, to ensure we had effective structures in place to match our workplace needs with an emphasis on staff working in the community and infection control in all our worksites. We trained a majority of our staff in OHS awareness

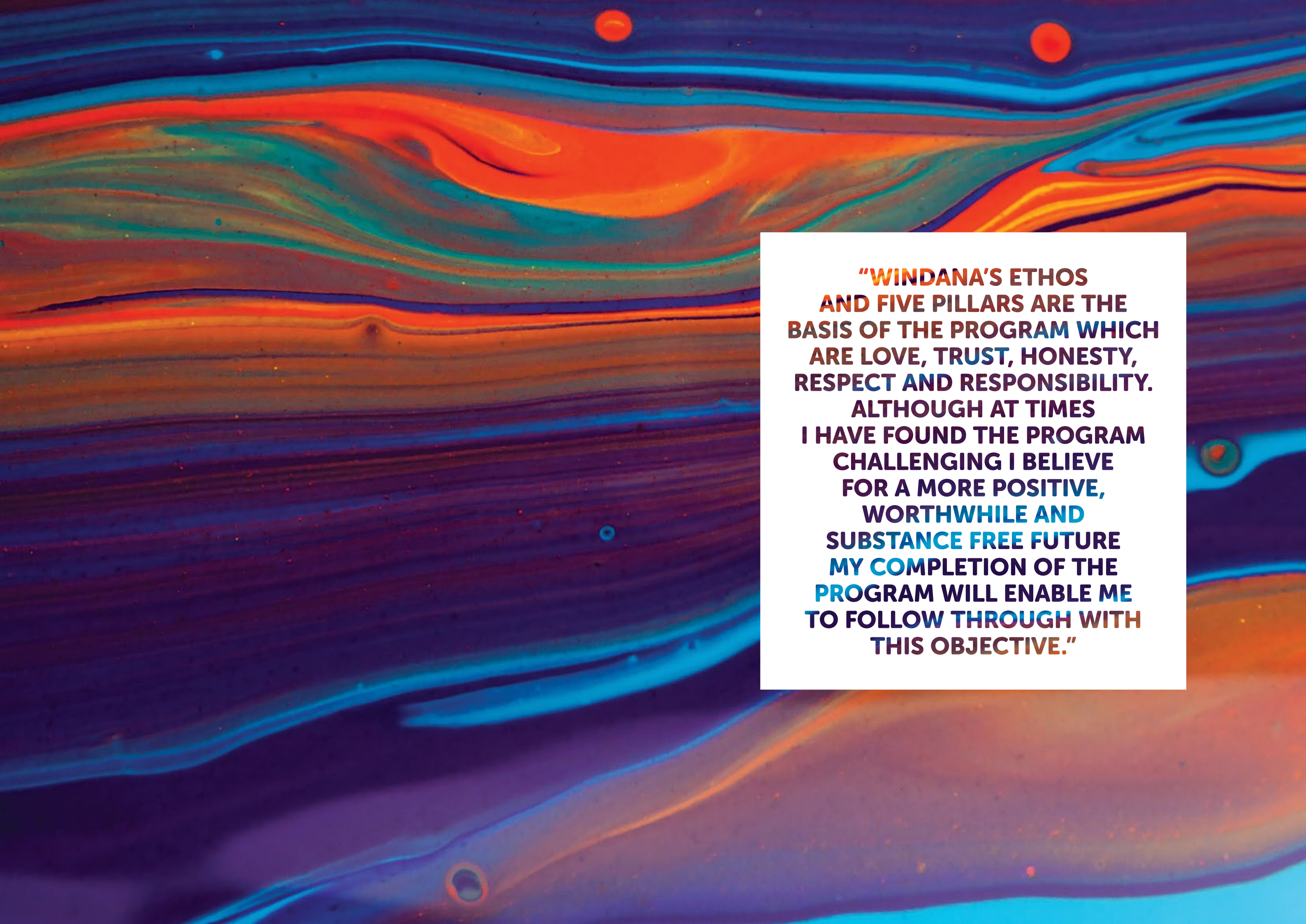
and Mental Health First Aid (where we are in the process of achieving Gold Standard accreditation for our organisational knowledge). We revisited our emergency response procedures on each residential site and also trained additional staff as fire wardens.

Our client feedback continues to show we provide very good services. Positive comments praised the support the clients receive from staff and from other clients. Clients also commented on how much they valued our holistic emphasis. Suggestions for improvement, which included food types and quality, provision of more recreation choices and better equipment or physical environment, are being noted and changes made where this is possible to enhance the client experience. Our mid-cycle review by our quality auditors went very well, and we were pleased to have recognition of the extra work we are doing on many aspects of quality. Our staff should take great pride in this, as they continue to do such fantastic work.



Connie Gardner
Manager People and Culture





**"WINDANA'S ETHOS
AND FIVE PILLARS ARE THE
BASIS OF THE PROGRAM WHICH
ARE LOVE, TRUST, HONESTY,
RESPECT AND RESPONSIBILITY.
ALTHOUGH AT TIMES
I HAVE FOUND THE PROGRAM
CHALLENGING I BELIEVE
FOR A MORE POSITIVE,
WORTHWHILE AND
SUBSTANCE FREE FUTURE
MY COMPLETION OF THE
PROGRAM WILL ENABLE ME
TO FOLLOW THROUGH WITH
THIS OBJECTIVE."**



THERAPEUTIC COMMUNITY

Proudly celebrating 25 years helping people
rehabilitate from harmful drug and alcohol use
in a rural residential setting.

THERAPEUTIC COMMUNITY

The Windana Therapeutic Community (TC) at Maryknoll celebrated 25 years of operation in 2015. The milestone was acknowledged with a birthday bash in March. The event was a huge success and provided many meaningful connections for the current residents as well as for people that have been associated with Windana since its earliest beginnings where they worked alongside our Founder Peter Bucci.

The services that are delivered at the TC include: Family Program, Art Therapy, Naturopathic Services, Yoga and Qigong, Pharmacotherapy Reduction, Education Program, GP Clinic, Forensic Services and the Aftercare Program which includes housing, supported accommodation, relapse prevention groups, case management, mentoring and recreational groups. Throughout the year the TC worked with 181 residents, which accounts for approximately 17% of all people accessing services Windana wide. Primary drug of concern reported at the TC on admission: Heroin (39%), Alcohol (31%) and Methamphetamine (30%).

In September 2014 the reform of the Victorian AOD (Alcohol and Other Drug) sector was realised with the commencement of a new service model that incorporated centralised intake and catchment based planning. The reform was undertaken in two phases with residential services earmarked for phase 2. Both Phase 1 (completed) and Phase 2 (target date not yet advised) are currently under review. The process and new arrangements saw the loss of a dedicated Windana Intake and Assessment team and all the work that team were engaged in for the TC including the pre-admission groups. Throughout the year, Windana has introduced a new model for assessment which includes client review by an interdisciplinary team that also incorporates assessment for family violence. Although the sector changes have been highly destabilising, the TC managed to have two quarters where the average length of stay was beyond 120 days, which is a huge achievement and testament to the program offered by the community of Windana.

The Windana Aftercare Program has been further developed with support of other agencies particularly in the housing space. Graduates are now regularly attending the TC and allowing the community to grow well beyond the borders of the Maryknoll property. An evaluation of the program has commenced to assess the outcomes that we are seeing and hearing about anecdotally. The creation and maintenance of a recovery community is well underway at Windana. Some of the fields that our graduates are now working in include: Adventure Based Programs for youth, Peer Support in Family Drug Court, Logistics as well as many going on to further study. All these networks, alongside recreational pursuits, are opening up pathways for new graduates to build upon.

LeeJenn Consulting undertook a review of the Windana Therapeutic Community during the year. The recommendations of that review are in the process of being implemented and we aim to have that work completed by mid-2016.

The slow stream pharmacotherapy reduction program is now into the third year and continues to impact positively upon the residents that come to the TC to reduce Suboxone or Methadone use. The whole TC community continues to embrace the reduction program. In the last financial year there were eighteen episodes of care with high success of ceasing. The program has expanded to allow residents on higher doses of Suboxone and Methadone with nil significant issue having been raised from this, withdrawal symptoms are at a minimum and the residents do not present as substance affected whilst fully participating in the community. Residents have also gone on to complete the TC program and Integration program in one episode, post reduction. One of our residents, on completing reduction, was also a Victorian Drug Court participant. Through the year, he was acknowledged as being the first graduate in Victoria of the Drug Court program and received an award from Magistrate Tony Parsons. The Windana CEO and the TC team attended court on the day to celebrate the achievement.

The family program is delivered at the TC and through other Windana services. This includes: structured evidenced based programs such as Tuning Into Kids, case management, parenting education, family reunification and support services. There were 75 episodes of care delivered at the TC during the year. Throughout the year the families receiving support at Windana attended family fun days which are generally held during school holidays. Creating positive new experiences, sharing stories and building a stronger sense of community support are some of the outcomes of these days with new friendships between attendees.

The work of Occupational Therapist, Ashleigh Hilder, has led to the development of Adult Sensory Profiling, the creation of Sensorium at the TC, and group based education on sensory regulation. Research has shown that individuals whom have had experience with addictions, trauma, mental health and problematic behaviours find it more challenging to regulate sensory needs and stressors. As the majority of the residents at Windana Therapeutic Community suffer from traumatic histories in relation to their substance use, they require assistance to learn what sensory modulation techniques will aid them to reduce the severity of disruptive and aggressive behaviour. Ashleigh presented the work at the Victoria Alcohol and Drug Association Conference and the Addiction Conference on the Gold Coast during the year. The TC is assisting other AOD organisations in Victoria to work in this space to improve the outcomes of their clients.

Windana continues to participate in 'The Social Networks and Recovery study (SONAR)'. The study is funded through the Australian Research Council and is conducted by researchers from Turning Point, Monash University, The University of Queensland and Deakin University. It is a world first longitudinal study that will document people's recovery journeys and identify factors that lead to long-term recovery. Residents continue to enjoy the experience particularly the work on Social Identity Mapping.





“WINDANA... IT GIVES ME A CHANCE FOR RECOVERY, AN OPPORTUNITY FOR A BETTER LIFE AND TO RECONNECT WITH MY FAMILY.”

Transitional Support

Transitional Support offers case management and support to client's entering into Windana allocated properties. The program is based on a three to twelve month transitional period where the client is supported to gain the skills needed to live independently. Transitional housing offers clients a safe and stable accommodation for both the client and their children. Windana has ten properties currently allocated to us, nine of which are family properties and one currently in its final stages of being deemed a rooming house. All Windana properties reside within the City of Bayside area and provide continuing assistance and support to people who are in the next phase of their recovery. In 2014, the government reforms created significant changes within the supported accommodation area. Since that time, the transitional program has been working on developing partnerships with external housing services in an effort to create pathways to long term housing. In the last twelve months, the program has continued to improve and develop allowing clients to stay engaged in Windana services whilst moving forward to enable themselves to live a life after recovery.

Integration House

Integration House is an extension of the TC program providing a semi-supported living environment for residents to build confidence and transition to independent living. This year, integration house has seen Self Help Addiction Resource Centre (SHARC) running peer support as well as volunteering and Odyssey House Victoria offering financial counselling. Literacy and numeracy workshops have been run with Robyn Horne-Herbig (volunteer) who also assisted residents with writing resumes. Latrobe University has provided career advice and options. Physical activities have included undertaking the Summit Outdoor Therapeutic Skills course, running the Tan with ReLink, PCYC (gym), playing badminton and regular swimming. The residents have further trained in gardening skills with our volunteer gardener, Rob Wakelam. Residents are all learning the skills to socialise as well as to participate in mainstream groups and activities. The residents are totally engaged in the TC program and assist as required i.e. running groups, escorting residents.

The Facility

The farm continues to thrive and grow with the revamping of our veggie patch and a record number of lambs and baby goats born this year.



Clare Davies
Manager - Residential Rehabilitation

**"WE LOVE ALL THE ANIMALS
AT WINDANA, THEY PROVIDE
US WITH FAMILY VALUES
AND RESPONSIBILITY"**



The background of the page is a close-up photograph of water droplets on a light-colored wooden surface. The droplets are of various sizes and are scattered across the frame, creating a sense of freshness and movement. The wood grain is visible, adding texture to the background.

COMMUNITY SERVICES

Working with families to improve communication and parenting skills through groups, activities and case management.

COMMUNITY SERVICES

Windana Health and Healing

Windana Health and Healing provides services both within residential programs and at the St Kilda Wellbeing Centre as part of pre and post treatment care:

- naturopathic consultations,
- complementary medicines, and
- nutritional advice.

The student acupuncture and massage clinics treat Drug Withdrawal Unit clients and community members including clients accessing the clinics via Sacred Heart Mission Street Project and Family Program.

Yoga, massage, Reiki and meditation are provided by a mix of dedicated sessional workers and volunteers and are accessible both in programs, after exit and to the general community.

Windana's dispensary continues to provide a high quality range of complementary medicines, health care products and healthy snacks as a source of revenue to support low cost complementary health services to Windana clients.

Windana Wellness

Windana Wellness aims to bring Windana naturopathic expertise to the general community with all proceeds being directed back to our core programs. This is our first social enterprise and we are very happy to be partnering with Church St Medical Centre in Richmond to provide an integrative health service.

Family Program

The Family Program provides support to parents who have protective services and/or court involvement, with the aim of establishing access arrangements or family reunification.

Examples of work undertaken in this program include:

- Provision of in-treatment and community based parenting group programs such as Tuning Into Kids and Parenting Discussion Group for parents who do not have children currently in their care. A weekly parenting group is also provided to the residents of Winja Ulupna indigenous Alcohol and Other Drug (AOD) treatment service as part of our partnership with Ngwala Willumbong.

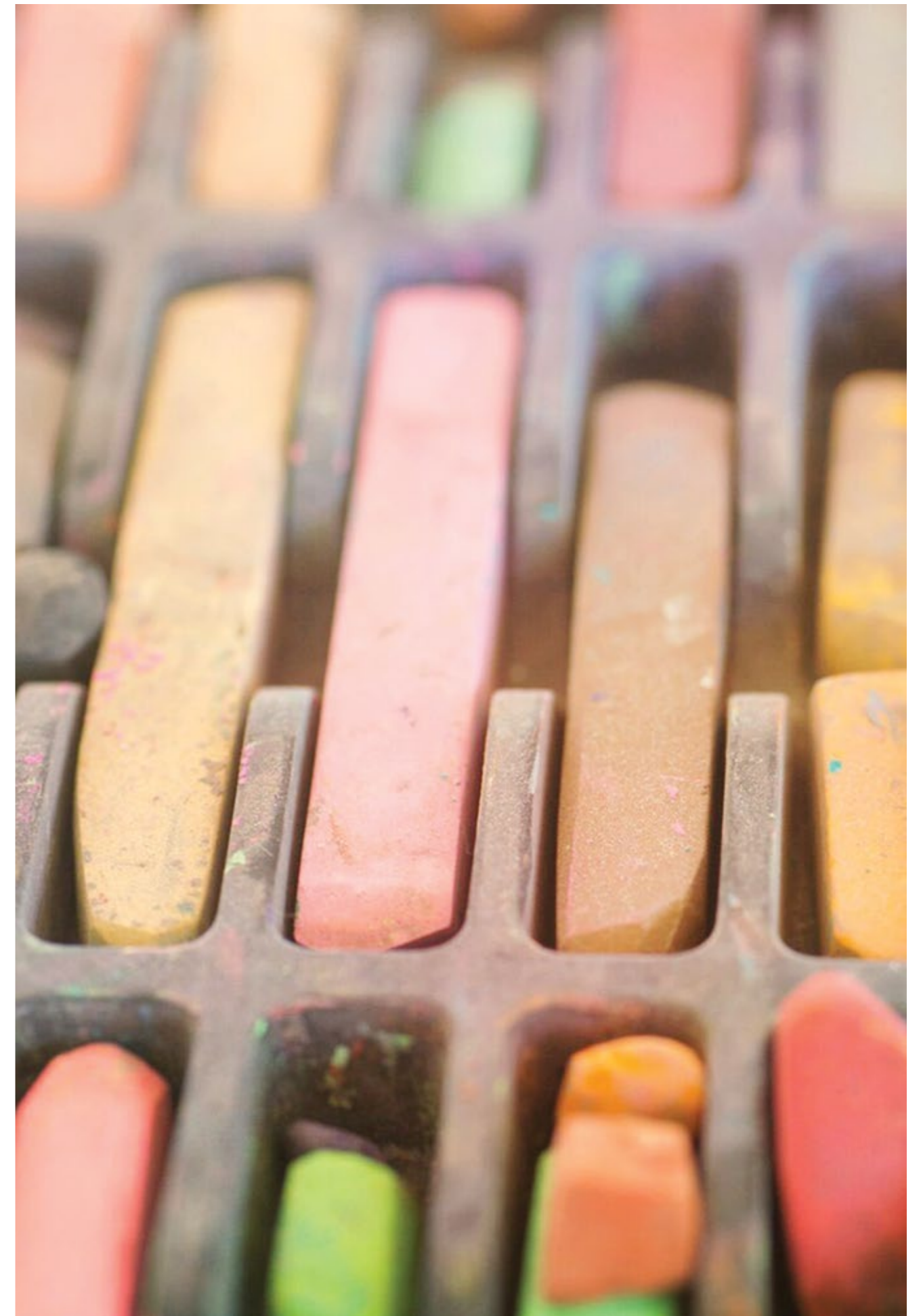
- The continuation of 'single session' and intensive support family work particularly at the Therapeutic Community. This entails service users and partners/family members coming together to plan and discuss concerns, challenges and progress through treatment.
- Providing opportunities for families to attend recreational activities as a family unit, to access health services at Windana Health and Healing, and to support families to access other Windana services and resources.
- Providing support and assistance for families to plan for Christmas and other holidays, including coordinating events to bring families together for mutual support.
- Assisting individuals to achieve the goal of reduced substance use and high risk behaviour.

Street Project

The Street Project continues to provide an invaluable assertive outreach service for Sacred Heart Mission (SHM) service users who are homeless, at risk of homelessness, and/or involved in street prostitution.

Some of the key outcomes of the project this year:

- A significant number of clients have been actively addressing substance use issues, and achieving broader health improvements.
- A peer group with a focus on harm minimisation, sustaining accommodation, budgeting, and a daily living skills was facilitated.
- A number of clients have accessed transitional housing with a view to entering long term housing when available.
- Clients have reconnected with children and/or other family members, with assistance from other government departments and/or service organisations.
- Many program participants indicating that their involvement has assisted in meeting goals including:
 - Helping to reduce and/or cease their substance use.
 - Provided assistance and resources to aid in reducing high risk behaviours.
 - Assisted in improving social function and engagement and links with other services.
 - Help with improving physical health.



**“WINDANA MEANS ALOT TO ME.
IT GAVE ME AN OPPORTUNITY TO
GET OFF DRUGS AFTER 19 YEARS ON IT,
BEING AT WINDANA MADE IT POSSIBLE”**

Peer Support

Over the past year, the Peer Support program has adapted to reform changes by transforming into a purely consumer/peer run model. Peer Leader volunteers commenced facilitation of the group in January as part of a capacity building program in partnership with Self Help Addiction Resource Centre (SHARC). The group has continued to have a strong service user attendance with numbers averaging between 12 and 20. The Peer Support Group allows participants who are experiencing problems with substance use to come together to share their insights into the recovery process. Building and maintaining social connections for ongoing support has been found to be one of the strongest indicators of maintaining recovery goals for people in treatment for substance use disorders. The Community Services team provides this consumer lead group with professional clinical support before, after, and on-call during the group. The Peer Leaders receive ongoing training, supervision and support through both Windana and SHARC.

Counselling

Counselling continued to operate at St Kilda post sector reform now providing AOD counselling to voluntary and mandated clients (people involved in the criminal justice system). This community and post-residential aftercare model has provided vital support to clients and is available for people who complete the residential program as well as those who leave in an unplanned way. Clients with multiple and complex needs made up 42% of the counselling client cohort this year.

Forensic Counselling brokered through Australian Community Support Organisation's Community Offenders Advice and Treatment Service (ACSO COATS) has provided a responsive and often transformational therapeutic response to clients who are attending for counselling only and who are involved in other Windana programs. Engagement for 40% of clients has followed on to a second episode of sessions being requested and brokered by COATS with significant treatment goals having been achieved by 81% of clients in treatment.

Art Therapy

Art therapy at Windana is provided as a group intervention. There are five Art Therapy groups provided weekly across four Windana treatment programs: The Adult Drug Withdrawal House, Windana Youth Community Drug Withdrawal House (WYCH), the Therapeutic Community (TC), and Integration House. In 2014-15, 1045 clients attended Art Therapy through Windana.

All group work is trauma-informed which can enable people to feel safe to relax and open to their own experience of expressing themselves through art whilst in the company of other participants.

Art Therapy has been found to provide opportunity for the reconsolidation of memories, progressive exposure (to stimuli that is usually avoided), externalisation (separating the problem from the person), reduction of stress arousal, reactivation of positive emotion, enhancement of emotional self-efficacy and improvement of self-esteem.

Clients have described art therapy as assisting in the following ways:

- Spending time working with my imagination and creativity provided a sense of well-being.
- An opportunity for finding clarity and new perspectives on my experience through personal reflection on images and what they mean to me.
- The ability to express feelings that are hard to verbalise.
- Discovering inner strength and greater self-acceptance.
- Experiencing new ways to connect authentically with others through honest sharing about the art work made in therapy.
- A way to understand who I am without my addiction.



Sarah Fair
Manager - Community Services

The background of the entire page is a vibrant blue marbled pattern, resembling watercolor or stone. The colors range from deep, dark blues to lighter, almost white blues, creating a complex, organic texture with swirling and veining patterns.

WITHDRAWAL AND COORDINATED CARE

We believe that people can rebuild their lives and recover from the harmful effects of alcohol and other drugs.

WITHDRAWAL AND COORDINATED CARE

Windana Youth Community Drug Withdrawal House (WYCH)

The WYCH Unit at Dandenong continues to provide withdrawal services to young people aged between 12 and 22 years from across Victoria. WYCH has been operating at high occupancy levels all year with young people staying for up to 15 days. Young people are provided one to one case management and referral support, recreational services, group and individual therapy including relapse prevention strategies and naturopathy services.

Over the past year WYCH has had significant renovations and upgrades to all bathrooms, the external areas and the staff sleepover area.

WYCH was the recipient of a Commonwealth Bank grant this year for the purchase of new gym and exercise equipment and the engagement of a trainer to develop exercise programs for young people to assist in their recovery.

A Root Cause Analysis of processes associated with the management of critical incidents at WYCH was undertaken with recommended strategies implemented.

Adult Drug Withdrawal House (DWH)

The DWH Unit at St Kilda continues to provide residential withdrawal services to adults aged over 18 years from across Victoria. This year DWH has achieved significant bed occupancy and exceeded funding targets.

Over the past year there has been a significant change in the staffing profile resulting in an increase in the nursing component of our workforce along with skilled case managers and program facilitators.

DWH has also seen renovations undertaken in the staff sleepover area and bathroom with plans for further renovations.

A group of staff have participated in the Overdose Prevention Training with the aim of reducing the overdose risk for those people wishing to withdraw from heroin.

Admissions and Care Coordination

As a result of the September 2014 recommissioning of services the Admissions and Care Coordination team was established to manage incoming referrals and bed management.

The team work closely with the First Step General Practice to ensure that all people referred for residential withdrawal and rehabilitation are provided an interdisciplinary (bio psychosocial) assessment and ongoing management.

The team also work closely with the recently established central intake teams to ensure the clients journey is as seamless as possible and that access to residential beds is timely and considered.

The Service Coordination element of this team ensures that the family and family violence challenges are recognised and managed appropriately from the beginning of the clients journey with Windana.

Methamphetamine Project

This year Windana was funded by the Victorian Department of Health and Human Services to undertake a time limited initiative to improve capacity for methamphetamine withdrawal. The project coordinator had a particular focus on complex clients identified as requiring more flexible and intensive support. The objectives were to increase the number of people accessing and completing residential withdrawal, increasing post withdrawal engagement, and sharpening staff skills and confidence.

Between January and July 2015 42% of people referred to Windana identified methamphetamine as their primary substance. Of this group, 49 people agreed to participate in the project.

Of these, 33 people entered treatment and 26 successfully completed a withdrawal episode giving a completion rate of 79% compared to 53% prior to the project. 72% of clients engaged with the project stated that they experienced improvements in their quality of life as a result.

73% of clients remained engaged in treatment over the project period with only 27% of this group experiencing relapse.

Results show that 100% of staff reported that they have a better understanding of responding to and managing methamphetamine withdrawal as a result of the project and that the project positively influenced the culture of the DWH.



“I’VE BEEN GIVEN THE OPPORTUNITY TO GET A BETTER LIFE BECAUSE OF WINDANA, I’VE BEEN ABLE TO MAKE SOME REALLY GOOD FRIENDS... FRIENDS FOR LIFE”

Care and Recovery Coordination

As part of the 2014 Alcohol and Other Drug (AOD) recommissioning, Windana expanded its services to provide Care & Recovery Coordination (CRC) in the Bayside catchment.

CRC facilitates more seamless and integrated treatment pathways for those clients assessed as being complex. People eligible for this service typically present with behaviours that place them at high risk to themselves, to staff and/or the community and are identified as requiring a long term supportive service response.

The Coordinator has worked alongside the central intake service to ensure a timely response to clients and a collaborative partnership with other service providers resulting in a significant number of referrals to the program. Since the program commenced, the Coordinator has met the funded activity unit requirement of this service.

Non-residential withdrawal services

In September 2014, Windana also further expanded its services to provide Non-Residential Withdrawal Services (NRWS) across the Frankston/Mornington Peninsula, South East Metropolitan Melbourne and Geelong/Barwon catchments.

The NRWS aims to decrease barriers for people wanting to access withdrawal support in the community. The staff work alongside the client and other significant stakeholders to ensure access to the most appropriate service at the time which may include a stepped withdrawal model utilising NRWS and residential withdrawal.

Across all catchments the staff have worked tirelessly to create and maintain relationships with General Practitioners and other service providers to ensure a steady increase of referrals to the program resulting in very satisfactory achievements in funded activity units in all catchments.

Clinical Practice Guidelines have been developed to guide staff in their day to day management of clients.

Dual Diagnosis Project

The Dual Diagnosis Project continues to provide invaluable support to clients with substance misuse and mental health presentations as well as secondary consultations and training and development for Windana staff.

Over the past 12 months the project has seen a change in staff and a major external evaluation of the project over the past three years.

As part of this project, Mental Health First Aid training has been delivered to almost 80% of Windana staff with further training scheduled for improved management of clients with Borderline Personality Disorders.

Leadership and systems

- Presentations to the Statewide Victorian Alcohol and Drugs Association and Australia New Zealand Addiction Conferences have been delivered with a focus on Windana’s response to the 2014 AOD reform and the Methamphetamine project.
- Presentation to Australian Community Support Organisation’s Community Offenders Advice and Treatment Service regarding Windana programs and collaborative practice opportunities with planning in place for ongoing clinical review opportunities.
- Implementation of new processes for improved management of forensic work.
- An external infection control audit has been undertaken with recommended strategies being implemented.
- Development of Heroin and Opiate Replacement Therapy withdrawal procedures in collaboration with First Step General Practice Clinic.
- Robust reporting mechanisms have been designed to assist both staff and management in the monitoring of funded activity units with recently recommissioned services.



Kate Graham
Manager - Withdrawal and Coordinated Care

The background of the entire page is a marbled paper pattern. It features intricate, organic shapes and swirls in various shades of purple, lavender, and light pink, set against a slightly darker, textured base. The pattern is reminiscent of traditional marbling techniques used in bookbinding.

CONCISE FINANCIAL REPORT

For the year ended 30th June 2015.

INDEPENDENT AUDIT REPORT TO THE MEMBERS OF WINDANA DRUG AND ALCOHOL RECOVERY INC.

Report on the Concise Financial Report

We have audited the accompanying concise financial report of Windana Drug and Alcohol Recovery Inc, which comprises the statement of financial position as at 30 June 2015, the statement of comprehensive income, statement of changes in equity and statement of cash flows for the year then ended and related notes derived from the audited financial report of Windana Drug and Alcohol Recovery Inc. for the year ended 30 June 2015. The concise financial report does not contain all the disclosures required by the Australian Accounting Standards and accordingly, reading the concise financial report is not a substitute for reading the audited financial report.

Management's Responsibility for the Concise Financial Report

Management is responsible for the preparation and fair presentation of the concise financial report in accordance with Australian Accounting Standards and the Associations Incorporation Reform Act 2012, and for such internal control as management determines is necessary to enable the preparation and fair presentation of the concise financial report.

Auditor's Responsibility

Our responsibility is to express an opinion on the concise financial report based on our procedures which were conducted in accordance with Australian Auditing Standards. We have conducted an independent audit, in accordance with Australian Auditing Standards, of the full financial report of Windana Drug and Alcohol Recovery Inc. for the year ended 30 June 2015. We expressed an unmodified audit opinion on that financial report in our report dated 28th October 2015. The Australian Accounting standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance about whether the concise financial report is free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the concise financial report. The procedures selected depend on the auditor's judgement,

including the assessment of the risks of material misstatement of the concise financial report, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation of the concise financial report in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. Our procedures included testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and examination on a test basis, of audit evidence supporting the amounts and other disclosures which were not directly derived from the financial report for the year. These procedures have been undertaken to form an opinion whether, in all material respects, the concise financial report is consistent with the full financial statements from which it was derived.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Independence

In conducting our audit, we have complied with the independence requirements of Australian professional ethical pronouncements.

Opinion

In our opinion, the information disclosed in the concise financial statements of Windana Drug and Alcohol Recovery Inc. for the year ended 30 June 2015 are consistent, in all material respects, with the full financial report from which it was derived.



ACCRU MELBOURNE (AUDIT) PTY LTD
Chartered Accountants



G D Winnett
Director

BOARD DECLARATION

The Board of the Association declare that:

1. This report is an extract of the full Financial Statements and is consistent with the full Financial Statements, as such the statements and disclosures in this report have been derived from the full Financial Statement;
2. The concise financial statements cannot be expected to provide as full an understanding of the financial performance, financial position, financing and investing activities of the entity as the full Financial Statements;
3. Further financial information can be obtained from the financial statements and the financial statements are available, free of charge on request to the entity.

On behalf of the board.



Jenny Gillam
Board Chair



Esra Ozega
Board Secretary

STATEMENT OF COMPREHENSIVE INCOME FOR THE YEAR ENDED 30 JUNE 2015

	Note	2015 \$	2014 \$
Income	2	8,178,337	7,250,026
Employee benefits expense		(5,870,322)	(5,629,129)
Depreciation and amortisation expense		(168,918)	(199,096)
Client costs		(344,483)	(365,890)
Computer expenses		(51,354)	(36,845)
Natural therapy costs		(114,880)	(99,216)
Consultancy fees		(172,502)	(164,851)
Utilities expenses		(104,829)	(117,834)
Repairs and maintenance expenses		(123,993)	(94,855)
Rent expenses		(56,341)	(68,201)
Travel and accommodation expenses		(65,357)	(56,323)
Telephone and internet expenses		(55,243)	(64,019)
Motor vehicle expenses		(65,335)	(76,085)
Cleaning costs		(59,473)	(59,809)
Other expenses		(170,001)	(133,322)
Surplus for the year		755,306	84,551
OTHER COMPREHENSIVE INCOME			
Items that will not be reclassified subsequently to profit or loss			
Revaluation changes for property, plant and equipment		1,805,107	-
Other comprehensive income for the year		1,805,107	-
Total comprehensive income for the year		2,560,413	84,551

STATEMENT OF FINANCIAL POSITION AS AT 30 JUNE 2015

	Note	2015 \$	2014 \$
ASSETS			
Current Assets			
Cash and cash equivalents	3	1,928,692	897,093
Trade and other receivables		36,158	23,202
Inventories		12,524	23,694
Other assets		36,258	31,309
TOTAL CURRENT ASSETS		2,013,632	975,298
NON-CURRENT ASSETS			
Property, plant and equipment	4	8,859,791	7,128,208
TOTAL NON-CURRENT ASSETS		8,859,791	7,128,208
TOTAL ASSETS		10,873,423	8,103,506
LIABILITIES			
Current Liabilities			
Trade and other payables		637,339	496,218
Employee benefits		378,550	327,465
Other liabilities		69,925	78,709
TOTAL CURRENT LIABILITIES		1,085,814	902,392
NON-CURRENT LIABILITIES			
Employee benefits		161,212	135,130
TOTAL NON-CURRENT LIABILITIES		161,212	135,130
TOTAL LIABILITIES		1,247,026	1,037,522
NET ASSETS		9,626,397	7,065,984
EQUITY			
Asset revaluation reserves		5,966,726	4,161,619
Retained earnings		3,659,672	2,904,365
TOTAL EQUITY		9,626,398	7,065,984

STATEMENT OF CHANGES IN EQUITY FOR THE YEAR ENDED 30 JUNE 2015

	Retained Earnings	Asset Revaluation Reserve	Total
	\$	\$	\$
2015			
Balance at 1 July 2014	2,904,365	4,161,619	7,065,984
Surplus for the year	755,306	-	755,306
Revaluation increment (decrement)	-	1,805,107	1,805,107
Balance at 30 June 2015	3,659,671	5,966,726	9,626,397
2014			
Balance at 1 July 2013	2,819,814	4,161,619	6,981,433
Surplus for the year	84,551	-	84,551
Balance at 30 June 2014	2,904,365	4,161,619	7,065,984

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED 30 JUNE 2015

	2015	2014
Note	\$	\$
CASH FLOWS FROM OPERATING ACTIVITIES:		
Operating grants received	8,002,416	6,926,637
Payments to suppliers and employees	(7,759,100)	(7,524,517)
Donations and contributions	191,317	272,311
Interest received	31,628	24,010
Client fees	538,503	568,808
Other income received	139,096	65,608
Net cash provided by/(used in) operating activities	1,143,860	332,857
CASH FLOWS FROM INVESTING ACTIVITIES:		
Proceeds from sale of plant and equipment	-	11,321
Purchase of property, plant and equipment	(112,261)	(142,343)
Net cash used by investing activities	(112,261)	(131,022)
CASH FLOWS FROM FINANCING ACTIVITIES:		
Net increase/(decrease) in cash and cash equivalents held	1,031,599	201,835
Cash and cash equivalents at beginning of year	897,093	695,258
Cash and cash equivalents at end of financial year	3 1,928,692	897,093

NOTES TO THE CONCISE FINANCIAL STATEMENTS FOR THE YEAR ENDED 30 JUNE 2015

1. Basis of Preparation of the Concise Financial Statements

The concise financial statements are an extract from the full financial report for the year ended 30 June 2015.

The financial statements and specific disclosures included in the concise financial statements have been derived from and are consistent with the full financial statements of Windana Drug and Alcohol Recovery Inc. The concise financial statements cannot be expected to provide as full an understanding of the financial performance, financial position and investing activities of Windana Drug and Alcohol Recovery Inc., as the full Financial Statements. A copy of the full Financial Statements and auditors report will be sent to any member, free of charge, upon request.

2. Revenue and Other Income

	2015	2014
	\$	\$
State and Federal grants	7,264,837	6,373,889
Client fees	551,459	514,090
Interest received	31,628	24,010
Donations and contributions	191,317	272,311
Other income	139,096	65,726
Total Revenue	8,178,337	7,250,026

3. Cash and cash equivalents

Cash on hand	3,200	3,193
Cash at bank	1,925,492	893,900
	1,928,692	897,093

4. Property, plant and equipment

The associations land and buildings were revalued June 2015 by independent valuers. Valuations were made given an active market and the revaluation surplus/deficit was taken to the asset revaluation reserve in equity.

NOTES

The background of the entire page is a vibrant red color with a marbled, wavy pattern. The marbling consists of various shades of red, from deep crimson to light pink, creating a fluid, organic texture. A white rectangular box is positioned in the lower right quadrant of the page, containing the title and subtitle.

STRATEGIC PLAN 2014 – 2019

Windana Strategic Plan on a Page.

STRATEGIC PLAN 2014 - 2019

OUR 5 YEAR VISION

Windana will be a \$15m organisation, offering comprehensive, evidence-informed, public and private AOD treatment services to support individuals in recovering from the harmful effects of AOD dependence.

CLIENT IMPACT

All Windana clients will receive evidence-informed, best practice clinical treatment, supplemented with additional support services designed to address their often complex needs, building resilience and self-sufficiency to enhance their recovery.

Best practice clinical treatment:

All of our services are designed in-line with best practice clinical evidence and supplemented with alternative treatment regimes which are proven to enhance client recovery.

Client-centred services:

We address the needs and aspirations of our clients through comprehensive planning and the delivery of wrap-around AOD services, integrated with complementary services in collaboration with other agencies.

Outcomes management:

We can demonstrate the impact of our work by measuring client outcomes across all of our programs and evaluating our performance against the sector.

LEADERSHIP

We will improve Windana's standing within the AOD sector and actively promote the interests of AOD clients and service providers.

Partnerships:

We have developed strategic alliances with service providers and academic institutions, which are aligned with our values and objectives and support our future sustainability.

Industry recognition:

We are recognised as a leading provider within the AOD and broader social services sectors.

Sector influence:

We are recognised by government and the broader community as an effective advocate for change on AOD issues in Victoria.

SUSTAINABILITY

Windana will be financially strong and operationally effective, with the resources required to support innovation and growth.

Governance and compliance:

We have effective governance and compliance frameworks, including robust quality and risk management systems.

Information and communications systems:

We have implemented information and communications systems specifically designed to support efficiency, innovation and growth.

Financial performance:

We will return an annual surplus of 2.5% (or higher), which funds our innovation and growth.

PEOPLE

We will empower our people with the skills, expertise and resources to best meet the needs of our clients.

Increased capability:

Windana's Board, management team, staff and volunteers will have the skills, expertise and resources to best meet the needs of our clients and fulfil Windana's strategic vision.

High engagement:

Our staff and volunteer community will be highly engaged through innovative leadership, communication and learning.

GROWTH

We will generate \$15m in annual revenue by expanding our existing services and moving into the delivery of private AOD services.

Grow existing services:

We will expand the breadth and geographic reach of our existing public adult and youth AOD services.

Deliver private services:

We will deliver profitable, private non-residential AOD services and explore the opportunity to deliver private residential AOD services.



HOW YOU CAN HELP WINDANA

Donate

Donations can be directed to our Wish List items, to a specific program or to a project of your choice. Donations may be made by cheque, money order, or online. See our website (You can help) for further details on our Wish List and how to donate. Windana is a registered deductible gift recipient and income tax exempt not-for-profit organisation. All donations of \$2.00 and over are tax deductible.

Workplace giving

A donation through workplace giving is a great way to make a big difference with a small, regular donation. Ask for one of our brochures or see our website for further details.

Remember us in your will

See our website for samples of bequest clauses.

Volunteer

In-kind and professional pro bono support is always welcome. Contact Windana to find out how your skills can help.

Natural Health Care

Visit the Windana Community Centre for a range of competitively priced natural health services and therapies. All profit is directed to the free or low-cost services we provide to our clients.

Quality

Windana is a QIC accredited organisation.

For further information:

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 88 Alma Road (PO Box 372) St Kilda Vic 3182
 Tel (03) 9529 7955 Fax (03) 9521 3581
 Email : windana@windana.org.au
 Website : www.windana.org.au

THANK YOU

Volunteers:

Kirsty Gregory, Erika Wiseman, Hannah Roeschlein, Maya Amhaz, Darcy Plitt, Sue Hendry, Louise Williams, Ilse Jamonts, Laura Nesbitt, Narelle Plevy, Odette Young, Kiandra Harris, Laura Laidley Anouska Wijeyeratne, Peter Tiernan, Neville Broatch, Rebecca Tolhurst, Sue Crawford, Robyn Horne-Herbig, Kristian Coghlan, Darren Sims, Robert Wakelam, James Chrisp of Vincent-Chrisp Architects, RMIT, Tino D'Angelo and The Southern School of Natural Therapists, Sue Macaw, Australian College of Sports Therapy.

Partners, individuals and corporate supporters:

Central Bayside Community Health Services, Odyssey House Victoria, YSAS, Monash Health, Anglicare Victoria, Church St Medical Centre, First Step GP Clinic, Commonwealth Bank, South East Melbourne Medicare Local, Bayside Medicare Local, Stepping Up, Mr and Mrs R Macaw, Ben Fenby, Francine Schaepper, Latrobe Community Health Service, The McLeod Family Foundation, Dandenong Drug Court, Taskforce, Woolworths - Pakenham, Bakers Delight - Pakenham and Balaclava, Sacred Heart Mission, SHARC, Family Drug Help, WAYSS, Hanover, Uniting Church, Homeground, Dorevitch, Winja Ulupna, Glastonbury Community Services, Barwon Medicare Local, 4C's - Cardinia Combined Churches Caring, Ignite Bollywood, St Kilda Mums, Myuna Farm.



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Website : www.windana.org.au

Windana is a fully registered not for profit organisation with no religious or political affiliations.
Windana acknowledges the traditional Aboriginal owners of country and pays respect to
Elders past, present and future.