

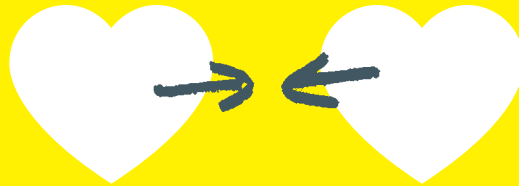


WINDANA

Life. Changing.

*Our year
that's been*
Life. Changing.
2018

Our mark



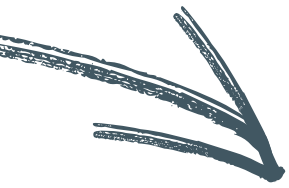
Client _____ Family
Client _____ Windana Staff
Community _____ Windana



Representing the W in Windana



Map Marker represents where the staff and client meet and a place that denotes a point of change in the client's life.



WINDANA

Life. Changing.

In 2017, Windana committed to a review of its brand and visual identity. The review included many conversations and opportunities for feedback from our stakeholders that included our current staff and our clients.

The feedback helped us decide to develop a new identity for Windana that was compelling, contemporary and creative. It needed to reflect not only the organisation we are today but to set the scene for our future.

The new identity of Windana needed to offer a consistent look and feel that would adapt to print, digital, and increasingly the social media channels we use to communicate with our many stakeholders.

Windana appointed an external design agency to complete this project and deliver a compelling visual identity to take us to the next stage of Windana's development. As part of this task, the design team engaged with our board, our management, our staff and our clients to learn more about why we exist and what we do.

This discovery process that informed the creation of our new brand identity is best shared through these insights;

- **There is 'magic' that happens at Windana**
- **Windana provides a safe and secure environment**
- **Windana is more than a place of drug and alcohol recovery, it's a community**
- **At Windana, we change lives**
- **This resulted in the following story behind our new Brandmark...**



Contents

- 01 Our Mark
- 03 Overview
- 06 Our Leadership
- 11 Client Impact
- 12 Our Clients Journey
- 15 Our Services
- 26 Financials
- 28 Our Funders and Supporters
- 29 Windana Meaning

Overview

A message from the Chair & CEO

2018 represents a watershed year for Windana, with major, planned growth furthering our effectiveness and potential.

Indeed, the Victorian Government has again seen the worth of the important work carried out by our dedicated Windana team, funding 50 new residential rehabilitation beds, significantly expanding our capacity to provide excellent evidence-based services.

The truth is, governments of all persuasions are seeing the value of investing in quality treatment. Of course, there's the all-important first-base social implications of providing quality treatment and care, but treatment makes pure economic sense, with some empirical evidence showing that for every dollar spent on treatment, up to seven dollars are saved.

The Windana philosophy has always centred around nurturing and gentle positivity. With our growth, the challenge of course is to retain that caring and supportive environment. We will achieve this, in part, by continuing to acknowledge the diversity in the nature of individuals and the many aspects of their lives – physical, psychological, spiritual and social.

Everything we do is underpinned by the belief that change is possible. We know that our approach to supporting people to achieve and sustain positive changes is effective. This year we have introduced an outcomes measurement framework that will help us demonstrate our impact at an individual, program and Windana-wide level.

This year we committed to the introduction of our Welcome House model that has been shown internationally to significantly improve retention and completion rates of people entering residential rehabilitation. The Victorian Government has provided operational funding to support the model and we are very grateful to the Friends of Windana Trustees who donated in excess of \$1.7million to support the establishment of our first Welcome House at Maryknoll. Planning is advanced and we are focused on raising the additional funds we need to complete capital works.

In addition, we are delighted to announce Windana opened a new 20 bed Therapeutic Community in the Grampians region in 2018 and has also been appointed to operate the new 30 bed residential rehabilitation facility in the Barwon region in Victoria due to open in 2020.

The work, effort and dedication provided by all at Windana has meaning, it has impact. It can be difficult and at times challenging work, but our people are inspired by the outcomes we see. It is such a beautiful thing to see people have hope in their lives again and the promise of a long and healthy life.

Jenny Gillam, Board Chair
Anne-Maree Kaser, CEO

“We will achieve this, in part, by continuing to acknowledge the diversity in the nature of individuals and the many aspects of their lives – physical, psychological, spiritual and social.”

Windana Board



Windana Maryknoll Therapeutic Community

An aerial photograph of a large green field. In the bottom left corner, there is a rectangular basketball court with white lines. The field is mostly green, with some patches of brown and white. A dense forest of trees is visible on the right side of the image. The text "Change is happening" is written in a yellow, cursive font across the top and middle of the image. A white horizontal line is drawn below the text.

Change is happening

Our Leadership

Windana Board of Directors

Jenny Gillam, Chair

Appointed 2002

Jenny has been Chair of Windana for the last six years, and a Director of Windana for 16 years. She has a depth of executive experience having worked in the public, private and community sectors. She has specialist skills in Human Resources Management, particularly Executive Search, and deep experience in strategic planning, governance and financial management. Jenny has her own business Jenny Gillam Consulting, working in both Talent Acquisition, Consulting and Executive Search and she is also the Chair of the Victorian Committee for the National Association of Women in Operations. Jenny has a Diploma of Management from Deakin University.

Dione O'Donnell, Deputy Chair

Appointed 2014

Dione has over 20 years of senior management experience across the community sector. Currently Dione is the Executive Director, Corporate Services at the Mayflower Group. He has served as Chairperson and Treasurer of the Otago Multiple Sclerosis Association, on the Boards of Trustees of a number of schools, and as Deputy Chair of the New Zealand Federation of Voluntary and Social Sector Organisations. Dione has a Bachelor of Commerce from the University of Otago, a Masters of Business Administration from Henley Management College, and is a Graduate member of AICD.

Andrea McLeod

Appointed 2017

Andrea is Head of National Disability Insurance Scheme (NDIS) Transition at Melbourne City Mission. She started her career as a midwife and has extensive clinical and leadership experience across health, aged care and disability services. She has held roles in public, private and not-for-profit organisations in New Zealand and Australia. Andrea holds Post Graduate Diplomas in Health Services Management, Rehabilitation and Women's Studies and is currently completing a Masters in Management.

Ben Desmond

Appointed 2015

Ben is a Director at Ernst & Young and has experience working across a number of asset sectors and property markets for a range of banking, listed and unlisted property funds, private investors, developers, legal firms and government authorities. Ben has a strong affiliation with the not-for-profit sector and has provided strategic property and commercial advice to a number of these organisations. This has included property reviews, portfolio and transaction strategies, due diligence assessments and capital mandates. He holds a Bachelor of Commerce and a Bachelor of Property and Construction from The University of Melbourne.

Sara Rowswell

Appointed 2016

Sara is Senior Advisor, Corporate Affairs with MMG Limited. She has previously worked in senior roles with Sensis, BHP Billiton, Deloitte and the Victorian Building and Plumbing Industry Commission. She was an advisor to Senator Rod Kemp, Minister for Arts and Sport in the Howard Government. She holds a Master's Degree in Public Policy and Management from the University of Melbourne.

Cameron Bird

Appointed 2016

Cameron is a Partner at Ernst & Young with an extensive background in financial, economic and strategic advisory services. He works on a portfolio of projects focusing on the health & human services sector relating to organisations, programs, infrastructure and strategic commissioning. Cameron has a Bachelor of Science and Commerce (Monash University), a Graduate Diploma in Accounting from Chartered Accountants Australia and New Zealand and a Graduate Diploma of Finance from Kaplan Australia.

Tony Parsons

Appointed 2016

Tony is the supervising Magistrate of the Victoria Drug Court, a division of the Magistrate's Court of Victoria, that works with individuals with drug and alcohol dependency to improve community safety and reduce crime. Tony has been involved in major government submissions, research and reporting around law reforms for the sector. Before being appointed to the bench Tony was Managing Director of Victoria Legal Aid. He has over four decades' experience in legal matters relating to drug and/or alcohol dependency, legislation, sentencing and supervision of drug and/or alcohol recovery treatments. Tony holds a Bachelor of Law from the University of Melbourne.

Back row - Ben Desmond, Dione O'Donnell, Sara Rowswell, Cameron Bird, Andrea McLeod

Front Row - Jenny Gillam, Tony Parsons, Anne-Maree Kaser

Committed

Windana's work is overseen by a group of committed Board members who provide strategic oversight, guidance and governance to Windana. All Board positions are voluntary and the contribution they make helps shape the way the organisation continues to deliver on our strategy.



Our Leadership

Our CEO & Executive team

Anne-Maree Kaser, Chief Executive Officer

Anne-Maree has 30 years' experience in health and community services including her formal training and career in nursing. As CEO she has led the transformation of Windana across all client services to focus on client impact and outcomes. Her fiscal management and high-level engagement with key stakeholders have been instrumental in AOD sector reform. Previously Anne-Maree was Executive Director Community Support at Latrobe Community Health Service following her extensive management experience across government and the not-for-profit sector. She is a Member of the Clinical Council of the South East Melbourne Primary Health Network and holds Post Graduate qualifications in Human Services Management from Monash University.

Clare Davies, Executive Director Rehabilitation Services

Clare is the Executive Director, Rehabilitation Services at Windana, overseeing residential rehabilitation, our day program and continuing care programs. Clare is an acknowledged leader and influencer in the AOD treatment sector in Victoria with more than 15 years' experience in management, advocacy, policy and operations.

Since joining Windana in 2013, Clare has helped shape and grow rehabilitation services at Windana. She is passionate about the AOD sector and is continually looking at local and international research to bring evidence-based practice to Windana.

Molly O'Reilly, Executive Director of Withdrawal & Community Services

Molly is an established leader in the drug and alcohol sector in Victoria, having worked as a clinician through to leadership roles in a range of settings that include acute, community and primary health settings along with standalone specialist alcohol and other drug services.

She has held representational roles on key government, non-government structures and network development. Her experience and practice span the continuum of harm reduction through to treatment and she is known for her commitment to integrating harm reduction principles and thinking into specialist AOD clinical governance frameworks. She joined Windana in December 2017.

Nicole Steers, Executive Director Innovation & Development

Nicole was appointed in November 2016 to oversee Innovation and Business Development following her two years as a Board Member of Windana. Prior to her role at Windana, Nicole held senior roles at Otway Health, Dental Health Services Victoria and Latrobe Community Health Service in Gippsland.

Nicole has an extensive career in nursing spanning acute, community and primary care. Her role at Windana has allowed her to combine clinical experience with growth and innovative business development opportunities. Nicole is a registered Division 1 Nurse and has a Master of Business Administration.

Mark Klose, Executive Director Corporate Services

Mark joined Windana in July 2018 and is responsible for leading and managing the Finance, Technology, People and Culture and Quality teams. Prior to joining Windana, Mark was General Manager Finance and Technology at the Royal Australian College of General Practitioners and previously worked in the FMCG, telecommunications and supply chain industries.

Mark has extensive experience in leading and managing teams including Finance, IT, HR and Customer Service which support staff and frontline teams to provide excellent service to clients, customers, members and stakeholders.

Mark has a Bachelor of Commerce and is a CPA.

As we approach our 35th year of operation, our ability to respond and always be responsive on behalf of an increasingly complex client cohort prompted a strategic review and restructure of the organisational leadership structure, skills and experience that will continue to position Windana as one of the leaders in the AOD sector across Victoria.



“At Windana, I have found a safe, non-judgmental place where I can discuss issues that I now suspect underpinned and contributed to a lifetime of addiction. I have been clean now for more than six months, and I attribute all this to the encouragement and empathy provided by my counsellor at Windana. The one-on-one sessions each week at Windana gave me practical, intelligent and long-lasting living strategies that helped me to abstain from alcohol while rediscovering a degree of happiness and self-confidence.”

Windana client

happiness



Client Impact

Measuring the change we make...

At Windana, we exist to change the lives of people living with the effects of sustained alcohol and drug misuse.

Whilst we have been delivering a holistic range of services for people for more than three decades, there is an increasing demand for our organisation to respond to an increasingly complex client cohort.

Through this year's report we share the ways in which we are continuing to evolve our services and our commitment to innovation and investment in order to deliver on our promise of help and hope for every client.

This year, Windana has continued to implement our client impact measurement strategy in order to assess, track, measure and report on the outcomes and life changes being achieved by our clients. Whilst we have always sought to measure the journey of our clients, the need for an organisation-wide framework that could more comprehensively capture the impact of our treatment, care and services was required.

Windana joined with Navigating Outcomes, a specialist in social impact mapping and measurement, to develop a bespoke theory of change model that reflected the complex work associated with AOD recovery. As with so much of Windana's work, the model was co-designed using the insights and experience of the staff and clients invited to participate. The combined efforts produced a model with a series of indicators that identify what success looks like in the AOD recovery context. The client impact tools that are now being used will help demonstrate that recovery is not simply measured according to the extent that a client manages and overcomes their addictions.

Our model will create a deeper understanding and set of insights that extends to a client experiencing improved confidence and capacity, achievement of personal goals, positive relationships with family and friends, stable accommodation and improved financial wellbeing.

Launched as a pilot at the Windana Therapeutic Community in December 2017, the outcomes measurement tools are already proving to be valuable in the way client impact can be assessed, measured and reported across the Windana client group. It will be operational across most of our services by year's end and as refinements are incorporated into the final model, it will include all of Windana through 2019.

One of the key priorities as we introduced this model has been how to engage staff and how to train our staff to seamlessly incorporate the detailed process as part of our respected and highly successful model of treatment. It has quickly become a key part of the therapeutic relationship that is central to what is created with each and every one of our clients.

Windana has agreed to focus on five long term outcomes. This allows for a more robust data collection approach for the models of treatment and the client journey.

"There was a lot to take in but I now get that there will be small wins for me along the way to a much bigger and brighter future. It was tough at the start to think about all this but Windana staff helped me a lot. It will be good to see where I am making progress."

Windana client

Our clients

Intake

Participate in
Therapeutic Community



Individual Treatment Plan
(including client goal statements)
identify appropriate
supports/pathways

Range of TC activities

Intake and holistic
(social, wellbeing and
physical assessment)

0-4

WEEKS

Practice, structures
and knowledge



Increased knowledge about
(my) addiction

Increased engagement
in a scheduled routine

Immediate stressors reduced,
ie. fines, family, legal, housing

0-3

MONTHS

Greater connection and trust with
self and self-control, and connection
with peers and community



Increased communication skills
ie. active listening, ability to voice
concerns and resolve conflict

Increased feeling of connection
to peers and a community

Increased personal responsibility
(set realistic goals)

journey

3–6
MONTHS

Increased self-management
and responsibility for self
and others



Increased regulation
of emotions

Increased awareness
of behaviours

Increased capacity
to set boundaries

Increased responsibility
for others (leadership)

Increased self-confidence

6–12
MONTHS

Greater agency
for self, including
future focus



Increased capacity to sit
with discomfort

Responsibility for choices
and feelings

18
MONTHS

Recovering from
harmful effects
of AOD



Improved confidence
and capability

Achievement of personal goals

Increased healthy
personal relationships

Improved financial/
material position

Stable accommodation



Community

Our Services

Adapting & expanding our services



Harm Reduction

Our focus on incorporating harm reduction into our work has continued for all of our clients but particularly those who present for drug withdrawal services. For this area of treatment, harm reduction means giving our clients targeted support to reduce harm, in particular the risk of overdose to avoid what is so often a preventable death. This is a vital part of the work we do and essential to the people who reach out for help.

We have identified over recent years the need to incorporate this component of treatment for our clients deemed at high risk.

Although harm reduction is 'everybody's business', we have created a specialist role for a Harm Reduction Practitioner. This role is helping to build our capacity, and integrate new skills and capacity in relation to overdose prevention for clients across the spectrum of our treatments. It extends to people on our waiting lists, in the withdrawal units, post withdrawal, community services and residents in residential rehabilitation.

"As the first harm reduction practitioner at Windana, my main role is to improve harm reduction responses for overdose prevention. This includes training to raise awareness of the approaches and tools that can be provided to clients to reduce the incidence of accidental overdose.

Working in partnership with Star Health, our project is providing overdose awareness and naloxone training to the service providers within the Bayside catchment area of Melbourne. Newly trained staff then have the skills to pass on this training to their clients. Windana's modern and compassionate approach to substance dependence, recovery and outreach has enabled me to provide a broad range of harm reduction tools and recovery-based practice for individual clients.

Part of the learning is to encourage clients to 'train' at least one other person in the community who may be exposed to overdose and/or become a sponsor or volunteer. The aim of the role is to extend the reach further than problematic alcohol and drug use. Clients are supported and empowered on their path to recovery regardless of their current drug and alcohol use, regardless of their lapses and relapses, regardless of their past and present circumstances. This is done by encouraging them to engage with support services and recovery-based activities, allowing for a shared journey rather than doing it alone. I focus forward for my clients at Windana and in so doing engage their focus towards a life changing path"

Gyu Lee,
Harm Reduction Practitioner



Dual Diagnosis

Windana is committed to addressing the needs of our clients who present with one or more diagnosed mental health challenges in addition to substance misuse. These are our clients with a 'dual diagnosis'.

Our development of a specialist dual diagnosis management project is key to responding to the needs of these clients. Our engagement of a specialist dual diagnosis practitioner is part of our efforts both to identify the more complex needs of some of our clients and to ensure that they have access to appropriate resources as part of their treatment plan.

"Dual diagnosis is an evolving field and we are still working to understand causal relationships between substance misuse and mental health issues, and how to develop effective strategies for prevention, treatment and recovery. It is important that clients feel heard and that their symptoms are understood. Often it is beneficial for client recovery to adopt a parallel approach to treatment: meaning that both a client's substance misuse and their mental health are treated concurrently, albeit by independent treatment approaches.

Stepped care is also provided for our clients when it is more appropriate to flexibly match treatment intensity and focus with case severity. It is important to understand how an individual's substance misuse impacts upon their mental health, and vice versa. This requires an inclusive approach to client treatment, with a focus on understanding the client's world view, the function of their substance use and their subjective experiences.

Dual diagnosis requires treatment and care that is flexible and inclusive, and that also operates from a biopsychosocial perspective, to ensure that the whole person is being treated in a holistic manner."

Dr. Samantha Warren,
Dual Diagnosis Clinician



Family Program

The Windana Family Program provides support to parents in recovery. The program combines an understanding of alcohol and drugs misuse and the resulting impact on family relationships.

Our program assists clients to build and maintain hope for a positive future in their relationships with family. It is aimed at helping our clients to strengthen their parenting capacity and family functioning.

family

"For many of our clients the commitment to treatment for AOD misuse is driven by the desire to reconnect with family, in particular their children. For many, this means working through the issues associated with protective services and/or court interventions.

The Family Program is designed to support clients as they navigate complex service systems such as Department of Health and Human Services, Centrelink, Family and Children's Court, financial counselling, housing, and Alcohol and Drug services.

Our work is aimed at assisting clients to maintain hope for positive future outcomes in their relationships with their families. For some this means reconnection to family and for others it is about building upon and enhancing established relationships."

Irina Hart,
Community Services Manager

"Thank you for the encouragement and support to understand the needs of my child and that I don't need to be a perfect parent. I need to be a present parent.

—

Your experience and advice are invaluable in helping us understand and hopefully manage things a little better in the process leading up to rehab for my daughter. I just wanted to say thank you."

Windana clients



Art Therapy

The Windana Art Therapy program has been in place for many years and continues to be an invaluable part of our therapeutic treatment options. It is one of the expressive forms of therapy that is particularly helpful in supplementing traditional treatment options.

Art therapy is provided in a group setting and offered across all of our treatment programs. It is a particularly effective intervention for our clients with a history of trauma. Our clients describe art therapy as being life changing as they experience personal discovery, reflection and increased self-esteem.

"Art therapy helps our clients reflect and express memories and experiences when words can be too difficult or not known. We help clients use image, colour, metaphor, symbol, texture, line and marks to express, and share their feelings.

In terms of recovery, the clients are able to work through and overcome avoidance and slowly move closer toward self-understanding. The creative process continues to help clients face their personal issues and trauma and then manage ongoing triggers associated with these feelings and memories that may have led to drug and alcohol misuse.

Our program aims to help clients by reducing depression and anxiety, helping them relax and be mindful as well as improving self-esteem and general health and wellbeing. It is truly a remarkable process to witness and support."

Sandra Hattan,
Art Therapist

"That is the first time I've been able to focus and for my mind to stop.

—

I feel very safe in this room and find it helps me to be creative and to talk about my stuff.

—

I don't believe that I've just done this for two hours. It's gone so fast and normally I can't sit still for 30 minutes. I really enjoyed it."

Windana clients

focus
for my mind



Our Services

Expansion, Innovation & Investment



Welcome House model

One of the highlights for the year was the decision to introduce the Welcome House model as an enhancement to our existing Therapeutic Community at Maryknoll. The Welcome House model provides a structured introduction for new clients to prepare, stabilise, educate and undertake further assessment before they enter the Therapeutic Community model of residential rehabilitation.

The decision to introduce the Welcome House model at Maryknoll was inspired by international research and evidence that shows this intervention can significantly improve the retention and program completion rates of clients. In particular, it can improve the early discharge rate for people in their first 30 days of treatment. We know that the longer a client can stay in treatment the greater the chance of recovery.

One important component that contributes to keeping people in treatment is the capacity to offer a step down/step up option. The step down component of the model allows clients to address any exacerbated mental health symptoms within the less intense environment of the Welcome House. Once stabilised, clients can step up to the Therapeutic Community and continue their treatment.

In preparation for the full implementation of the model Windana introduced a pilot program through 2018 that introduced elements of the Welcome House model. The focus at this stage is to provide an orientation phase for new residents. So far 24 residents have been engaged and the information gathered will inform the full implementation set for 2019.

Our decision to introduce a Welcome House has been acknowledged by state government through their commitment to provide ongoing operational funding. Concurrently we have an equally ambitious capital works campaign to secure additional funding for the development of a purpose built Welcome House structure on the Maryknoll site.

The results and client feedback from the pilot demonstrate the value of this model. It is already showing how it will offer a unique pathway through treatment for clients that is both supportive and flexible according to their individual psychological, social and physical health needs.

"As a resident who did this program four years ago this new phase of rehab is a breath of fresh air. I went from only wanting to stay for the grounding phase one to wanting to outstay my previous stay. It's the soft landing that is sorely needed in a program that previously felt more traumatic than anything. But the memory of this place brought me back here, I am now inclined to deliver the message of Windana by the spoken word"

Windana client

International experience

Our experience of the Welcome House model was informed by the visit of David Brockett from Phoenix Futures in Glasgow, Scotland. David implemented the Welcome House model into the Glasgow rehabilitation program seven years ago with great success. Over an intensive week in Melbourne, David engaged with many of the Windana team, including the staff and clients at Windana Therapeutic Community, generously sharing his knowledge, experience and insights of his direct work with clients entering treatment through the Phoenix Futures Welcome House model.

Windana hosted a number of events with a range of stakeholders as an opportunity to learn more from David and the Welcome House model as well as the general trends of AOD treatment internationally. He met with a number of senior government officials and leaders of peer AOD organisations as part of Windana's commitment to a collaborative approach in which the sector learns and responds together.

Research and insights

Windana's commitment to the Welcome House model is underpinned by a research and evaluation project. Windana has partnered with the Burnet Institute, an Australian not-for-profit organisation that links medical research with practical action to help solve devastating health problems. Along with Burnet staff, the project reference group comprises Windana senior management, Therapeutic Community staff, consultants from Navigating Outcomes and most importantly, Windana's clients.

This research will evaluate the efficacy of the Welcome House model with a focus on client outcomes and staff satisfaction at the Therapeutic Community. We know retention to be the single biggest contributor to a person making sustained life change so any contribution Windana can make to get that outcome is desirable.

The research will also look at staff satisfaction at the Therapeutic Community, following the implementation of the Welcome House model. We know the emphasis on staff within research to be a profoundly important addition and we want to contribute our findings to the international literature on the Therapeutic Community model and workforce.

By engaging Burnet from the outset, Windana will use the year-on-year findings to learn, replicate and refine the model for the best possible client care and life changing treatment.



welcome!



Creating broader social impact

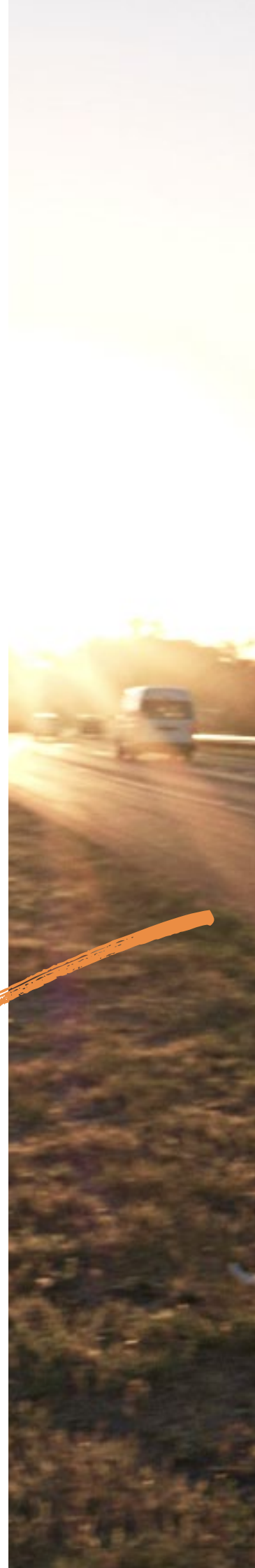
In September 2017 Windana commenced a capital works project to expand the Maryknoll Therapeutic Community residential rehabilitation facility. The project created an additional 30 beds and two group therapy rooms.

Windana appointed TRY Build, a social enterprise combining its engineering and building expertise with a mission to provide young people with access to education, training and employment. Together, we were able to deliver an innovative solution for the project and for the clients of our Therapeutic Community.

The first innovation was to create the accommodation by utilising repurposed shipping containers. This project was the first of its kind in Australia. The result was an environmentally friendly, lower carbon emission, cost effective and timely solution for Windana and our clients.

The project also provided training and employment for at-risk and disadvantaged youth. Over the 10 months period of the building project, TRY Build worked with 40 trainees undergoing their Certificate 2 in construction as well as some 30 pre-course trainees. All trainees participated in the installation and set-up of container builds or more actively engaged "hands on" in making the bespoke furniture supplied for the container fit out.

As a direct result of their involvement in the project eight trainees have obtained employment. Another three trainees are now employed by TRY and a further three trainees have taken on full-time apprenticeships.





innovative



expansion



Windana welcomed into the Grampians community

Over the past year, Windana's residential rehabilitation program has continued to expand. Our new 20-bed site in Ballarat has been under construction for most of this year. In November our first 7 beds opened as a part of phased approach toward the facility being fully operational in March 2019.

In being appointed to lead this new facility, Windana will contribute our proven expertise and capability in the delivery of much needed residential rehabilitation services. At the same time, we will forge new relationships and collaborative partnerships within the Grampians AOD treatment systems that will serve the local residents, stakeholders and the broader Western Victorian community.

The clients who will access the service will receive our evidence-based treatment in a fully supported therapeutic residential environment.

It will include comprehensive pre-admission assessment as well as structured aftercare to support clients as they integrate back into the community.

Windana has worked closely with the Victorian Government on this project to ensure the model and facility is designed to deliver high quality services, supporting clients no matter their pathway into and out of AOD residential rehabilitation.



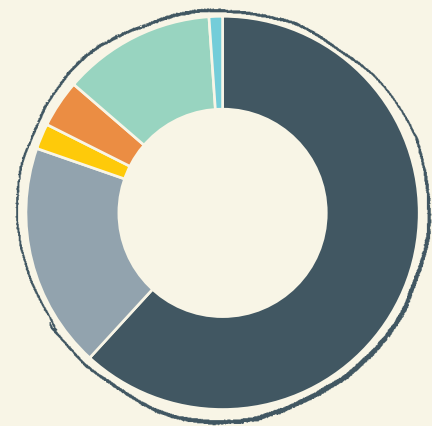
2018 Financials

Financials '18

This year has been significant for our overall financial position due to continued operational improvements, the strategic decision to invest in our facilities, both existing and new and the increased funding from government.

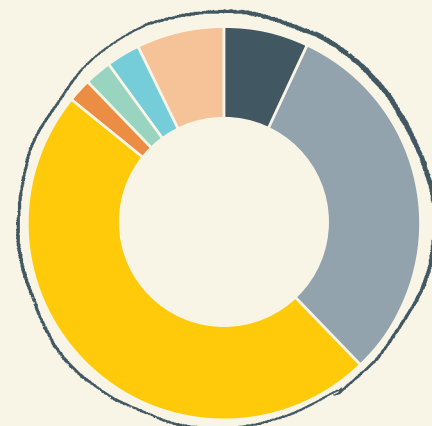
Income 2018

● Government program grants 62%	\$9,457,079
● Government Capital Growth funding 18%	\$2,831,168
● Fee for Service income 2%	\$321,805
● Client Contributions 4%	\$599,222
● Philanthropic 13%	\$1,922,058
● Other 1%	\$169,057
Total	\$15,300,389



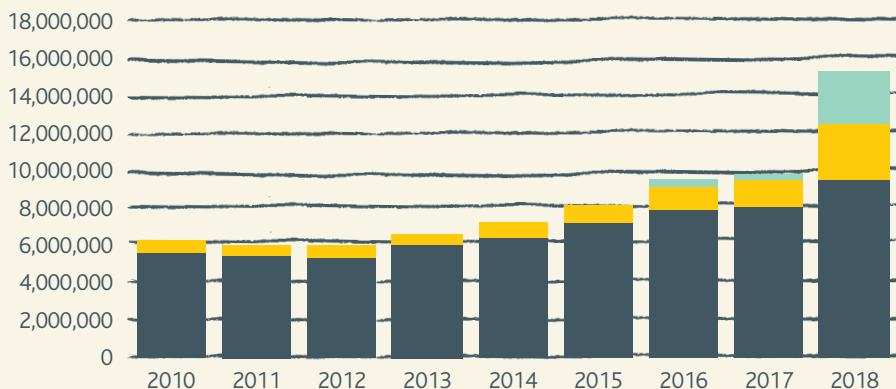
Grants by program type

● Community Programs 7%	\$921,749
● Withdrawal Programs 31%	\$3,822,203
● Rehabilitation Programs 48%	\$5,904,051
● Aftercare Programs 2%	\$186,436
● Intake & Assessment 2%	\$227,866
● Counselling Services 3%	\$373,261
● Non Residential Withdrawal Programs 7%	\$852,681



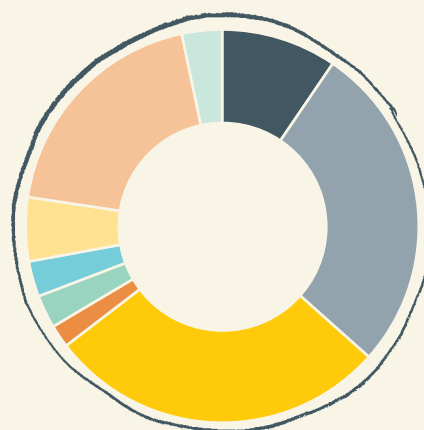
Income Growth

- Community Programs
- Other
- Government Capital



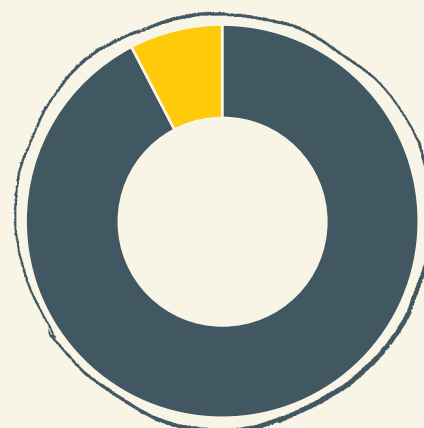
Expenditure by activity

● Community Programs 10%	\$955,997
● Withdrawal Programs 27%	\$2,721,246
● Rehabilitation Programs 28%	\$2,813,778
● Aftercare Programs 2%	\$188,529
● Intake & Assessment 3%	\$273,842
● Counselling Services 3%	\$294,120
● Non Residential Withdrawal Programs 5%	\$527,029
● Corporate Services 19%	\$1,942,585
● Strategic Growth 3%	\$332,066



Funding by Government level

● State	\$11,324,127
● Federal	\$936,367



Thank you

Our Funders and Supporters

Beyond the funding we receive from the 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 (dec), Jenny Johnston, Barry Main, Michael Pontifex, Jan Pontifex, Peter Hay, Rebecca Smith, Dr. John O'Donoghue

Individuals, Volunteers & Corporate Supporters

Our Volunteers gift their precious time and talent that contributes more than we could achieve on our own. It is a huge privilege to receive this expression of giving and to welcome Volunteers into our community. Their passion, dedication and willingness to join with us to make a difference amid their busy lives is commendable.

We extend our sincere thanks to this amazing group of people.

Windana. An Aboriginal word meaning 'which way?'

Windana refers to a crossroads, a turning point in life. Windana is about offering people choices, to take their lives in a new direction. We believe that change and growth are possible in all individuals as long as they so choose.

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

We therefore will be holistic in our attitudes, universal in our approach, and provide as many facilities, options and 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 and caring environment where new behaviour and ideas can be freely experienced in an open and honest interaction with the whole Windana Community.

Windana.
Life. Changing.

Contact Us

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