



# Annual Report 2010 - 2011

windana

Drug & Alcohol Recovery

## Message from our Patron

### Our Patron

**Dame Elisabeth Murdoch AC, DBE**

*I am privileged and delighted to have been a supporter and Patron of Windana for almost 20 years.*

*Each year, over 1000 clients and their families are assisted to participate in Windana programs, as they overcome the harmful effects of alcohol and drug misuse.*

*My role as Patron has allowed me to connect directly with the clients and staff in a way that touches my heart. I enjoy visiting on special occasions to meet clients who show great courage and a deep commitment to a new life. It is always a pleasure to hear about the success of clients who have completed their program and are now living happy and fulfilling lives within the broader community.*

*Very few families remain untouched and we must all work together to increase compassion, advocacy and respect for the clients of Windana, as they create new opportunities and change their lives.*

*Elisabeth Murdoch.*

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Helping People Rebuild Their Lives



Drug & Alcohol Recovery

## Helping People Rebuild Their Lives

### Who we are

Windana provides drug and alcohol treatment services to help those affected to rebuild their lives

**Last year we assisted over 1000 people to rebuild their lives.**

### 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.

## Message from our Chair of the Board

My association with Windana over the last eight years has been a very rewarding journey for me personally, culminating with my appointment as Chair of the Board earlier this year. I feel privileged to be associated with our great team at Windana - they are passionate about supporting our clients to have better lives and every day they demonstrate compassion, strength and courage in the work that they do.

As a Board we have a focus on continuing to enhance the way we deliver our services. Earlier this year the Board and the Leadership team worked together to set in place our strategic direction. As a result of this strategic work, we continue to work on a range of initiatives to meet the changing needs around drug and alcohol recovery which are in line with government philosophy and funding frameworks. A key driver is to ensure Windana remains financially sound.

Late last year we welcomed Brad Sadler as CEO for Windana. Since joining, Brad has worked strategically and collaboratively with the Board and senior leaders to ensure that we continue to build our capability through having the right people in the right roles, facilitating staff development and engagement and establishing systems and processes to provide the best services to our clients.

Brad has set clear standards for how we operate and deal with each other and our clients with a continued commitment to the delivery of our services from a holistic and integrated perspective. Brad and the team are working closely with government, the community and peak bodies to foster strong relationships that enable Windana to have targeted, sustainable programs for drug and alcohol recovery. I would like to thank Brad for his strong leadership in what has been a challenging time.

I would like to thank Peter Hay, our previous Chair for his leadership, commitment and strong governance role over the last seven years. He has been instrumental in leading us through a period of significant change and ensuring that

Windana is now positioned to move into the next decade providing outstanding service and support for our clients.

I would also like to acknowledge Rebecca Smith our long-standing Board member and previous Chair who resigned from the Board mid year. Rebecca is very focused on delivering high performing, caring and sustainable services in our community and this was reflected in all the amazing work she did with Windana both as a Board member and in leading various Board sub committees.

Two other Board members have resigned this year. Thanks to Pat Healy for her contribution around Research and the data management project and Denise Goldfinch for your contribution to the Board. During the year Mandy Rashleigh joined the Board.

Thank you to each of the staff members for your tireless work and contribution to our wonderful organisation; to our patron Dame Elisabeth Murdoch for her longstanding support; to our financial supporters and friends and lastly thank you to my fellow Board members.

### **Jenny Gillam**

Chair of the Board



## Message from our CEO

### **Windana: a truly compassionate place and a Centre of Excellence in Drug and Alcohol Recovery**

As I sit down to write this message, I am pleasantly surprised by the fact that I have had the honour of being the CEO at Windana for almost twelve months now. Over the last year I have really enjoyed working side by side with my Windana colleagues in a variety of settings. Around the Board table, in Management meetings, seated in circles with Clients, dispensing meds, visiting Clients in transitional housing, working with garden crews, BBQ-ing at a pet zoo and of course sweating over spread sheets and reports.

The Windana community is made up of a rich mix of people and backgrounds and this certainly adds colour and light to the working day. Yet the most remarkable constant amongst this myriad of activity and people has been the commitment and passion to our clients and the communities we serve.

The last 12 months has seen a lot of change as we have striven to make sure Windana remains a place of true compassion, remains financially sound and continues to move toward realising its potential as a Centre of Excellence in the delivery of Drug and Alcohol Recovery services. These goals need not be exclusive or compete with each other. As long as all our endeavours are connected by an overriding passion for Windana and the compassionate actions we all undertake for the benefit of the clients and communities we serve.

In providing the services we do in the manner we do, Windana as a whole embodies true compassion.

*“To experience genuine compassion is to develop a feeling of closeness to others combined with a sense of responsibility for their welfare. True compassion develops when we ourselves want happiness and not suffering for others, and recognize that they have every right to pursue this.”* The Dalai Lama

We reach out to people and offer them empathy, understanding, guidance and support in their time of greatest need and vulnerability. In return we are respectful of the great privilege bestowed on us to be welcomed into people’s lives at such a vulnerable time.

This of course translates into a tremendously rewarding job that is also plain hard work, frustrating and disappointing at times. Every day difficult decisions need to be made and real life people and consequences to be considered. I would like to sincerely thank everyone from our delightful and engaging reception staff through to our dedicated and hard working volunteer board for your sincere efforts in making Windana the truly compassionate place it is. I also invite you to continue to strive to ensure Windana realises its potential as a Centre of Excellence in Drug and Alcohol Recovery.

I am genuinely looking forward to the next year at Windana. We have established a solid platform from which to build a truly great organisation that combines the skills of the very best people with the intent to act skillfully and compassionately to achieve remarkable results for the clients and communities we serve.

Take care,

Brad

**Brad Sadler**

Windana CEO



## *Client Story* - Family Program

*At the Windana Family Services Family Easter Party, two young boys made a connection and enjoyed playing together. Both of these boys experience difficulties at school and in particular, difficulties in making friends.*

*The Family Program organised for the families of these two boys to go on a holiday together in the July school holidays. The families went to the Amaze N' Things Holiday Park, where they stayed for two nights. They were provided with accommodation, admission to the Amaze N' Things Adventure Park, and vouchers to assist with food and transport. These activities were funded through the Client Activities expenses.*

*Both families have reported that they enjoyed the holiday and that the two boys had a great time and continued to form a friendship. Since the holiday, the families have kept in contact and are hoping to organise a catch up in the next school holidays, as well as at the next Family Program school holiday event.*

## 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 honorary 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 currently runs her own Consulting business in Talent Sourcing Solutions. Over the last 14 years she has consulted to many medium and large private companies and not-for-profit organisations on the appointment of middle, senior and executive managers.

Prior to this, Jenny enjoyed an extensive and varied career with the Commonwealth Government in the areas of employment, training and education. As a senior manager, she worked closely with the community and specific companies on a range of initiatives to create employment opportunities for the unemployed and other disadvantaged groups. Jenny has strong experience in the public, private and community sectors and consulting skills in human resources management and executive recruitment. Youth, family issues, drug and alcohol service provision and education are all areas of particular interest for Jenny.

### **Peter Hay - Deputy Chair**

*Board commencement date 2004*

Peter is a Director at KPMG in Melbourne, specialising in advisory services. Peter joined KPMG over 12 years ago from ANZ, where he was a senior manager with the investment banks and a Trustee of the ANZ Australian Staff Superannuation Fund.

Peter's career spans over 30 years in the financial markets sector, including over 10 years with both ANZ and Merchant Bank, Capel Court. Risk management, fraud reviews, corporate governance reviews, board self-assessments, strategic planning and compliance reviews are all part of Peter's extensive skill set.

### **Rebecca Smith - Deputy Chair**

*Board commencement date 1999 - resigned June 2011*

With qualifications in health, welfare and management, Rebecca

has worked in government and community managed service organisations in Australia and overseas. She has a solid skill-base in community consultation, planning and program development. She is currently working as a project consultant. Rebecca is the Chair of the Client Services Committee.

### **Amy Jewell – Treasurer**

*Board commencement date 2008*

Amy is a Director at KPMG in Melbourne. She has been with KPMG for 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 and Governance Committee.

### **Sally Webster**

*Board commencement date 1999*

In addition to experience in research and television journalism, Sally has built a career in various areas of law such as workers compensation, litigation, and migration. Her current work is in migration, which has led her into the area of human rights. Sally was a founding member of The Justice Project in 2004, together with Julian Burnside QC and others, and continues to contribute her professional experience in the areas of refugee law and governance of not-for-profit organisations.

### **Patricia Healy**

*Board commencement date 2006 - resigned June 2011*

Pat has worked for many decades in the areas of community and public health and occupational health and safety (OH&S). She has worked mainly in research positions, but also in service provision and management with government bodies, community organisations and academic institutes. Pat also has a long record of voluntary work in the areas of alcohol and other drugs service provision, women's health and community development.

### **Noel Sturgeon**

*Board commencement date 2008 - resigned July 2010*

With a background in banking, business advice and executive selection, Noel brings to Windana a breadth of experience based on what is practical.

His current activities include business strategic advice and evaluating the performance of boards and senior executive teams in the not-for-profit sector.

### **Des O'Connell**

*Board commencement date 1987*

Des has a particular interest in the Windana Therapeutic Community where he was active in the planning, fundraising and building of Peter's Place - a mud brick building which is used for the purpose of reflection and quiet meditation by our clients. His background of employment was as a Navy Officer and he holds qualifications in finance management, aircraft inspection and architecture. On a personal level, Des has a strong commitment to alcohol and other drugs rehabilitation services.

### **Mandy Rashleigh**

*Board commencement date October 2010*

Head of Business Development, Financial Institutions Group, Wholesale Banking.

Mandy joined NAB's Financial Institutions Group as Head of Business Development in May, 2011. In this role, Mandy is responsible for implementation of business strategy, focusing primarily on ensuring alignment of product strategies across NAB's financial institutions business globally.

Mandy has over 25 years experience in banking and financial services primarily with ANZ where she held various senior roles in the Institutional and Corporate Banking Division including Head of ANZ Custodian Services, Chief Operating Officer of Trade & Transaction Services and Head of Cash Management & Transaction Services. She also spent 10 years in ANZ's Global Markets business and held various senior positions including Regional Head of Markets – Asia, Head of FX Sales and Head of Treasury Services, Australia. In her most recent role at ANZ, she was responsible for leading the strategic initiative to grow market share in ANZ's Corporate Banking sector by leveraging their network in Asia.

Mandy holds a Bachelor of Science from Monash University, a Graduate Diploma in Business (Banking & Finance) from Monash University and is a Senior Associate of FINSIA (SA Fin).

### **Brad Sadler - Windana CEO**

*Commencement date October 2010*

Brad has over 25 years experience in the Community Sector the last 13 years in senior executive roles. His background is quite diverse encompassing Nursing, Counselling, Health Promotion, Community Health, Local Government, Disability Services, Aged Care, Child and Family and Drug and Alcohol services. He has worked across three states from rural remote areas of Central Queensland and the New England/North Western area of NSW to Regional and Capital cities.

Brad brings an engaging passion and energy to his work around Leadership and staff development with a unique perspective focusing equally on data and personal relationships. Brad has undergraduate qualifications in Social Science and Psychology and graduate qualifications in Management, is an Associate Fellow of the Australian Institute of Management and an alumni of the Cranlana Leadership program.

## **Friends of Windana**

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

## **Windana Life Members**

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

- John Sherman
- Diana Sher
- Murray Gerkens,
- Anne Parsons
- Peter Bucci (dec)
- Des O'Connell
- Jenny Johnston
- Barry Main
- Michael Pontifex
- Jan Pontifex

## **The Peter Bucci Award**

The Peter Bucci Award is awarded to a staff member or volunteer of Windana who encompasses the qualities of Windana's founding CEO Peter Bucci. Some of these qualities include his unending compassion and non-judgemental approach to serving Windana's clients.

This year's recipient of the Peter Bucci Award was Jenni Horn, Team Leader in Windana's Drug Withdrawal House.

## *Jane's story* - Integration Program

*Jane (not her real name) is a 40 year old mother of four who has struggled with an addiction for the past seven years. Jane has tried many times to stop drinking alcohol, but has quickly fallen into old behaviours; being dishonest, deceiving her family and stealing to finance her addiction. Jane's addiction has taken its toll on the family unit - to the point that Jane was refused contact with her children, other than over the phone, by her husband.*

*It wasn't until March this year that Jane gradually started to rebuild a relationship with her family. Jane entered the Integration program, after completing four months of a residential rehabilitation program at the Windana Therapeutic Community. This afforded her the opportunity to reside in supportive, affordable accommodation, where she could focus on her long term recovery. Jane was able to participate in therapeutic groups, counselling, and engage with appropriate support services. The time Jane spent with her children, increased to four days per week within the first month of her being in the program. Jane now resides at home with her family on a full time basis and has a part time job. Jane has begun studying at TAFE; re-training in the health sector.*

## About our Services

### Adult Drug Withdrawal House and Windana Youth Community House

A time of reflection...

In the previous 12 months both withdrawal units have undergone change, both to staffing and practice. For the dedicated staff in these units they have demonstrated that we are in the business of change and have modelled to their client group that change is possible. The challenges that come with change are not to be avoided.

Our complex client base brought with them challenging behaviours, sense of futility, desperation, and lost hope that they can make changes in their lives. Their relationships are in disarray, employment and schooling under threat, housing is tenuous, general health is suffering. Through the intensity of the assessment and admission each one demonstrated a belief that change is possible for them as individuals and the staff interacting with respect and honesty fuel that hope.

Intensive case management, group work, exercise, recreation and complementary therapies, attempt to provide the individual with resources, internal and external, to be accessed on departure from the units so that their journey may continue. As each one completes their stay we, the staff, have handed to them not only tools they may use in their day to day life and interactions with others, but a belief – life is worth fighting for - change is possible.

The pursuit of excellence in the work with clients sees greater attendance at training, emphasis on interagency liaising, collaborative partnerships within the Drug and Alcohol sector, Mental Health sector, housing, and the forensic system. Recognition that no one treatment modality will meet all individual needs leads to better outcomes for the clients when they are supported on their journey in a collaborative relationship with other services.

The Drug and Alcohol sector is undergoing change itself however Windana's philosophy, mission and vision does not. Through these challenging times the staff at the Drug Withdrawal House and Windana Youth Community House continue to be innovative in their approach, constantly review their practice and strive for excellence in service to their clients.

I wish to acknowledge the work of the staff who regularly go above and beyond the call of duty and embody the values of Windana.

#### Meridy Calnin

Manager, Windana Withdrawal Services



## About our Services (cont.)

### Outreach Services

Through our Outreach Services we provide a wide range of support to our clients as they re-engage with their families and communities.

Outreach Services, via our dedicated and hard working staff, continues to offer many opportunities to Windana clients.

### Integration Program

The Integration Program that provides accommodation and support for graduates of the Therapeutic Community, would come under the Outreach Services umbrella. The Integration Program staff member divides their time between this program and the Alcohol and other Drugs Support Services (AODSS).

### AODSS

The AODSS program provides support to clients through one on one sessions, weekly psycho educational groups, art therapy and recreational outings. During the school holidays client's children have been able to enjoy the recreational activities offered by the Family Program.

### Family Program

Our Family Program connects with Windana clients who are parents or the carers of children through Parenting Groups and one on one sessions. The program offers a 'yarning' group to the women of Winja Ulupna. During the year we have also supported families through funding for family camps, weekends away, child care and recreational activities. We have also been able to provide Windana clients that are pregnant with support.

### Peer Support

Peer Support remains a great forum for providing information to clients and it enables participants to socialise and boost their support network, throughout their recovery. There are currently three Peer Support groups throughout the Southern Metropolitan region: St Kilda, Frankston and a group at SEADS in Dandenong. There are plans to bring a weekly introduction to Peer Support group to the Drug Withdrawal House residents.

### Street Project

During the reporting period we saw a change in staff member for the Street Project. We are fortunate that the project attracts staff with a strong commitment to engage with the most marginalised clients from the Sacred Heart Mission. The Street Project worker and the Windana Dual Diagnosis Project Manager developed and facilitated a group for clients of Windana and Sacred Heart Mission that suffer from anxiety and depression – Riding the Waves.

Windana Street Project works at instilling hope and regaining a future for all its clients.

### Art Therapy

With the generous ongoing support of a Windana benefactor we have been able to continue to offer clients of the AODSS, residents of the Adult and Youth Drug Withdrawal Unit and the Therapeutic Community ongoing Art Therapy. This is delivered via three innovative art therapists whose passion and exuberance for their sessions is reflected in the clients and residents enthusiasm in attending the groups.

#### Pam Williams

Manager, Outreach Services



## *Paul's story* - Street Project

*Windana Street Project is an assertive outreach program run primarily at Sacred Heart Mission. The program's role is to engage with the most marginalised clients, often accessing the service with a range of challenging life issues, homelessness, addiction and/or mental health.*

*Arranging vouchers for clothing or organising a food parcel, providing information on accessing an optometry or dental appointment, initiating referrals and maintaining engagement with mental health or housing workers, discussing safety around sleeping rough, harm minimisation techniques in relation to drug and alcohol use along with referral to drug and alcohol counselling, detox or rehabilitation.*

*Windana Street Project also just gets to sit and listen to Paul (not his real name) who was a soldier in the armed forces and has also been in and out of jail battling heroin addiction, depression and anxiety.*

*Paul is now comfortable working within Street Project and enjoys discussing how hard he has worked at achieving reunification with his family, his love of music and his guitars, his battle with addiction and mental health and his goal to stay out of the prison system and to maintain his own accommodation after years of homelessness.*

*Paul now speaks of his dream to gain his driver's licence still recalling with pride his learners permit number he gained over 20 years ago.*

## About our Services (cont.)

### Therapeutic Community

The past 12 months have been particularly challenging and rewarding for both staff and residents at the therapeutic community.

We have welcomed on board many new staff and along with those who have stayed on we have re-built and refined our staffing and program structures.

Client numbers have been kept at a lower level over the last year as this redevelopment work has been completed.

We now have a well supported, positive and dynamic team working in an exciting new program which is to date proving very successful. We are holding more complex clients within the TC for longer. Residents tell us that their experience at the Windana TC is nothing like they have ever experienced here or elsewhere in the past. They tell us that the structure and quality of the therapeutic experience inspires them to stay engaged longer and gain more from their time here.

In the last year this team has been augmented by the appointments of a Kitchen Co-ordinator and a Maintenance person. Both of these roles and the people filling them have proven a real boon to the community.

The TC has become part of a network of addiction and mental health agencies that provides opportunities for reciprocal rotations for our workers. To date we have had two mental health workers spend time sharing their knowledge with our team, and in this has proven extremely beneficial to all concerned.

The redevelopment of the program at the TC has been founded on the philosophy and mission statements of Windana and a realignment with the principles of the 'community as method' in the Therapeutic Community model. Our work has also been assisted by the support of the other Windana service managers and their teams. Our experience at the TC is that we have developed excellent communication across the whole organisation.

The integration house in Mentone is also part of the TC program. With reduced numbers this facility has been under utilised in the past 12 months. We are pleased that we have now developed a plan with the Outreach Team to begin using the house as part of the reintegration process for residents who are in the final phase of the program. This facility will soon be fully utilised.

The TC is seen to be innovative by other agencies and by residents. The team here are a dedicated group of individuals who aspire to provide the best therapeutic experience for residents in Australasia (next year we may say 'in the world!'). The staff at the TC are a community within a community.

Within the TC team there are in a sense three sub-teams. The weekend teams, the sleepover team, and the working-week team. Added to this is the group of casual staff that provide us with regular support. All of these people work well beyond expectation.

The Windana TC future is very bright with such people on board! I hold all of these people in the highest regard.

#### **Bruce Brown**

Manager, Residential Rehabilitation



## About our Services (cont.)

### Community Services Program

The community services team has continued to welcome and support people who are making the challenging step into drug treatment, and the transition between residential withdrawal and ongoing support. Our unique team is made up of intake and assessment workers, naturopaths, acupuncturists and counsellor case managers who are dedicated to building resilience and hope for improved quality of life.

The intake and assessment team have worked with over 4,500 people at first point of contact and offered flexible assessment appointments, preparation support and liaison with families and health professionals in the lead up to admission. The assessors and duty workers have also played a vital role in the creation and roll out of our new client information management system which will improve communication and care through more efficient information sharing across programs.

Naturopaths have supported nutritional care and health to complement our doctor prescribed regimes and offered gold coin donation follow up appointments to Windana clients. New Health and naturopathy information groups have been introduced in residential programs with the aim of giving people simple affordable tools to enhance their well being through nutrition and self care.

A new standardised regime of vitamins and supplements is the starting point for naturopathic prescribing and modifications are made during individual consultations with each residential program client.

We continue to benefit from the enthusiastic and professional contributions of acupuncture students and qualified volunteers in our acupuncture student clinic (Windana Acupuncture Mentorship Program). The Southern School of Natural Therapies is a valued partner in second semester at St Kilda providing an excellent service to drug withdrawal unit participants, ex participants and the general public.

The community services team has consistently delivered high quality of care in the midst of significant change and I thank them for their consistent hard work and compassion.

#### **Sarah Fair**

Community Services



## Wendy's story - AODSS

Wendy (not her real name) is a 36 year old woman who has been engaged with the Windana AOD Support Service (AODSS), since August of 2010. Wendy came to Windana after an eight month episode in AOD residential rehabilitation. Wendy has a history of alcohol, cannabis and amphetamine use. She also had a diagnosis of major depression and drug induced psychosis together with a history of self harming and suicidal ideation.

In the early phase of her engagement with AODSS, Wendy reported some episodes of psychosis that were not associated with drug or alcohol use. More recently her mental health diagnosis has been revised to Schizoaffective Disorder.

Wendy's mother died of asthma when Wendy was nine years old. It was at about that time that Wendy started self harming. Wendy's father had remarried by the time Wendy was 11 years old. Wendy experienced conflict with her step mother and the subsequent commencement of her drinking. Wendy was asked to leave the family home at age 16. Wendy then experienced a number of years in and out of mental health and drug and alcohol treatment.

Wendy has now been abstinent of drugs and alcohol for over two years. During her time with Windana, Wendy has been linked with a community mental health team and has a mental health case worker who works in conjunction with her AOD case worker and her GP. Wendy also engaged in counselling at Windana. Wendy is currently studying a veterinary course at TAFE level. She initially obtained volunteer work as an aspect of her study, but more recently her employer has changed the volunteer work to paid employment and has given her more shifts.

Wendy now gets on well with her father and step mother and travels to country Victoria to visit them. She is happily living independently in a Melbourne suburban flat and various members of her family have also visited her for weekend stays.

When asked in a recent review about areas in which she felt she had progressed whilst being in the AODSS program, Wendy replied, "Confidence". Wendy stated that she has historically had low self confidence but that whilst she has been with AODSS her confidence has grown, especially since starting school. Wendy also stated that she was proud that she had achieved two years straight and sober.

## Dual Diagnosis Project

The Dual Diagnosis Project at Windana has been underway for almost three years now. Officially known as the Improved Services Initiative Mental Health Capacity Building Project, it is a Commonwealth funded program through the Department of Health and Ageing.

Its aim is to improve Windana's capability in assisting clients with co-occurring mental health and alcohol & drug issues. This has been happening in a number of ways. At intake, clients are now screened for mental health issues, which helps staff determine the best pathway forward, depending on the nature and severity of a client's presenting problems.

Extensive staff training throughout Windana has enabled staff to be more confident and comfortable assisting clients with mild to moderate mental health concerns, and to know how to respond to clients with more serious issues and where to link them into mental health services.

Staff hired more recently have all had some degree of training and experience in working with clients with co-occurring mental health and substance abuse issues.

Windana has collaborated with several partners in its journey towards becoming dual diagnosis capable. Existing partnerships with Sacred Heart Mission, Ngwala Willumbong, Family Drug Help and The Alfred Hospital Psychiatric Services have been further developed, and recently Windana has engaged with Turning Point to be part of a case note writing project, which has already shown to have improved how case workers are documenting their work with some of our more complex clients.

Going forward, many of the initiatives of the Dual Diagnosis Project are being taken up by Program Managers and discussed in their fortnightly Community of Practice meetings, which will ensure the ongoing sustainability of the project's aims.

### **Gary Stucky**

Dual Diagnosis Project Manager



## Organisational Development and Human Resources (HR)

In this reporting period the Organisational Development department set out to achieve one key goal for Windana: to attract and retain the very best people.

We did this in several ways including improving staff / client ratios and conditions of employment as well as restructuring our senior management and administrative functions to redirect money to our core business: the business of caring for our clients and communities.

We continued this focus of attraction and retention by implementing our first Staff Engagement Survey. Over 95% of Windana staff responded to this very comprehensive questionnaire covering all aspects of work, remuneration, line-management, physical environment and morale.

Overall, the response was an incredibly positive result with a "positivity score" of over 73%. This survey was followed up with an All of Organisation Day where we brought all staff across all sites together. An action plan developed from the "weaknesses" identified in the survey will be implemented over the coming year.

Finally, we put together a "Suite of Support" for staff to further assist with attraction and retention. This suite includes a core professional development schedule, regular group clinical supervision as well as structure line-management support. In addition, a key feature of this suite is our new Employee Assistance Program – an external confidential counselling and de-briefing service provided by Caraniche to staff free of charge.

Meanwhile, Windana's electronic Client Information Management System (CIMS) was successfully reviewed, updated and implemented during 2011. Staff were trained in small groups in a computer lab at Chisholm Institute in Dandenong, a resource which was donated to Windana. CIMS is now fully implemented across the organisation and has replaced the old paper file system. There are many advantages with the new system, notably ease of cross-program communication about clients, data-collection for future use, statistics generation for funders, and coordinated development of treatment and care plans.

Still under development is the on-line training package for new starters, and refresher videos for staff. A program of data extraction and analysis is in its early stages. Staff have been very accepting and enthusiastic, and have embraced the change with positivity.

Moving forward, we have many exciting projects to put in place for the next reporting period which include an Enterprise Agreement, a full-scale quality improvement audit and a 360 degree feedback process.

### **Brad Armstrong**

Human Resources Manager



# Concise Financial Report

for the year ended 30 June 2011

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7890

28 November 2011

The Board of Management  
The Windana Drug & Alcohol Recovery Inc  
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## **INDEPENDENT AUDITOR REPORT TO THE MEMBERS OF THE Windana Drug & Alcohol Recovery Inc**

### **Report on the Concise Financial Report**

The accompanying concise financial report of Windana Drug & Alcohol Recovery Inc. comprises the statement of financial position as at 30 June 2011, the statement of comprehensive income, statement of changes in equity and statement of cash flows year ended on that date and related notes, derived from the audited financial report of Windana Drug & Alcohol Recovery Inc. for the year ended 30 June 2011, as well as the discussion and analysis. The concise financial report does not contain all the disclosures required by the Australian Accounting Standards.

### **Board's Responsibility for the Financial Report**

The board Windana Drug & Alcohol Recovery Inc. is responsible for the preparation and presentation of the concise financial report in accordance with Accounting Standard AASB 1039: Concise Financial Reports (including the Australian Accounting Interpretations), statutory and other requirements. This responsibility includes establishing and maintaining internal control relevant to the preparation of the concise financial report, selecting and applying appropriate accounting policies; and making accounting estimates that are reasonable in the circumstances.

### **Auditor's Responsibility**

Our responsibility is to express an opinion on the concise financial report based on our audit procedures. We conducted an independent audit of the financial report of Windana Drug & Alcohol Recovery Inc. for the year ended 30 June 2010. our audit report for the financial report for the year was signed on 28 November 2011 and was not subject to any modification. The Australian Auditing Standards require that we comply with relevant ethical requirements relating to audit engagements and plan and perform the audit to obtain reasonable assurance whether the financial report for the year is free from material misstatement.

Our procedures in respect of the concise financial report included testing that the information in the concise financial report is derived from, and is consistent with, the financial report for the year, and the examination on a test basis, of evidence supporting the amounts, discussion and analysis, 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 complies with Accounting Standard AASB 1039: Concise Financial Reports.

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.

### **Auditor's opinion**

In our opinion the concise financial report including the discussion and analysis of Windana Drug & Alcohol recovery Inc for the year ended 30 June 2011 complies with Accounting Standard AASB 1039: Concise Financial Reports.

William Buck Audit (Vic) Pty Ltd  
ABN 59 116 151 136



**Andrew P. Marks**  
Director

## STATEMENT BY MEMBERS OF THE BOARD

for the Year Ended 30 June 2011

The Board of Windana Drug & Alcohol Recovery Inc. declare that the concise financial report for the financial year ended 30 June 2011:

- a. Complies with AASB 1039 – concise financial reports;
- b. This report is an extract of the full financial report and is consistent with the full financial report, as such the statements and disclosures in this report have been derived from the full financial report;
- c. This concise financial report cannot be expected to provide as full of an understanding of the financial performance, financial position, financing and investing activities of the entity as the full financial report;
- d. Further financial information can be obtained from the financial report and that the financial report is available, free of charge on request to the entity.
- e. Furthermore, the entity has elected to early adopt AASB 1053 and as such the full financial report was prepared in accordance with Australian Accounting Standards – Reduced Disclosure Requirements in-line with this standard.

This statement has been made in accordance with a resolution of the Board and is signed for and on behalf of the board by the undersigned.



**Ms. Jenny Gillam**  
Chair



**Ms. Amy Jewell**  
Treasurer

Melbourne, 28 November 2011

## BALANCE SHEET

for the Year Ended 30 June 2011

### DISCUSSION AND ANALYSIS OF THE FINANCIAL STATEMENTS

#### Information on The Windana Drug & Alcohol Recovery Inc Concise Financial Report

The concise financial report is an extract from the full financial report for the year ended 30 June 2011. The concise financial report has been prepared in accordance with Accounting Standard AASB 1039: Concise Financial Reports.

The discussion and analysis is provided to assist members in understanding the concise financial report. The discussion and analysis is based on financial statements and the information in the concise financial report has been derived from the full 2011 Financial Report.

#### Income Statement

The Entity returned a deficit from operating activities this year. The deficit of \$636,625 was greater than that predicted to the budget of \$116,587 and in contrast to the previous year in which a surplus was returned. The deficit largely related to an increase in expenditure on external consultants, repairs and maintenance, computer systems and staff.

#### Balance Sheet

Net Assets decreased by \$636,625. This was mostly attributable to:

Total assets (decreasing by \$994,972)

- cash, and funds in terms deposits decreased by \$1,212,159
- property, plant and equipment increased by \$216,004

Total liabilities (decreasing by \$358,347)

- income in advance decreased by \$462,684
- payables and provisions increased by \$104,337

#### Cash Flow Statement

##### CASH FLOWS FROM OPERATIONS

Net cash out flows for operating activities was \$813,424, an increase of \$467,776 on 2009/10. The movement represents a combination of:

- grants receipts increased by \$432,959
- payments to suppliers and employees increased by \$878,138

##### CASH FLOWS FROM INVESTING

Net cash out flows for operating activities was \$398,735, an increase of \$166,222 on 2009/10. The movement represents a combination of:

- proceeds from sale of plant and equipment increased by \$39,337
- purchase of plant and equipment increased by \$205,559.

**INCOME STATEMENT**

for the Year Ended 30 June 2011

	2011	2010
	\$	\$
<b>Revenue and Expenses</b>		
Revenue	6,022,289	6,325,573
Employee Benefits Expense	(4,730,622)	(4,585,281)
Depreciation	(190,875)	(170,936)
Administration Expenses	(1,737,417)	(1,373,975)
<b>Total Expenditure</b>	<b>(6,658,914)</b>	<b>(6,130,192)</b>
<b>SURPLUS/(DEFICIT) Before Income Tax</b>	<b>(636,625)</b>	<b>195,381</b>
Income Tax Expense	-	-
<b>SURPLUS/(DEFICIT) for the period</b>	<b>(636,625)</b>	<b>195,381</b>
<b>OTHER COMPREHENSIVE INCOME after income tax:</b>		
Total comprehensive income for the year	(636,625)	195,381
<b>TOTAL COMPREHENSIVE SURPLUS/(DEFICIT) attributable to members of the entity</b>	<b>(636,625)</b>	<b>195,381</b>

**BALANCE SHEET**

as at 30 June 2010

	2011	2010
	\$	\$
<b>Current Assets</b>		
Cash and cash equivalents	1,062,212	2,274,371
Inventories	26,118	24,935
<b>Total Current Assets</b>	<b>1,088,330</b>	<b>2,299,306</b>
<b>Non Current Assets</b>		
Property, Plant and Equipment	6,696,123	6,480,119
<b>Total Non Current Assets</b>	<b>6,696,123</b>	<b>6,480,119</b>
<b>TOTAL ASSETS</b>	<b>7,784,453</b>	<b>8,779,425</b>
<b>Current Liabilities</b>		
Trade and other payables	570,236	499,761
Provisions	377,844	341,019
Grants received in advance	239,211	701,895
<b>Total Current Liabilities</b>	<b>1,187,291</b>	<b>1,542,675</b>
<b>Non - Current Liabilities</b>		
Provisions	132,881	135,844
<b>Total Non - Current Liabilities</b>	<b>132,881</b>	<b>135,844</b>
<b>TOTAL LIABILITIES</b>	<b>1,320,172</b>	<b>1,678,519</b>
<b>NET ASSETS</b>	<b>6,464,281</b>	<b>7,100,906</b>
<b>Equity</b>		
Reserves	3,391,229	3,681,607
Retained Earnings	3,073,052	3,419,299
<b>TOTAL EQUITY</b>	<b>6,464,281</b>	<b>7,100,906</b>

The accompanying notes form part of these concise financial statements.

**STATEMENT OF CHANGES IN EQUITY**

as at 30 June 2011

	Retained Earnings \$	Asset Revaluation Reserve \$	Capitalised Grant & Donations Reserve \$	Total \$
<b>BALANCE at 1 July 2009</b>	<b>3,223,918</b>	<b>3,391,229</b>	<b>397,523</b>	<b>7,012,670</b>
Surplus/(Deficit) from operations	195,381	-	-	195,381
Movement in Capitalised Grants & Donations Reserve	290,378	-	(397,523)	(107,145)
<b>TOTAL Comprehensive income for the period</b>	<b>3,709,677</b>	<b>3,391,229</b>	<b>-</b>	<b>7,100,906</b>
<b>BALANCE at 30 June 2010</b>	<b>3,709,677</b>	<b>3,391,229</b>	<b>-</b>	<b>7,100,906</b>
Surplus/(Deficit) for the year	(636,625)	-	-	(636,625)
<b>BALANCE at 30 June 2011</b>	<b>2,782,674</b>	<b>3,391,229</b>	<b>-</b>	<b>6,464,281</b>

**CASH FLOW STATEMENT**

for the Year Ending 30 June 2011

	2011 \$	2010 \$
<b>Cash Flows From Operating Activities</b>		
Receipts from customers	373,465	382,344
Operating grants receipts	5,556,855	5,123,8963
Interest Received	85,161	98,879
Payments to suppliers and employees	(6,828,905)	(5,950,767)
<b>NET CASH Provided By Operating Activities</b>	<b>(813,424)</b>	<b>(345,648)</b>
<b>Cash Flows From Investing Activities</b>		
Proceeds from Sale of Property, Plant & Equipment	129,545	90,208
Purchase of Property, Plant & Equipment	(528,280)	(322,721)
<b>NET CASH Used In Investing Activities</b>	<b>(398,735)</b>	<b>(232,513)</b>
<b>NET INCREASE / (DECREASE) IN CASH HELD</b>	<b>(1,212,159)</b>	<b>(578,161)</b>
Cash At the Beginning of The Year	2,274,371	2,852,532
<b>Cash At the End of the Year</b>	<b>1,062,212</b>	<b>2,274,371</b>

The accompanying notes form part of these concise financial statements.

## NOTES TO THE CONCISE FINANCIAL REPORT

for the Year Ending 30 June 2011

### NOTE 1 – BASIS OF PREPARATION OF THE CONCISE FINANCIAL REPORT

The concise financial report is an extract from the full financial report for the year ended 30 June 2011. The concise financial report has been prepared in accordance with Accounting Standard AASB 1039: concise financial reports.

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

	2011 \$	2010 \$
<b>NOTE 2: REVENUE</b>		
<b>Revenue</b>		
<b>GRANT REVENUE</b>		
State and Federal Grants	5,556,855	5,570,966
<b>OTHER REVENUE</b>		
Client fees	248,939	360,580
Profit/(loss) on sale of non-current assets	6,509	4,802
Interest received	85,161	98,879
Other income	124,825	290,346
<b>Total Revenue</b>	<b>6,022,289</b>	<b>6,325,573</b>
	<b>2011 \$</b>	<b>2010 \$</b>

### NOTE 3: CASH AND CASH EQUIVALENTS

Cash at bank / on hand	(2,931)	1,269,970
Short-term bank deposits	1,065,143	1,004,401
	<b>1,062,212</b>	<b>2,274,371</b>

#### Reconciliation of cash

Cash at the end of the financial year as shown in the statement of cash flows is reconciled to items in the statement of financial position as follows:

Cash and cash equivalents	1,062,212	2,274,371
	<b>1,062,212</b>	<b>2,274,371</b>

The entity has an overdraft facility of \$30,000 with the ANZ Banking Group. This overdraft facility is subject to annual review by the bank.

### NOTE 4 – PROPERTY PLANT AND EQUIPMENT

Freehold land and buildings are shown at fair value based on periodic, but at least triennial independent valuers, less subsequent depreciation for buildings. The entity's land and buildings were last revalued on 23 September 2009 by independent valuers. The Board elected to bring the valuation to account at 30 June 2009.

### NOTE 5: SURPLUS/DEFICIT

Comparative amounts have been restated to reflect donations received as revenue when control of the donated monies is obtained. The impact on opening retained earnings as at 1 July 2009 is an increase of \$290,378 to reserves.

## Steve's story - WYCH Program

*When I first came into Windana I was scared. When I met the staff I knew I was going to be safe, and the other residents were also nice and polite and made me feel welcome.*

*My addiction had gotten pretty bad. I had no job, I was hurting my family and had to move out of home. I was smoking cannabis every day, I was unmotivated and wasn't doing anything. I'd just go out all the time and sometimes mum didn't know where I was. I'd stay out all night and smoke cannabis then find a place to sleep rough, that was the worst.*

*I have completed the WYCH program three times and gained a lot each time. I now have a better mindset, I continue to learn new things, and I have found ways to stop myself from becoming bored by keeping busy when I'm out in the community.*

*When I last left WYCH I agreed that if I couldn't stop myself from relapsing this time then I would need to go into rehab. I am now booked into residential rehab with Biribi and will be going straight there from WYCH this week.*

*As well as learning how to stay clean and not use drugs, while I'm there I hope to get my learners permit and licence, quit smoking cigarettes and get fit in their gym. After rehab I am going to get a job, either as a plumber or an apprenticeship in the armed forces. I will have a car and my life will be set. My family are proud of me for what I've achieved so far and they are a great support for me now and into the future.*

## Thank you to those who have worked with us ...

**Our Patron**, Dame Elisabeth Murdoch for her love, commitment and ongoing support.

### **Windana's Ambassadors:**

Andrea Coote (Inaugural Ambassador), Laini Liberman, Matthew Gould, John Guest, Rob Larkins, John McLeod (Eco Therapy), Moya Mills, Paul Pattison, Darren Ray, Barbara Rozenes, Elizabeth Stoney (Arts) and Megan Stuart.

We would like to thank our supporters and volunteers, who have provided greatly appreciated collegial, financial, recreation access, therapeutic and other support. Thank you!

### **Volunteers:**

Davey Pinder, Jo Haywood, Ian Miller, Glen Horrigan, Chris Ryan, Andrew Reid, Neville Broache, Simon Altman Young , Jong Kim, RMIT, Tino D'Angelo and the Southern School of Natural Therapies, Lisa Casanelia, Sonya Bailey and Endeavour College of Natural Health, Daniel Ross, Sue Beamish, Ilse Jamonts, Selena Baird, Masaru Tada, Chantelle Bazerghi, Larry Sutcliffe.

### **Partners, Individuals and Corporate supporters :**

Bernard Hansen of ACSO, The ACSO Brokerage Team, Elzbieta Zorska of DoH, Robyn Webb of DHA, Anne Marie Cupples and Ian Thompson of the ADIS Help Desk, Wendy Brokenshire of Dandenong Drug Court, Sue Grigg, Andrew Darcy and the J2SI team, Benny Monheit, Sharon O'Riley and the team at SouthCity clinic, Rob White of Pendap, Guy Robbins of Windermere, Mathew Berry and Sue Fitzgerald of Caraniche, IP Trading, Secure Global, The Australian Psychological Society Limited, Department of Health and Ageing, Sacred Heart Mission, Fadnet, SHARC, Family Drug Help, WAYSS, Hanover, Homeground, Dorevitch, Winja Ulupna, Myuna Farm and St Kilda Mums.

# How you can help

## Donate

Donations are directed to our Wish List items, or to a specific program or 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. Or, consider becoming an Ambassador for Windana. 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.

## For further information:

- See our website: [www.windana.org.au](http://www.windana.org.au)
- Sign up for Windana E-News, via our website or email [windana@windana.org.au](mailto:windana@windana.org.au)
- Contact (03) 9529 7955

# The Windana Philosophy

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, 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 behavior and ideas can be freely experienced in an **open, honest interaction** with the whole Windana Community.



Drug & Alcohol Recovery

**Windana Drug & Alcohol Recovery Inc.**

**ABN 68 398 137 238**

88 Alma Road (PO Box 372) St Kilda Vic 3182

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

*Windana is a fully registered not for profit organisation  
with no religious or political affiliations.*

*Windana acknowledges that we are gathered on the traditional lands of the Kulin Nation.  
At Windana we value the heritage and traditions of the indigenous people of this area.*