



windana

Drug & Alcohol Recovery

*Annual Report 2015/16*



05.45am  
28 September 2016, Maryknoll

# 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 **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 strategies 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.

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.

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Drug & Alcohol Recovery

## A MESSAGE FROM THE CHAIR OF OUR BOARD

It is a privilege to introduce the 2015-16 Windana Annual Report. The past 12 months have been a time of positive growth for Windana and there is much to share with you in this report.

Our efforts this year focused on the execution of the Windana Strategic Plan 2014-2019. It is our roadmap for the organisation and brings together the five priorities that are critical to our future. We have achieved a great deal over the last two years and have made significant progress in all five goal areas.

Firstly, I am delighted to say that we continue to improve the quality of services for our clients, even as we work with more complex clients. When I was out at our Therapeutic Community earlier in the year, one of our clients mentioned to me that he had participated in the program several years earlier. He finds himself back at Windana, but the good news is that this time he feels very positive that he is making real progress. He said, "The programs are making a big difference to the way I think and the staff are amazing".

Secondly, we have strengthened our reputation and leadership within the sector and the broader community through the development of significant partnerships, presenting at peak forums and by forming critical relationships with service providers and academic institutions. We are continuing to be recognised by the sector, our peers and the wider community as an effective advocate for change for Alcohol and Drug issues in Victoria. Some of the initiatives that we are involved in are included throughout this report.

We have significantly improved our long-term sustainability by achieving a very positive financial result with a surplus of 13.5% well exceeding the target set last year of 2.5%. Congratulations to Anne-Maree and her team for the way they have managed their budgets and resources so effectively whilst at the same time improving the

*We have significantly improved our long-term sustainability by achieving a very positive financial result with a surplus of 13.5% well exceeding the target set last year of 2.5%!*

quality of care for our clients. Through their hard work, we have also attracted additional funding through a number of critical partnerships and been successful in gaining a sizeable capital grant to undertake some much needed asset maintenance and upgrades. A major challenge for Windana is to keep facilities at a level where we can service clients well. This report provides an overview of our long-overdue capital improvement works to the Windana assets at Maryknoll and St Kilda. We are grateful that this has been made possible through the support of a number of funding partners and facilitated by the development of an asset management strategy. The 10-year strategy has been a focus for the entire Board and expertly facilitated by our new Director, Ben Desmond. When he joined, he 'hit the ground running' working in close consultation with the leadership team and other Board members. This strategy is fundamental to our continued growth and service delivery. Ben's contribution, combined with the diverse expertise of the Windana Board, has been an invaluable asset for Windana as a whole.

The Board and leadership team continue to focus on diversifying our funding base for the future. A sound financial and operational position ensures Windana can continue to respond to the rising demands for our unique services, expand

our capacity and, true to our mission, ensure that as many people as possible feel supported and cared for in their journey of recovery from the harms of alcohol and drug use.

Our fourth priority is to build capability and stability for our team at Windana. I am delighted to say that across the Board, the Executive and staff group that we have increased capability by improving our recruitment processes and by offering many additional training and development opportunities.

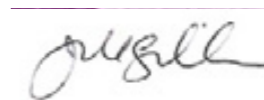
Over the last 12 months, our geographic footprint has continued to grow and a number of our services have expanded. We will continue with this growth agenda for the next three years so that we are able to provide better quality services and to assist additional numbers of clients. With the high calibre team now in place at Windana, we have the capacity and the experience to scale and expand our services. Options we are currently exploring are to offer our unique residential services and holistic approach into rural and remote areas, where we know more recovery services are urgently required. A longer-term goal, with the right government and philanthropic partners, is to take Windana Australia-wide. We are also considering privately funded client treatment services to complement our existing business model.

I would like to acknowledge the generous contributions of Friends of Windana, the many individuals, non-profits and corporate organisations that believe in what we do and support our investment in the services we offer. I strongly encourage this emerging donor segment and the potential for our collective efforts and co-investment opportunities to enhance the life changing work of Windana. I would also like to acknowledge the contribution of Amy Jewell

who resigned from the Board earlier in the year after making a significant contribution over a period of 10 years.

In my role, I am constantly reminded of how an investment in our holistic recovery services can deliver profound social, economic and individual returns. When asked why I am so passionate and proud of our organisation. Perhaps it is best captured every time I spend time with the clients at our Maryknoll residence. At a recent dinner, I listened to a wonderful gathering of guests, ranging from a brand new resident who was unsure of what the program will bring, to a person who has just left the TC and is thriving in an integration house. Seeing how much a person can recover, grow and re-connect with themselves, their family and society as a direct outcome of the Windana recovery model is what keeps me so committed to this role and to continuing the important work begun by Peter Bucci 31 years ago.

I would like to acknowledge exceptional contributions from all the staff at Windana, from Anne-Maree and her leadership team and from, my colleagues on the Board. I extend my thanks to all involved in this important work. Together, we have been able to make a collective impact and genuinely improve and change lives.



Jenny Gillam  
Chair



## A MESSAGE FROM OUR CEO

My third year as CEO of Windana has been a positive time of renewal and growth. I'm pleased to report that we have made significant progress against each of the five goals outlined in our strategic plan. The achievements set out in this report have been made possible by an outstanding team of people, working together to support clients to create and sustain positive change.

Our reputation as an organisation that offers holistic, evidence based and best practice clinical treatments is resulting in more and more people seeking help; help that is needed urgently. The people we work with, often over an extended time frame, are achieving remarkable results on their often complex journey of recovery.

Improvements we have made to Windana over the past year include a reorganisation with key staff appointments, major operational change and enhancement of our service offerings. We have reviewed our programs to ensure they comply with best-practice clinical treatment and meet our benchmarking around staff client ratios.

It is a significant achievement that Windana has been able to realise a stronger than expected financial result. I would particularly like to acknowledge the hard work of the leadership group who has worked so well to achieve this result without compromising our client services and treatment. Rather it is being achieved by

*'It is true to our commitment to deliver real client impact through Windana's best-practice clinical treatment and strategic alliances with a range of partners.'*

working smarter and more efficiently across the organisation. One example of these improved efficiencies is our system for recording the work we do with forensic clients who access treatments while engaged with the criminal justice system. Improved recording and monitoring has ensured that we claim payment for this brokered support more effectively than we have in previous years.

Whilst the majority of Windana's funding comes from Government sources, this year we have been successful in attracting other partnerships that are allowing us to expand our services. One important example is new funding for the Windana Youth Community House in Dandenong that is supporting young people to attain and sustain better health through a new exercise program. This was made possible by a generous donation from the Commonwealth Bank and the City of Casey.

Another successful partnership is the day program we deliver at Moe with Latrobe

Community Health Service. It is true to our commitment to deliver real client impact through Windana's best-practice clinical treatment and strategic alliances with a range of partners. This partnership, along with ongoing work with organisations including First Step, Sacred Heart Mission, Second Bite, secada, Stepping Up, SHARC, Ngwala Willumbong, Victoria Police, Corrections, Prisons and Parole Victoria, many local councils and Melbourne and Swinburne universities are outlined in this report. Whilst we believe in our holistic approach to drug and alcohol recovery as being unique and our partners offer different approaches, the collective focus is on helping people to get the support they need.

For every person we welcome to Windana, there are many more who languish on a wait list. We continue to advocate for more funding and source new funding partners to create more availability. Looking ahead, Windana will work pro-actively to meet unmet demand for alcohol and drug treatment services. We know that our unique approach to treatment helps people to make life long change and we intend to respond to the need for our services by offering private residential and outpatient services. Preliminary research and modelling is underway and progressing this work will be a priority in the year ahead. Done well, this will mean more people will have access to treatment. It will alleviate some of

the pressure on the public system and generate funds that we can reinvest to enhance and grow our service offerings.

Please take a moment to review our achievements over the past 12 months. The strength of any organisation is its people and Windana is no exception. For the people we support it is about hope, belief, growth and change. It's about never giving up. My thanks to the tremendous leadership team and all our staff whose passion and unwavering belief that change is possible has been instrumental in our success this year. I extend my gratitude to our voluntary Board of Directors for their outstanding leadership, guidance and support. Lastly, I acknowledge the people we support at Windana; your courage and determination is inspirational.



Anne-Maree Kaser  
CEO



## WINDANA 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, Chair**  
Board Commencement Date 2002

Jenny has been Chair of the Windana Board of Management for the last five years, and a Director of Windana for 14 years. She has a depth of executive 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. Jenny currently runs her own business in talent acquisition and executive search, partnering with a number of Australian corporations.

Having been associated with Windana for many years, Jenny is passionate in her belief that every person is capable of change. She has been privileged to have met many of Windana's past clients, who have told her that Windana saved their lives. Jenny considers it an honour to be associated with so many amazing people in an organisation that makes a huge positive impact, and looks forward to the future that Windana is paving. Jenny has a Diploma of Management from Deakin University.



**Dione O'Donnell, Deputy Chair**  
Board Commencement Date 2014

With more than 20 years' experience in the community sector, Dione brings a wealth of strategic, innovative and customer-focused knowledge to the Windana Board. His experience spans various senior management roles across the finance, compliance, information technology, human resources, corporate services, clinical operations, call centre, strategy & planning and risk management fields.

In particular, Dione has 15 years' experience in the banking and finance sector, a significant proportion of which were spent in Chief Financial Officer roles. Dione currently holds the roles of Executive Director for Corporate Services, CFO and Deputy CEO for the Mayflower Group. His expertise also encompasses roles as Chairperson and Treasurer of the New Zealand Multiple Sclerosis Association, the boards of trustees of a number of schools, and Deputy Chair of the New Zealand Federation of Voluntary and Social Sector Organisations. Dione has a Bachelor of Commerce from the University of Otago and a Masters of Business Administration from Henley Management College, and is a member of the Australian Institute of Company Directors.



**Anna Crabb**  
Board Commencement Date 2013

Anna is a Principal with the Consulting team at Social Ventures Australia (SVA). Her work centres on increasing the social impact of organisations and funders. Anna's long-standing commitment to positive social change has been reflected in her diverse career experience to date, including positions with the Victorian and Australian Governments, the Cancer Council Victoria and with consulting firm Dandolo Partners.

Anna's experience extends to 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) from the University of Melbourne and a Bachelor of Arts and Science from the University of Melbourne. Anna is the Chair of Windana's Strategic Planning Subcommittee.



**Nicole Steers**  
Board Commencement Date 2014

Nicole is the Deputy CEO and Director of Clinical Services at Otway Health and is the Chair of the Windana Quality and Safety Subcommittee. Nicole has leadership and management experience including program development and implementation, major infrastructure project development, corporate and clinical governance, strategic planning development and implementation.

Prior to her executive leadership and management experience, Nicole enjoyed an extensive career in nursing, spanning acute hospital settings, sub-acute care, community health, primary care and cancer services. Nicole has a Graduate Diploma in Business Administration from the Australian Institute of Business and a Graduate Certificate in Cancer Care from the Queensland University of Technology. She is currently balancing her significant work responsibilities and commitment to Windana with the completion of a Masters of Business Administration at the Australian Institute of Business due for completion at the end of 2016.



**Ben Desmond**  
Board Commencement Date 2015

Ben, an Associate Director at Ernst & Young (EY) in Melbourne, has extensive experience with providing strategic real estate advice and consultancy services. Ben's experience includes working across a number of asset sectors, property markets and alongside major banking organisations, listed and unlisted property funds, private investors, developers, not-for-profit organisations, corporates, legal firms and government authorities.

Ben has a deep passion for and strong affiliation with the not-for-profit sector, and has assisted many organisations with their strategic real estate needs and requirements. Ben also serves as a Director of several other proprietary companies and a subcommittee member with various other not-for-profit organisations. Ben is a Certified Practising Valuer, and has a Bachelor of Commerce and a Bachelor of Property & Construction from The University of Melbourne.



**Matt Coleborne**  
Board Commencement Date 2015

A seasoned advisor, investor and director, Matt holds board positions and directorships across not-for-profit and commercial organisations, including Omega Greenpower Ltd and The Lost Dogs Home. Matt's expertise as a strategic marketing advisor has seen him work with some of the most popular brands from around the globe and brings a unique perspective to Windana's strategic direction. He is a founding partner of the advertising agency network ZOO and has also founded a strategy consultancy, mobile communications apps, the learn-to-swim school SwimStart® and the predictive analytics software company CareCube®.

Matt has a self-professed passion to use what he knows to help organisations like Windana to provide crucial services in our community. He holds a Master's Degree in Marketing and a Bachelor in Communications/Multimedia Production, both from the University of Canberra.

## STRATEGIC PLAN 2014 -2019

# OUR FIVE YEAR PLAN

### 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 wraparound 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.

Windana will be a \$15,000,000 organisation, offering comprehensive, evidence informed, public and private AOD treatment services to support individuals in recovering from the harmful effects of AOD dependence.

An aerial photograph of a rural facility. In the center is a large, rectangular building with a light-colored roof. To the left, there are several other buildings, some with green roofs. A large, open green field occupies the middle ground. In the bottom right, there is a garden area with raised beds and a small pond. The background shows more trees and a road with parked cars.

# Client Impact

## Our five year vision

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. In 2015-16, client impact has been measured and/or improved in the following key ways:

- All Windana programs reviewed and comply with best practice clinical treatment
- Practice guidelines developed for Drug Withdrawal House (DWH), Windana Youth Community House (WYCH) and Non-Residential Withdrawal Services (NRWS)
- Therapeutic Community (TC) manual (including group modules) revised
- Withdrawal program practice guidelines congruent with Turning Point Guidelines (currently under review)
- Introduction of withdrawal scales at residential units
- Opiate Replacement Therapy (ORT) and opiate withdrawal guidelines developed and adopted – based on national guidelines
- Medication management (policy and procedure) – medication competency assessed
- Windana staff training covering areas including Community Overdose Prevention and Education (COPE), mental health, risk, first aid and ICE training

*The Windana recovery model, that includes residential rehabilitation, recovery coaching and family support services, is highly effective in addressing dependence.*

## 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.

Windana has progressed its commitment to client-centred services through:

- The review of Windana Health and Healing, which has identified that a high proportion of the supplements provided are evidence based, with the remainder being practice based
- Ensuring all new programs are evidence based e.g. mindfulness, DRUMBEAT and the expansion of the after-care program

## 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. Over the past year, Windana has made the following progress:

- Collection of Novopsych mental health screening results at admission
- Appointment of a Quality Coordinator
- Participation in SONAR research project with Turning Point
- Delivery of Ice Project and Sensorium presentations at the Australia New Zealand Addiction Conference
- Publication of Condensed Ice Project report in VAADA News Quarterly in September 2015
- Establishment of an Outcomes Measurement Working Group
- Review and refresh of program content and structure at the Therapeutic Community

## REHABILITATION SERVICES

Following the review of the Therapeutic Community completed by LeeJenn Health Consultants in 2015, Rehabilitation Services has been restructured into two distinct program areas:

Residential and Community Rehabilitation Programs.

### Residential Program

#### Therapeutic Community

The Therapeutic Community (TC) largely remains with the same staffing structure; the passionate and energetic staff continues to deliver excellent care consistent with the principles of both Windana and the Therapeutic Community method of treatment.

The TC has seen alcohol take second place to methamphetamines as the primary drug of choice for the first time. Thirty-one per cent of the 140 residents presenting during the past 12 months have sought help for methamphetamine dependence compared with 28% seeking help for alcohol dependence. Despite these changing demographics, we have seen the length of stay at the TC remain stable.

While we continue to deliver the Family Program, Art Therapy, Naturopathic Services, Yoga, Pharmacotherapy Reduction, Education Program, GP Clinic, and Forensic Services, this year we have also been fortunate to have a closer collaboration with Windana Health and Healing. Jen Rollings, the Windana Community Centre Coordinator, currently delivers fortnightly Wellbeing groups and naturopathic consultations along with our two volunteers, Louise and Sue, who offer weekly acupuncture treatments. The Wellbeing groups address anxiety, sleep and nutrition for recovery, all of which are a perfect complement to our traditional naturopathy.

Our participation in the Australian Research Council funded Social Networks and Recovery Study being conducted by Turning Point, Monash University, the University of Queensland and Deakin University is producing some exciting data about the effects of new social identities. We are expecting to see some of the research data in print shortly.

Windana's Dual Diagnosis coordinator Nathan Castle has worked closely with TC staff to ensure we continue to provide seamless treatment for residents entering the service with increasingly complex needs. Nathan has been particularly skilled at supporting us to enhance our delivery of clinical services in a way that is consistent with the traditional TC framework.

We continue to benefit from the expertise of the Windana Family Program. Family Program Case Worker Mary Ryan works with the resident parents on a broad variety of issues including advocacy, support and skills training through Tuning into Kids.

Our Art Therapy program, run by Andrea Nersesian, continues to be one of the more popular components of the weekly schedule, allowing residents an alternative mode of expression to traditional talking therapies.

31%

## Methamphetamine Dependence

Percentage of TC residents that have sought help for methamphetamine dependence over the 2015-16 year compared to 28% for alcohol dependence



### Pharmacotherapy (Opioid Replacement Therapy) Program

Fifteen residents participated in the pharmacotherapy reduction program last year. We are always encouraged to see the positive impact that the TC environment has for people reducing pharmacotherapy. Pharmacotherapy residents in the program have reported minimal distress related to their reduction and withdrawal.

During the last 12 months, we have also trained all pharmacotherapy clients in Overdose Reversal using the COPE (Community Overdose Prevention Education) program materials. One hundred and eighteen residents overall have been trained, and all COPE-trained residents receive a take-home naloxone kit including the medication itself.

### Occupational Therapy

We have expanded the delivery of Occupational Therapy at the TC. As well as the sensory room (which encourages productive management of overwhelming emotional states through individually tailored sensory menus), our Occupational Therapist Ashleigh Plozza has begun individual OCAIRS (Occupational Circumstances Assessment Interview and Rating Scale) interviews. Using the OCAIRS, client centred goals are formulated to enhance resident function both in the TC and following treatment.

This year we recruited Karen McKnight into the newly formed Volunteer Coordinator position. In a relatively short time, Karen has established several successful initiatives such as the fortnightly "Champions of Life" seminars. These seminars bring motivational speakers to the TC to share their stories of overcoming obstacles. Another initiative, the yarnning circle, is a knitting group

*The TC welcomed two young male alpacas mid-year who have bonded with the rest of our animals, including the seven lambs born in late winter 2016. We have also been grazing three cows for our neighbour Peter, which has been a great experience for us both in terms of working with larger animals and in building bridges with our local community!*

that facilitates parasympathetic nervous system re-training through mindfulness.

Through Karen's exceptional networking, we were approached by the Maryknoll Fire Choir who asked to come and sing for our residents. The Choir was so moved by the experience that they continue to volunteer their time to sing with us fortnightly. The choir has created an opportunity for learning that lies outside our traditional therapeutic approaches. We are very proud to be working with the choir towards a public performance at the Australasian Therapeutic Communities Association (ATCA) Conference in November this year. Karen has been instrumental in recruiting local experts as volunteers to mentor the residents and provide direct expertise in the garden and with the animals.

### Community Rehabilitation Program

In order to best resource our ongoing service expansion, the Community Rehabilitation Program was created to supervise and manage the associated programs – Integration House, Aftercare Program, Transitional Support, the newly created Volunteer Coordination position, as well as Windana's partnership with Latrobe Community Health Service (LCHS) to deliver the Moe Therapeutic Day Rehabilitation Program (TDR).

We have an excellent relationship with LCHS, our partner with the Moe TDR. LCHS is responsible for delivering the program itself, and Windana has provided the program content as well as a highly qualified group facilitator, Scott Forrest. By all reports, the Moe TDR exceeds the expectations of partners, local stakeholders and the Department of Health and Human Services (DHHS). Since the first cycle of the six-week intensive program, feedback and results have been overwhelmingly positive, with the program being expanded to incorporate peer support thanks to the excellent program support from the Self Help Addiction Resource Centre (SHARC).

*Since the first cycle of the Moe Therapeutic Day Rehab six-week intensive program, feedback and results have been overwhelmingly positive, with the program being expanded to incorporate peer support thanks to the excellent program support from the Self Help Addiction Resource Centre (SHARC)!*

The Aftercare Program has been enhanced under the direction of our new full time Aftercare Coordinator Natham Oppy. As per the LeeJenn Health Consultants review, the Aftercare Coordinator position included further development of the program, including case management, referral pathways, vocational support and building Windana's recovery/alumni community.

A significant part of the Aftercare Program has been our participation in the Reclink football competition. Due to our limited number of players, Windana has been playing with the Salvo Hawks, a well-established Reclink football team that is coached by and made up of people in long-term recovery as well as SHARC residents. Reclink and the Salvo Hawks have facilitated a yearly 'Recovery Cup' between Windana and Odyssey House Victoria. This year was the inaugural match, after which Windana went home victorious. Furthermore, the Salvo Hawks and Windana have gone on to reach this year's Reclink Grand Final, a tremendous achievement. Participating in the football has been incredibly successful, creating powerful therapeutic moments in unconventional ways for our residents, who have much exposure to more traditional modes of therapy. Our participation in the football has also led to involvement in other Reclink activities, including sailing and the more traditional fun runs.

### Alcohol Diversion Pilot Program (ADPP)

In collaboration with DHHS, Victoria Police, ACSO, YSAS and secada, Windana delivered a pilot Alcohol Diversion Program for people in Greater Dandenong, Casey and Cardinia who regularly come into contact with police for alcohol-related offences. Windana's role in the pilot is to provide a priority access rehabilitation bed at the TC for ADPP clients. We are proud to be participating in this exciting pilot for a highly stigmatised group.

### TC Property Management & Development

During the last year, significant resources have gone into the maintenance of the main septic system that we ultimately replaced in early 2016. The medication room has been completely rebuilt to hospital grade including secure medication trolleys. We built new decking around the dining room and the staff administration building to give us more space and more sun protection.

We have engaged with SecondBite with excellent results. Through SecondBite we have been able to access a fairly wide range of consumables from local retailers, which has resolved some of the strain around the TC food budget.

Unfortunately, we lost one of our alpacas to old age earlier this year. We deliberated with our CEO and the residents and concluded that it was the right thing to bring more alpacas into our community. We welcomed two young male alpacas mid-year who have bonded with the rest of our animals, including the seven lambs born in late winter 2016. We have also been grazing three cows for our neighbour Peter, which has been a great experience for us both in terms of working with larger animals and in building bridges with our local community.

Cardinia Shire Council has been actively collaborating on our bushfire evacuation strategy by offering us unconditional access to a well-appointed local community hall at Nar Nar Goon.

As part of our overall employment and training strategy, we have purchased a coffee machine. Currently we run a mini café twice a week during the morning teatime slot, and our chef Mandy, the winner of the 2015 Peter Bucci Award, is undertaking her Certificate IV in Training and Assessment so that she can deliver accredited barista training for residents.

Finally, we refurbished the 'hut' that sits behind the staff administration building. The hut had been used for storage and during that time, it had become run down and desperately in need of some attention. Following a clean out and general maintenance, we are now using the hut for the weekly acupuncture clinic and other clinical consultations.



David Scott  
Acting Manager,  
Rehabilitation Services





# Leadership

## Our five year vision

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

## PARTNERSHIPS

These partnerships are just a few of the strategic alliances which are aligned with our values and objectives and support our future sustainability:

- First Step
- University of Melbourne
- Swinburne University
- SHARC (including Oxford Houses)
- Launch Housing
- secada Consortium
- Stepping Up and Windana partnerships in Frankston/Mornington Peninsula and Barwon
- Anglicare Victoria
- Barwon Child, Youth and Family Services
- Taskforce and Central Bayside Community Health Service - Bayside
- Latrobe Community Health Service
- Victoria Police – Diversion project
- Ngwala Willumbong
- Sacred Heart Mission
- Southern School of Natural Therapies
- Odyssey House Victoria
- YSAS
- Monash Health
- Church St Medical Centre
- South East Melbourne Medicare Local
- Bayside Medicare Local
- Dandenong Drug Court
- Taskforce
- Family Drug Help
- WAYSS
- Homeground
- Winja Ulupna
- Barwon Medicare Local
- Cheltenham-Mentone Uniting Church

## INDUSTRY RECOGNITION

It is critical to the Windana Strategic Plan 2014-2019 that we are recognised as a leading provider within the AOD and broader social services sectors. We greatly appreciate and value this industry recognition.

Key milestones include:

- Invitation to present at the 2016 Australia and New Zealand Addiction Conference
- Member of the South Eastern Melbourne Primary Health Network (SEMPHN) Clinical Council
- Member of the Risk Assessment Management Panel (Statewide family violence review and advisory panel)
- Advising and effecting change across the state in the forensic sector
- Internal development of a Drug Treatment Activity Unit (DTAU) reporting framework which has been shared statewide
- Leading the way in improving access to residential treatment for people on opiate replacement therapy
- Implementation of the COPE initiative, with more than 118 clients now trained

## SECTOR INFLUENCE

We work to be recognised by government and the broader community as an effective advocate for change on AOD issues in Victoria. Windana is an active participant across conferences, meetings, media and grass-roots community events.

*We are continuing to be recognised by the sector, our peers and the wider community as an effective advocate for change on Alcohol & Other Drug issues in Victoria!*



## Withdrawal and Coordinated Care Services

### Windana Youth Community House Dandenong

The Windana Youth Community House (WYCH) at Dandenong provides residential withdrawal services to young people aged between 12 and 22 years of age. WYCH has continued to operate at very high occupancy levels over the past 12 months. Young people at WYCH are provided one-on-one case management and referral support, recreational services, group and individual therapy (including relapse prevention strategies) and naturopathy services.

The past year has seen a significant increase in forensic referrals to the unit. Forensic clients are referred for alcohol and other drug treatment through the criminal justice system. Their treatment is often mandated and is funded by the DHHS. Young people referred to WYCH as forensic clients have stayed for periods of up to 15 days.

Young people have benefited significantly from the exercise program which has been offered via a generous donation from both the Commonwealth Bank and the City of Casey.

The addition of a clinician to assist with comprehensive assessments for young people referred to the unit has been of significant value in the retention rates of admissions. Further to this, client feedback has indicated a strong positive response to the addition of a senior nurse to assist with ongoing health assessments and health education to young people.

### Adult Drug Withdrawal House St Kilda

The Adult Drug Withdrawal House (DWH) at St Kilda has again achieved compelling treatment outcomes this year for adults aged over 18 years from across Victoria. The bed occupancy has remained high, with approximately 100 referrals per month for residential withdrawal.

This past year has continued to see an increase in the complexity of issues faced by clients referred for withdrawal services and a high number of clients with co-occurring mental health presentations. Staff have been supported by the Dual Diagnosis Coordinator to implement robust risk assessments and safety plans in these circumstances.

Further work on infection control procedures has resulted in several new initiatives and has led to the purchase of new equipment for the unit. Some internal and external renovations to the unit have been undertaken, with more major internal renovations planned for the 2016-17 financial year.

100

Monthly Referrals

The number of monthly referrals to the DWH at St Kilda



### Admissions and Care Coordination

The Admissions and Care Coordination team provides the front end service for access to residential withdrawal and residential rehabilitation services. The team works closely with the residential services to provide multidisciplinary assessments and bed management.

The team continues to work closely with the First Step General Practice, to ensure that clients referred for residential withdrawal and rehabilitation are provided with a medical assessment prior to admission, on the day of admission and ongoing review throughout their withdrawal.

A further review of the referral and admissions processes has occurred this year, with the addition of a rapid admission process for the DWH being implemented. As part of this review, a new client pathways procedure and template have also been implemented.

Significant resources have been allocated in 2016-17 to ensure that family and family violence challenges are identified and managed appropriately from the beginning of the client's journey with Windana.

### Care and Recovery Coordination

Care & Recovery Coordination (CRC) in the Bayside catchment provides a seamless and integrated treatment pathways for those clients assessed as having complex cases. Clients who are 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 CRC Coordinator works alongside the central intake service and other AOD and health and community services to ensure a timely response to clients.

*This past year has continued to see an increase in the complexity of issues faced by clients referred for withdrawal services and a high number of clients with co-occurring mental health presentations.'*

The CRC Program has continued to meet its targets in the 2015-16 financial year, and the Coordinator has worked tirelessly to ensure that clients are referred appropriately and comprehensive services are provided.

### Non-Residential Withdrawal Services

Windana provides Non-Residential Withdrawal Services (NRWS) across the Frankston/Mornington Peninsula, South East Metropolitan Melbourne and Geelong/Barwon catchments.

Staff in all three catchment areas work diligently alongside clients, carers and other service providers to ensure access to the most appropriate services that may include a stepped withdrawal model utilising NRWS as well as residential withdrawal services.

Ongoing work with General Practitioners has been pivotal to the success of these services.

Overall the staff have achieved great success in meeting the target activities across the catchment areas this year.

### Dual Diagnosis Project

The Dual Diagnosis Project provides exemplary primary and secondary consultation for clients with both substance misuse and mental health presentations.

The past 12 months have seen major achievements in this project area, specifically in regard to risk assessment and management. A major project has been undertaken to review and redefine our policies, procedures and training associated with risk assessment and management. Staff across all clinical areas have been provided training, mentoring and support in regard the new procedures and risk assessment forms that have been implemented.

Staff have also received training in other areas, including management of clients with Borderline Personality Disorders and clients with aggressive and challenging behaviours.

An external review of the Dual Diagnosis Project was undertaken this year by Nexus, a joint enterprise of St Vincent's Mental Health Service, the Department of Addiction Medicine and Turning Point Drug and Alcohol Centre. Nexus' role is to maximise dual diagnosis capability across the drug and alcohol and mental health sectors, and all of the recommendations of the Nexus report were implemented this year.

### Highlights in Leadership and Systems

- Development and implementation of the Diversity and Social Inclusion Committee.
- Presentations to the Australian and New Zealand Addiction Conference on the findings from the Methamphetamine Project undertaken in 2015.
- Ongoing service presentations to external service providers and central intake teams.
- Further embedding of processes for improved management of forensic work resulting in significant improvements.
- Senior management representation on the newly developed Risk Assessment and Management Panel for family violence in the Bayside and Peninsula catchments.



*Kate Graham*  
**Manager,  
 Withdrawal and  
 Coordinated Care**





# Sustainability

## Our five year vision

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

## GOVERNANCE AND COMPLIANCE

Windana has effective governance and compliance frameworks including robust quality and risk management systems. In the past year we have:

- Solidified a continuous review schedule
- Continued to monitor compliance through Board Quality & Safety and Finance, Risk & Audit Subcommittees
- Conducted a mid-cycle accreditation review
- Reviewed and refined Board Governance policies through the Governance Subcommittee
- Refined our comprehensive risk frameworks

Windana is a Quality Improvement Council accredited organisation.



## INFORMATION AND COMMUNICATION SYSTEMS

We have implemented information and communication systems specifically designed to support efficiency, innovation and growth. In the 2015-16 year, Windana has:

- Scoped an ICT strategy project
- Completed preliminary work on a Client Relationship Management (CRM) upgrade
- Upgraded servers and Standard Operating Environment (SOE) and the TC telephone system
- Consolidated and relocated servers and backup systems at the TC and WYCH
- Commenced an upgrade of the Windana website and development of a new digital newsletter
- Developed new program information and brochures

## FINANCIAL PERFORMANCE

Progress with our fiscal performance includes:

- Targeted surplus achieved in 2015-16
- Reserves policy developed and implemented
- 80% of programs returning a surplus
- Rigorous budgeting and reforecasting system in place
- Monthly performance reviews of each program
- New services have increased revenue
- A volunteering arrangement with NAB to develop a financial model
- Asset management plan developed
- Financial modelling project completed
- Capital budget forecasting commenced

*'Central to Windana's five year strategy is its improved fiscal position, including a best-in-sector reserves policy.'*

ER COTTAGE

PLEASE  
REMOVE  
SHOES

NO  
SMOKING

# People

**Our five year vision**

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



## INCREASED CAPABILITY

Key milestones in 2015-16 for Windana's Human Resources strategy include:

- Successful recruitment of skill-based Board Members
- Introduction of Performance Review and Development system (PRDS)
- Development of Workforce Development Strategic Plan

## HIGH ENGAGEMENT

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

In 2015-16, staff and volunteer engagement was assessed and/or improved through:

- Staff surveys that demonstrated that Windana staff are highly engaged and proud to tell others they work at Windana
- An increase in volunteer numbers, with more people involved in Windana's Community Services and Therapeutic Community programs
- A new marketing, social media and digital communications strategy to share more Windana news with staff, volunteers and stakeholders, including donors, Friends of Windana, government bodies and sector partners

*'I believe Windana has the best team of people with a shared commitment to supporting our clients through the complex recovery process.'*

## PEOPLE AND CULTURE

The People and Culture team is a small and dedicated band of support staff that assists frontline staff in offering best quality service. The team deals with all aspects of Human Resources, Quality and Head Office Reception, as well as managing Windana's responsibility or risk management, emergency response planning, access to client records, privacy issues and Freedom of Information requests.

Windana's ever-growing workforce reached 109 employees in December 2015, made up of 43 full time, 46 part time and 20 casual staff. During the 2015-16 year, Windana staff recorded 325 training attendances, covering a range of subjects including Best Practice Client Risk Assessment and Management, Staff Medication Competencies, First Aid and CPR, Fire Warden and Chief Fire Warden training, Equal Opportunity, Bullying & Sexual Harassment Training and Occupational Health and Safety.

In December 2015, we carried out a mini staff survey titled 'Message in a bottle to the CEO'. As with previous surveys undertaken internally by Windana, the results showed that staff are highly engaged and are proud to tell others they work at Windana. Suggestions for improvement continued to include the desire for better communication between management and staff and between staff groups, increased staff development and improved staff facilities.

*'A number of narratives received describe journeys where Windana has made a pivotal difference in the life choices of those receiving services from Windana.'*

We are working on these areas for improvement (as demonstrated by the training attendance set out above). Further, events such as the Annual Organisation Day, which is an opportunity for all permanent staff to get together to discuss work done and future goals, helps with Windana wide communications and team building.

At the 2015 Organisation Day, held in September 2015, the Peter Bucci Award was given to Mandy Sinclair, the cook at our Therapeutic Community (TC). The award celebrates a member of staff who exhibits the qualities held by Peter Bucci, the founder and first CEO of Windana, and was given to Mandy in recognition of her delicious healthy food, patient leadership with residents, good listening skills, and caring and accommodating approach. From Mandy, residents have learned a new passion for cooking and a new skill to take with them when they leave the TC.

Towards the end of 2015, the TC underwent a restructure, which involved a number of position changes and the introduction of a new Assistant Manager position. People and Culture assisted in this transition, which included advertising and recruiting for a number of new positions. Whilst the transition was difficult at the time, it has resulted in a structure with improved services and additional team support.

The appointment of a new Quality Coordinator with extensive experience in quality auditing has helped Windana to improve its systems and prepare for Quality Audits scheduled to take place during 2016. Feedback gathered from clients this year continued to show the extremely high value clients place on our services. A number of narratives received describe journeys where Windana has made a pivotal difference in the life choices of those receiving services from Windana.

Windana established a new Consumer Advisory Committee in June 2016, which was a great step forward in encouraging direct involvement from clients and families in service planning and delivery. Early committee meetings have shown great enthusiasm from members, with fantastic input to policies and approaches.

Windana has continued to work on its Quality Systems, which support such great front line work. An organisation-wide client file audit was conducted, updates and action on managing the Risk Register have been implemented

and action on new child safety standards has commenced. Windana's Key Performance Indicator and quarterly Board Performance Reports show excellent performance against targets across almost all service areas. The planned Outcomes Measurement project aims to develop tools to collect data and report on the long-term outcomes our services have for clients.

The majority of staff are covered by the Windana Enterprise Agreement (EBA). Negotiations for a new EBA commenced in April 2016.

During 2015-16 a full review of emergency procedures took place. This included an active approach to fire management with 34 staff and three clients trained as fire wardens and 26 staff trained as chief fire wardens, to ensure Windana's safety as a service provider.



*Connie Gardner*  
**Manager,  
 People and Culture**

## COMMUNITY SERVICES

It has been a busy 12 months in Community Services with the launch of a number of new group programs for residential and community clients in addition to continuing excellent core work across programs resulting in clients achieving great change and recovery.

### Family Program

The Family program provides support to parents in recovery. It is a voluntary program and can provide services to parents – some of whom have protective services and/or court involvement. The aim of the Family Program is to enhance parenting skills, establish access arrangements or family reunification.

We were excited to start the new program Optimising Wellbeing in 2016 in collaboration with Windana Health and Healing. Optimising Wellbeing is a regular two-session program that provides parents with nutritional information to support both their hard-won recovery and their children's nutritional wellbeing.

Examples of work undertaken in this program include:

- Provision of in-treatment and community based parenting group programs such as Tuning into Kids (an accredited psycho-educational parenting group) and the Parenting Discussion Group created for parents who are actively parenting as well as for those whose children are not currently in their care.
- Single session family counselling and intensive support parenting and 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 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 the holiday season and other family events, including coordinating events to bring families together for mutual support.

In partnership with Ngwala Willumbong, the Windana Family Program is able to offer a weekly Yarning Parenting Group. Periodically a regular Yarning Tuning into Kids group program is also provided to the residents of Winja Ulupna indigenous AOD treatment service. The Tuning into Kids group program is adapted to recognise the particular family ties in indigenous communities.

### Street Project

The Street Project continues to provide an invaluable assertive outreach model for Sacred Heart Mission (SHM) service users who are homeless or at risk of homelessness. We have been inspired by the achievements of clients who have worked alongside the Street Project worker to take the following significant steps:

- Actively and successfully addressing substance use issues
- Addressing physical and mental health with significantly improved outcomes
- Improving pathways to accessing a number of community services to meet ongoing needs
- Attaining safe and affordable crisis accommodation including transitional housing with a view to entering long-term housing

Clients have reconnected with children and other

family members, through the assistance of the Street Project worker while working alongside other community organisations.

Many Street Project service users indicate that their involvement has assisted in meeting their own goals including:

- Providing clear pathways to aid in the reduction or ceasing of substance use
- Providing assistance and resources to access community organisations for ongoing reduction of high-risk behaviours
- Assisting in improving social functioning and engagement with other services to increase community linkages to reduce social isolation
- Improving physical and mental health outcomes

### Peer Support

The Peer Support Group provides a place for people who are experiencing problems with substance use to come together with peers to seek support and share their insights into the recovery process. For people in treatment for substance use disorders, building and maintaining social connections for ongoing support has been found to be one of the strongest indicators of maintaining recovery goals. The Peer Support Group runs once a week. Attendance averages between 9-16 attendees. Peers regularly meet beforehand to go out and have lunch. Peers also tend to continue the conversation and social connections following group sessions.

The Windana Peer Support Group program is now in its second year of the partnership with the Self Help Addiction Resource Centre (SHARC) Victorian Capacity Building project. During its second year

of operation, the Peer Support Group completed the transition to the SHARC model of consumer led peer support group. SHARC has provided five group facilitation trainings for 13 peers, who have received Windana induction as volunteers to become peer leads. Peer leads are mentored by existing peer leads. Recently one of our volunteer peer leads has been employed by another AOD agency as a peer support worker to assist them to strengthen their own peer support group.

### Counselling

Counselling continued to operate at St Kilda. This year, the counselling service provided AOD counselling to voluntary and forensic 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. 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.



*Sarah Fair*  
Manager,  
Community Services

*For people in treatment for substance use disorders, building and maintaining social connections for ongoing support has been found to be one of the strongest indicators of maintaining recovery goals.'*



## DRUMBEAT

The Counselling Team has facilitated the running of three DRUMBEAT (Discovering Relationships Using Music, Beliefs, Emotions, Attitudes and Thoughts) therapeutic groups in 2015-16. The group provided participants with an opportunity to engage in an evidence based non-verbal therapeutic intervention with a recovery focus. The counselling program delivered three programs of the DRUMBEAT group to 23 participants from both the Windana and broader community.

At the core of the DRUMBEAT program is a focus on social connection. The universal nature and importance of relationship issues allows the program to maintain relevance across cultures, genders and age groups.

Participants provided feedback that the sense of social connection, emotional regulation and the ability to address issues of recovery in a non-verbal form was beneficial.

## 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 (DWH), Windana Youth Community Drug Withdrawal House (WYCH), the Therapeutic Community (TC) and Integration House.

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 opportunities for the reconsolidation of memories, progressive exposure to stimuli that is usually avoided,

externalisation (separating the problem from the person), and reduction of stress arousal, reactivation of positive emotion, enhancement of emotional self-efficacy and improvement of self-esteem.

## South Eastern Consortium of Alcohol and other Drug Agencies (secada)

Following recent AOD Sector Reform Windana, has provided AOD services as part of secada Consortium which is a consortium of six organisations in Melbourne's south east contracted to provide specialist AOD services for voluntary and forensic clients. Services operate from a number of sites in the catchment area - Dandenong, Springvale, Narre Warren, Pakenham and Cranbourne.

## Forensic Counselling

Windana has provided specific forensic counselling to meet the increasing need in the South East Region for clients requiring AOD Treatment as part of their involvement with the criminal justice system. More recently, counsellors have been accepting referrals from the Dandenong Drug Court, allowing for excellent collaborative work between the two programs.

## Admissions and Care Coordination

The Windana Admissions and Care Coordination workers continue to provide comprehensive screening, assessment and treatment planning for clients in the South Eastern Region seeking AOD treatment. The focus is now on marketing the service more extensively to voluntary clients to ensure clients are able to access AOD services in a streamlined way.

74

Participants

74 participants completed the Tuning into Kids program



### Self-Management and Recovery Training Group (SMART Recovery)

The secada Counsellor has trained as a SMART Recovery facilitator and has been providing a weekly group in Dandenong for the past seven months. The St Kilda Counselling Program also hosts an independent group in St Kilda once a week.

### Windana Health and Healing

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

- Naturopathic consultations
- Complementary medicines
- Nutritional and lifestyle advice
- Health and Wellbeing Groups
- Remedial massage
- Physiotherapy
- Acupuncture
- Yoga
- Reiki
- Community Dispensary

Our acupuncture clinic (staffed by final year acupuncture students with supervision and volunteers) provide treatments to the DWH clients and community members including clients accessing the clinics via Sacred Heart Mission Street Project and Family Program.

Naturopathic consultations, yoga, massage, reiki and meditation are provided by a mix of dedicated professional therapists (both paid and volunteer) 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 and the general community.

2016 has seen an increase in the number of clients we are able to support and educate via Health & Wellbeing Groups. This includes:

- Fortnightly health groups at the TC and WYCH
- Weekly health groups at the DWH
- Mindfulness based Relapse Prevention – 3 x 10 week cycles
- Optimal Wellbeing for Your Family – collaborative group between Windana Health & Healing and the Family Program

### Windana Wellness

Windana Wellness was a pilot program providing a high quality specialised naturopathic expertise to the general community, with all proceeds being directed back to our core programs. The pilot was finalised in June 2016 following a review indicating that the model would not be able to make sufficient revenue to become sustainable in the short to medium term.



*Residents have learned a new passion for cooking and a new skill to take with them when they leave the TC!*

An aerial photograph of a large, green, open field. In the center, there are several buildings with green and blue roofs. To the left, there is a tennis court. To the right, there is a pond. The background shows a dense line of trees and a clear blue sky.

# Growth

## Our five year vision

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

### **GROWTH OF EXISTING SERVICES**

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

Key initiatives include:

- Funding for additional adult beds secured
- Delivery of the Moe Therapeutic Day Rehabilitation (non-residential) Program funded in Gippsland in partnership with Latrobe Community Health Service (LCHS)
- Retention of funding for all Commonwealth programs until 2017
- Establishment of a diversion program, in collaboration with DHHS, Victoria Police, ACSO, YSAS and secada, and delivery of a pilot program by Windana for people in Greater Dandenong, Casey and Cardinia
- Development of new connections with potential supporters

### **DELIVER PRIVATE SERVICES:**

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

Key initiatives include:

- Development of asset management plan
- Introduction of private counselling and adjunct therapies
- Participation in Social Traders Crunch program to accelerate the development of Windana's private services

*'We need to meet the growing demand for residential programs that we know have the best chance of success for clients. The expansion of Windana's services to offer the most comprehensive, evidence informed, public and private AOD treatment services is central to our five year strategy.'*

# *Change & Growth*



## Recovery is a journey worth repeating

*Rose*

“Rose” is a 37-year-old single parent with one dependent 10-year-old daughter “Mia” who has managed to reclaim her life and rebuild her relationships.

Rose sought help from Windana to overcome her alcohol dependency. She had completed a residential rehabilitation program at Windana and another at Odyssey House in the past but realised she needed to try again.

She entered the Windana Residential Rehabilitation Program where she commenced work with the Family Program Women and Women with Children worker (WWC) a program specifically aimed at supporting parents through recovery. The dynamic of working closely with her WWC worker has helped Rose to make substantive strides.

After eight weeks of residential rehabilitation at Windana, Rose moved into her grandparents’ home to care for Mia full time. With the support of the WWC worker, Rose began to focus on her own physical health, developed her values

for being a parent in order to care for the health and wellbeing of her child.

When she was ready to explore independent housing options, Rose and her WWC worker identified and facilitated her move into transition housing supported by Windana. This move into independent housing assisted Rose and Mia to create friendships and support networks in their new community, including the local primary school and the Alcoholics Anonymous program.

Rose is now half way through her part time studies toward a Diploma of Community Services. Despite some lapses, she remained honest and willing to continue to work with WWC to address these lapses to ensure her relationship with her daughter could continue to strengthen.

Rose and Mia are now living interstate and their relationships as a family and with their community continue to grow.

## Finding health and hope after homelessness

*Steven*

At 45 years of age, ‘Steven’ had experienced housing instability, transience and homelessness for over 20 years. In his early teenage years Steven began to use cannabis and then alcohol in an effort to overcome the “negative voices” in his head. He left school early and despite a number of jobs Steven struggled to maintain any form of employment.

After the loss of his mother to suicide in his late teens Steven went on to start a relationship fathering two children. Throughout this period he struggled with his own mental health issues and was diagnosed with schizophrenia. With his relationships continuing to break down, he moved away from his family and ended up on the streets sleeping rough. Throughout this period of his life, he could not maintain the prescribed medications to manage his mental health and became increasingly unwell.

Steven fell into a life of homelessness and tried to manage his mental health with the use of high levels of cannabis and alcohol. He lost touch with his children and extended family,

spent time in prison and psychiatric units, and had a history of self-harm including a number of suicide attempts.

Through the Street Project (a partnership across Windana and Sacred Heart Mission offering support to overcome the cycle of addiction and homelessness), Steven started on his journey of recovery. The Street Project helped him learn new life skills and create new social networks outside the prison and homeless subculture that he had been living for so many years. He has been assisted in seeking a range of clinical and mental health services in order to maintain his mental health and maintain his expanded social and community networks.

Steven is now residing in stable, affordable housing, caring for his pet cat, and is taking small steps toward reconnecting with his family. He has developed a supportive friendship group and is managing his mental health issues. He has ceased his cannabis use, is reducing his use of tobacco and drinks only a minimal amount of alcohol.



## Recovery takes time and pays dividends

*Ashley*

"Ashley" is a 22-year-old single parent of her 3-year-old daughter "Chloe". Ashley is estranged from Chloe's father "Daniel" who abducted Chloe at 3 months old for three weeks during a period when he was homeless and using illicit substances. Chloe was found by police after Ashley obtained a recovery order. She approached Windana in 2014 seeking treatment for her methamphetamine and GHB dependency, and seeking help to reconnect with her daughter.

Whilst Ashley was working toward recovery in the Youth Withdrawal Program, she was referred to the Family Program (FP) provided by Windana. She was assessed and identified by the FP worker as having little to no experience of caring for her daughter, who at the time was being cared for by Ashley's mother in accordance with a Department of Health and Human Services (DHHS) care and supervision order.

The FP worker worked with Ashley as she completed a difficult youth detox due to her high anxiety and the effects of her methamphetamine addiction. Over time, Ashley and her FP worker worked together to secure a family violence

intervention order to ensure the risks of violence, abduction and harassment from Daniel were reduced.

Ashley's treatment continued and focused on her own personal issues as a child to then be able to take on the role of parenting Chloe. Over time, Ashley was able to work through her own issues as a child and find enjoyment in being a mum to her own daughter. She started to capture those moments a baby memory book.

Ashley progressed so far with continued support from her FP worker that she is now full time carer and mother to Chloe. Ashley has remained drug free, developed resilience and the ability to advocate for herself and her baby with reduced and decreasing anxiety and thus clearer thought processes. Together, they are consistently observed and supported by Maternal & Child Health Services.

After two years of support for Ashley through FP, she remains drug free and her relationship with her daughter continues to grow. For Ashley her need for support from the FP continues but this is now focused on her role as a parent rather than as her life as an addict.

# CONCISE FINANCIAL REPORT

For the year ended 30 June 2016

## 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 2016, 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 2016. 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 2016.

We expressed an unmodified audit opinion on that financial report in our report dated 19th September 2016. 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 2016 are consistent, in all material respects, with the full financial report from which it was derived.



ACCRU MELBOURNE (AUDIT) PTY LTD



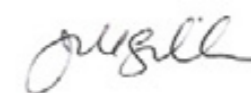
G D Winnett  
Chartered Accountants Director  
19 September 2016

### 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



Dione O'Donnell  
Deputy Chair

19 September 2016



**Statement of Comprehensive Income** For the Year Ended 30 June 2016

		2016	2015
	Notes	\$	\$
Revenue	2	9,534,764	8,178,337
Employee benefits expense		(6,477,292)	(5,880,594)
Depreciation and amortisation expense		(133,808)	(168,918)
Client costs		(283,486)	(344,483)
Computer expenses		(56,079)	(51,354)
Natural therapy costs		(135,906)	(114,880)
Consultancy fees		(200,958)	(172,502)
Utilities expenses		(97,564)	(104,829)
Repairs and maintenance expenses		(138,012)	(123,993)
Rent and rate expenses		(63,387)	(56,341)
Travel and accommodation expenses		(26,026)	(65,357)
Telephone and internet expenses		(63,606)	(55,243)
Motor vehicle expenses		(122,775)	(65,335)
Cleaning costs		(63,757)	(59,473)
Other expenses		(281,253)	(159,729)
<b>Surplus for the year</b>		<b>1,390,855</b>	<b>755,306</b>

**Other Comprehensive Income**

Items that will not be reclassified subsequently to profit or loss		-	1,805,107
Revaluation changes for property, plant and equipment		-	1,805,107
Other comprehensive income for the year		-	1,805,107
<b>Total comprehensive income for the year</b>		<b>1,390,855</b>	<b>2,560,413</b>

**Statement of Financial Position** For the Year Ended 30 June 2016

<b>ASSETS</b>		2016	2015
	Notes	\$	\$
<b>CURRENT ASSETS</b>			
Cash and cash equivalents	3	3,290,576	1,928,692
Trade and other receivables		174,938	36,158
Inventories		7,941	12,524
Other assets		29,071	36,258
<b>Total Current Assets</b>		<b>1,390,855</b>	<b>755,306</b>
<b>NON CURRENT ASSETS</b>			
Property, plant and equipment	4	9,023,193	8,859,791
<b>Total Non-Current Assets</b>		<b>9,023,193</b>	<b>8,859,791</b>
<b>Total Assets</b>		<b>12,525,719</b>	<b>10,873,423</b>
<b>LIABILITIES</b>			
<b>CURRENT LIABILITIES</b>			
Trade and other payables		835,092	637,338
Borrowings		22,642	-
Employee benefits		457,861	378,550
Other liabilities		6,610	69,925
<b>Total Current Liabilities</b>		<b>1,322,205</b>	<b>1,085,813</b>
<b>NON CURRENT LIABILITIES</b>			
Borrowings		82,633	-
Employee Benefits		103,628	161,212
<b>Total Non-Current Liabilities</b>		<b>186,261</b>	<b>161,212</b>
<b>Total Liabilities</b>		<b>1,508,466</b>	<b>1,247,025</b>
<b>NET Assets</b>		<b>11,017,253</b>	<b>9,626,398</b>
<b>EQUITY</b>			
Asset revaluation reserves		5,966,726	5,966,726
Retained earnings		5,050,527	3,659,672
<b>Total Equity</b>	<b>w</b>	<b>11,017,253</b>	<b>9,626,398</b>

**Statement of Changes in Equity** For the Year Ended 30 June 2016

2016	Retained Earnings	Asset Revaluation Reserve	Total
	\$	\$	\$
<b>Balance at 1 July 2015</b>	<b>3,659,672</b>	<b>5,966,726</b>	<b>9,626,398</b>
Surplus for the year	1,390,855	-	1,390,855
<b>Balance at 30 June 2016</b>	<b>5,050,527</b>	<b>5,966,726</b>	<b>11,017,253</b>
2015	Retained Earnings	Asset Revaluation Reserve	Total
	\$	\$	\$
<b>Balance at 1 July 2014</b>	<b>2,904,366</b>	<b>4,161,619</b>	<b>7,065,985</b>
Surplus for the year	755,306	-	755,306
Revaluation increment (decrement)	-	1,805,107	1,805,107
<b>Balance at 30 June 2015</b>	<b>3,659,672</b>	<b>5,966,726</b>	<b>9,626,398</b>

**Statement of Cash Flows** For the Year Ended 30 June 2016

	Notes	2016	2015
		\$	\$
<b>CASH FLOWS FROM OPERATING ACTIVITIES:</b>			
Government grants received		9,151,030	8,002,416
Payments to suppliers and employees		(8,630,010)	(7,759,100)
Donations and contributions		44,867	191,317
Interest received		33,248	31,628
Client fees		553,570	538,503
Other income received		430,898	139,096
<b>Net cash provided by/(used in) operating activities</b>		<b>1,583,603</b>	<b>1,143,860</b>
<b>CASH FLOWS FROM INVESTING ACTIVITIES:</b>			
Proceeds from sale of plant and equipment		42,008	-
Purchase of property, plant and equipment		(369,002)	(112,261)
<b>Net cash used by investing activities</b>		<b>(326,994)</b>	<b>(112,261)</b>
<b>CASH FLOWS FROM FINANCING ACTIVITIES:</b>			
Net proceeds from borrowings		105,275	-
<b>Net cash provided by financing activities</b>		<b>105,275</b>	<b>-</b>
Net increase/(decrease) in cash and cash equivalents held		1,361,884	1,031,599
Cash and cash equivalents at beginning of year		1,928,692	897,093
<b>Cash and cash equivalents at end of financial year</b>	<b>3</b>	<b>3,290,576</b>	<b>1,928,692</b>

## Notes to the Concise Financial Statements For the Year Ended 30 June 2016

### 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 2016.

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

	2016	2015
	\$	\$
State and federal grants - operational	7,902,779	7,264,837
State and federal grants - capital	430,622	-
ASCO Coats funding	410,648	42,252
Client fees	553,570	551,459
Interest received	33,248	31,628
Donations and contributions	100,867	191,317
Other income	103,030	96,844
<b>Total Revenue</b>	<b>9,534,764</b>	<b>8,178,337</b>

### 3. Cash and cash equivalents

Cash on hand	3,300	3,200
Cash at bank	3,287,276	1,925,492
	<b>3,290,576</b>	<b>1,928,692</b>

## Notes

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### Why give to Windana

Each year, the demand on our services exceeds our ability to respond. Whilst government funding underpins our operations, we are working hard to engage new partners and donors to help respond to the overwhelming need as well as retaining sufficient funds to maintain and develop our infrastructure and facilities.

Your support can help us to help those people ready to embark on a journey of recovery from the harmful effects of alcohol and other drug addiction.

Windana is a registered deductible gift recipient and income tax exempt not-for-profit organisation. All donations of \$2 or more are tax deductible.

### Workplace giving

Workplace giving is one of the simplest ways to make a big difference in clients' lives with a small, regular donation. Contact us or visit our website for more information.

### Create your own fundraising event

Fundraising events can be a fun and inclusive way to involve others in contributing to Windana's success. We are always grateful for the proceeds of these events, particularly when they celebrate a milestone event such as a wedding, birthday or other event where friends and families gather.

### Leave a bequest

Remembering Windana in your will is a special way of leaving a gift that creates new life opportunities for our clients and allows us to plan for the future with greater certainty. See our website for samples of bequest clauses.

### Invite us to speak

Windana representatives are often asked to speak to groups and offer guidance in how to approach the subject of addiction and where to find help. Invite us to speak and consider making a contribution to our work.

### Volunteer

In-kind and professional pro bono support is always appreciated. Contact us to find out how your unique skills could contribute to Windana's success.

### Enjoy the health and healing treatments of Windana

Visit our Windana Community Centre and enjoy any of the natural health services at competitive prices, with all profit directed to the free or subsidised services we provide to clients. Consider one of our gift vouchers as a treat for someone special.

### CONTACT US

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Tel (03) 9529 7955  
Fax (03) 9521 3581

Email: [windana@windana.org.au](mailto:windana@windana.org.au)

Website: [www.windana.org.au](http://www.windana.org.au)

ABN 68 398 137 238



*'We are working hard to engage new partners and donors to help respond to the overwhelming need as well as retaining sufficient funds to maintain and develop our infrastructure and facilities.'*

# Thank you

Beyond the funding we receive from Victorian Government and Federal Government, we are particularly grateful for the generous donors, supporters and partners that have provided our organisation with funds, supplies and other in-kind support.

## 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

## 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 Gerkens, Anne Parsons, Peter Bucci (dec), Des O'Connell, Jenny Johnston, Barry Main, Michael Pontifex, Jan Pontifex, Peter Hay, Rebecca Smith, Dr. John O'Donoghue

## Volunteers

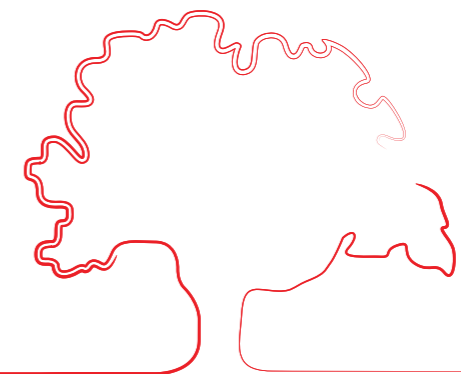
Peter Petrovic, Erika Wiseman, Hannah Roeschlein, Odette Young, Annoushka Wijeyeratne, Darren Sims, Academy of Yoga Learning, Roxanne Nolan, Jess Neu, Vicky Melis, Charlie Wood, Cindy Chan, Troy Bryden, Rebekah Leslie, Darcy Platt, Sue Hendry, Kiandra Harris, Peter Tiernan, Robyn Horne-Herbig, Sue Macaw, Melinda Johansson, Antonia Smyth, Alicia Bonaddio, Rachael Hartigan, George Goultidis, Luke Salienko, Tevi Cope, Robyn Cambridge, Louise Williams, Narelle Plevey, Laura Laidler, Neville Broatch, Kristian Coghlan, RMIT, Jane Clarkson, India Flynn, Molly Westcott, Brendan Bensky, Sue Crawford, Michael Lukic, Timothy Freedman

## Individuals

Mr and Mrs R Macaw, Janelle & Robert Toth, The McLeod Family Foundation, Denis Thornton, Rosalyn Facey, Alex Lederman, Martine Moir, Efthimios Anastasakis, Mick Salienko

## Corporate supporters

City of Casey's Mayoral Charitable Fund, Woolworths - Pakenham, Bakers Delight - Pakenham, City of Port Phillip, Commonwealth Bank, 4C's - Cardinia Combined Churches Caring, Rotary - Melbourne South, St Kilda Mums, Myuna Farm, Dorevitch, Ignite Bollywood, TJL Consultancy P/L, Brett, SecondBite, Swarm UAV



windana  
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