



wndana

Drug & Alcohol Recovery

ANNUAL REPORT 2017





Windana St Kilda



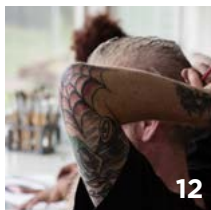
Windana Maryknoll



Windana Dandenong

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# The Windana Way

## WINDANA: an Aboriginal word meaning 'which way?'

Windana refers to a crossroads, a turning point in life. Windana is about offering people choices, to turn their lives in a new direction.

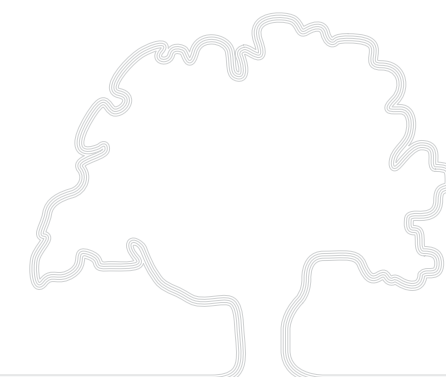
We believe that change and growth are possible in all individuals as long as they choose.

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

We therefore will be holistic in our attitudes, universal in our approach and provide as many facilities, options and strategies as possible. We will ensure that not just one aspect of life or one single basis for change will dominate the whole.

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

Windana is a fully registered not-for-profit organisation with no religious or political affiliations. Windana acknowledges our sites operate on the traditional lands of the Kulin Nation. We will continue to honour this, and pay our respects to their elders, past and present.



# Message from our Chair and CEO

As we reflect on the past twelve months at Windana, we continue to be inspired by the clients who present for help and seek the treatment, services and support we offer

This report for our 2017 operating year is dedicated to each of the 1400 clients who have turned to Windana for help and hope for a life away from the harmful effects of alcohol and drug use.

The organisation has focused on building our capacity and capability to ensure we can deliver on the commitments of our five-year strategic plan. We welcomed Tony Parsons, Sara Rowsell and Cameron Bird as Directors. Their knowledge and expertise across Alcohol and Other Drugs (AOD) legislation, financial management, government relations and the health and human services sector has helped in our decision making across capital improvement works, business performance and fiscal management. It has also strengthened our engagement with government. We also thank Nicole Steers, Anna Crabb and Matt Coleborne for their significant contributions as they stepped down from the Board during the year.

Our role in the sector has been acknowledged through the continued commitment of the Victorian Government. In our combined 40 years of experience working in the AOD sector, we cannot think of a time when the approach of government has been so thoughtful, responsive and bold. Their policy decisions ensure more people have access to safe, evidence-based treatment services and is making a profound difference to the way our sector delivers client outcomes and impact.

## HIGHLIGHTS OF THE YEAR INCLUDE:

The decision to introduce a purpose built Welcome House (WH) as a first phase for our clients entering long-term residential treatment. The international experience of the WH intervention has been shown to significantly reduce the discharge rate for people in their first 30 days of treatment.

We increased our investment in recruitment as well as training and development for our staff to ensure there is the right mix of capability and experience to deliver our unique blend of clinical treatment and complementary services.

A dedicated Business Development and Operations Manager was appointed to help facilitate growth and expansion of our services.

We are delighted to have been awarded The Australian Therapeutic Communities Association (ATCA) accreditation for the first time which reflects our strong commitment to continuous improvement. The ATCA Standard provides a two-tiered approach to certification for residential rehabilitation services and therapeutic communities.

We have implemented the Best Practice Risk Assessment and Management Project (BPRAM) which is a risk assessment tool designed to improve client care and to support staff working with high-risk clients. The training, coaching, mentoring and guidance for staff will help with our client's recovery.

We have invested in our facilities and our systems across the organisation. There has been significant refurbishment work completed which has enhanced the working and living environment for our clients and staff. This has been funded through a combination of budget provisioning, state government funding and philanthropic support. We have also undertaken a major project to upgrade and enhance our ICT system to improve communication across our services.

Another important outcome for the organisation has been the completion of our Client Outcome Measurement Framework that will significantly improve the way we assess, track, analyse and measure client impact. In many ways, this project is a stand out for Windana. It has been the focus of so many of our staff and has been co-created with our clients, who have been involved every step of the way. The framework will benefit all aspects of our organisation and contribute valuable data to inform policy and funding priorities.

This year Windana continued to actively engage with the community and other stakeholders through participating and speaking at a range of forums and utilising various forms of media. We chose to speak and contribute to the issues where we have experience and insights to share. The feedback from our stakeholders has been positive and we hope that our contributions will continue to inform and shape the broader understanding of the value of the AOD sector in generating positive health outcomes.



Jenny Gillam, Chair

Windana will only ever be able to achieve our vision for drug and alcohol treatment with the commitment shown every day by our 118 staff, the dedicated Board of Directors, the Friends of Windana, volunteers, funding partners, and our alumni of past clients that comprise the Windana Community. We thank you all.

Finally, we acknowledge all our clients whose strength and resilience in seeking to transform their lives inspires every member of the Windana Community to support and guide them on their journey toward recovery.



Anne-Maree Kaser, CEO

“Together, we have been able to make a collective impact and genuinely improve and change lives”



# Our Board and CEO

Windana is overseen by a committed Board of Directors, who volunteer their time to provide governance and strategic guidance to Windana. We greatly value the contribution made by past and present Board members



**Jenny Gillam, Chair**  
**Appointed 2002**

Jenny has been Chair of Windana for the last five years, and a Director of Windana for 14 years. She has a depth of executive experience in the public, private and community sectors and specialist skills in human resources management, including executive search and recruitment, strategic planning, governance and financial management. Jenny currently runs her own business in talent acquisition and executive search, partnering with a number of Australian corporations. Jenny has a Diploma of Management from Deakin University.



**Dione O'Donnell**  
**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 New Zealand 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 and a Masters of Business Administration from Henley Management College, and is a member of AICD.



**Ben Desmond**  
**Appointed 2015**

Ben is an Associate Director at EY and has experience working across a number of asset sectors including property, markets, 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, serving both as a Director and as a sub-committee member. Ben is a Certified Practising Valuer, has a Bachelor of Commerce and a Bachelor of Property and Construction from The University of Melbourne.



**Cameron Bird**  
**Appointed 2016**

Cameron is a Partner at EY with an extensive background in investment, financial and economic analysis and strategic advisory services to the public and private sectors. He works on a portfolio of projects for public and private clients, providing advice in relation to major Government investments, divestments and programs. 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. Tony was Managing Director of Victoria Legal Aid. He has over two decades' experience in legal matters relating to drug and/or alcohol dependency, legislation, sentencing and supervision of drug and/or alcohol recovery treatments.



**Sara Rowsell**  
**Appointed 2016**

Sara is Corporate Affairs Manager with Sensis and shapes the company's reputation with opinion leaders, industry organisations and other stakeholders. She has previously worked in senior roles with 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.



**Anne-Maree Kaser**  
**Appointed 2013**

Anne-Maree has 30 years' experience in health and community services. 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 has been instrumental in AOD sector reform. Previously Anne-Maree was Executive Director Community Support for Latrobe Community Health Service and has 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. Anne-Maree has a Graduate Diploma of Human Services Management from Monash University.

# Business Development and Operations

In 2017, Windana introduced a Business Development and Operations position to provide strategic and operational advice to the Program Managers, CEO and the Board

This role is focused on the successful implementation of strategy and growth projects to meet the emerging and future needs of the organisation.

The role is intended to provide coordination and oversight for Windana's brand profile and reputation across media and marketing. It will drive fundraising and philanthropic engagement as well as coordinate all submissions and grant applications as Windana continues to develop its working relationship with government.

## HIGHLIGHTS

- Developed the business case for the Welcome House
- Coordinated targeted media and communications on key AOD issues
- Secured new corporate supporters
- Developed new approaches to engage philanthropic support
- Leading government relations strategy and engagement





# Windana's impact: by the numbers



**12-21 YEAR OLDS** Windana Youth Community House in Dandenong offers a residential withdrawal environment for 12-to-21-year old disadvantaged and vulnerable Victorians who have substance dependence issues and/or face other challenges such as poor physical health, abuse and financial hardship.

**93%**

Participants at weekly group therapy at Windana in St Kilda report they feel less isolated, became more aware of resources and services, became more hopeful and that group therapy gave them a sense of purpose.

**OVER FORTY  
VOLUNTEERS**

Support Windana's programs sharing their skills and expertise in:

HEALTH & HEALING

KITCHEN GARDEN & HORTICULTURE

AGRICULTURE & ANIMALS

RECREATION FACILITATION

**2** Windana has partnered with two other regional organisations to deliver the Better Care Victoria Project which provides access to AOD support and services utilising telehealth

**1400**

individuals and their families have been helped this year across Windana's locations

**44 PARENTS  
29 FAMILY MEMBERS  
33 CHILDREN**

PEOPLE ATTENDING FAMILY DAYS FOR PEER SUPPORT AND CONNECTION

Providing choices to support our clients to take their lives into new directions

**100%**

100% of TC residents receive assessment and treatment for Hepatitis C, 14 people have since cleared HCV.

**TRANSITIONAL  
HOUSING**

**75%** clients assisted into secure housing

**25%** went onto further study

**50%** commenced paid employment

**54%**

Reduction in unplanned discharge rates at Drug Withdrawal House after introduction of BPRAM

**CLIENT**

**INTEGRATION  
AFTERCARE**

100% commenced meaningful activities  
56% went on to further study  
22% engaged in volunteering  
22% commenced paid employment

NUMBER OF  
COMPLEMENTARY AND  
INTEGRATIVE THERAPY  
INTERVENTIONS

**5443**

**48  
BEDS** number of spaces in the Maryknoll Therapeutic Community

**118** staff including professional services, community and personal service



WINDANA RECEIVED EXCEPTIONAL  
FEEDBACK AFTER THE QUALITY  
INNOVATION PERFORMANCE  
(QIP) ASSESSMENT DURING AN  
EXTENSIVE AUDIT OF WINDANA  
IN SEPTEMBER 2016.



Maryknoll TC members joined the Salvo Hawks footy team to win the inaugural Reclink Cup in September 2016.

**45%** Increase in clients at Windana being treated for methamphetamine use



“The most important thing for me was realising that I don’t have to do it alone”

## Amy’s story

### It was a sense of community that supported Amy’s return from the brink

Amy came to genuinely relish the early morning routines during her 13-month residential rehabilitation treatment at Maryknoll. Rising at 6:15am, she sometimes felt she was on an episode of McLeod’s Daughters, having learned how to cut goats’ nails, even how to flip a goat. She felt protected for the first time in a long time.

She arrived more than a year ago in Winter 2016 in the grips of ice addiction after months in self-imposed isolation. Amy remembers spending days staring at her walls, hearing voices. “I was just so unwell,” she says. “I thought I would go stir crazy and not last three months in rehab but here I am,” she says.

#### SETBACKS IN LIFE

Amy is sharp, articulate and comes across as a woman with a professional background. She has worked in property conveyancing, ran her own cleaning business and held various management positions. A stint in hospitality running bars keeping high-energy backpackers partying was when things got out of hand. Amy also had a serious accident and broke both arms and a knee leaving her unable to work for months. Convalescence was difficult and depression ensued. She did recover, travel overseas then return to Australia, back to work and into an abusive relationship. Then came the ICE. It was never heroin for Amy. Some big reasons why – she has a phobia of needles and both of her parents have been longtime heroin addicts.

When Amy first arrived at Maryknoll she remembers she was a person who could always justify everything. Slowly, those habits began to get stripped back. “What really helps here is having people around you who tell you like it is, uncomfortable things that you need to hear.”

#### LEAVING THE PAIN BEHIND

Amy has been recently reading Paolo Coelho’s novel *The Zahir*, about the search for the self, relating strongly to the main character’s journey to release the parts of him that he no longer needs. “It’s about deciding what you want to hold on to, what you want to release,” she says. “When I first arrived here, I went to bed early at 8:30pm, hiding. As I let go of more of the past pain (being an overweight kid, her loving but absent parents and their addictions), there was room in my life for other things, for reading, for working out in the gym, for friendship. The most important thing for me was realising that I don’t have to do it alone.”

During the past 13 months at Maryknoll, Amy has seen fellow residents come and go, and return, struggling with their own recoveries. “I have been able to be there for them, to hold them. The community here is about people who are there for you unconditionally. They have your back,” she says. “I love seeing other people heal, having those breakthrough moments, seeing those changes, the transformation, it captures my soul.” When fellow clients struggle with the program, Amy now is able to relate to the experience and offer support. “Everyone is vulnerable in life so it is about being able to trust and love people. We are all learning from each other.”

Amy has moved on to the next stage in her recovery, the Integration House. As well as continuing her rehabilitation program, she is starting volunteer work with Fitted for Work, an organisation that dresses people for job interviews. It turns out Amy has a knack for image consulting. She knows it’s going to be a major transition but she is feeling good. “Really, I feel like I have been reborn.”

Please note: names have been changed to protect client’s privacy



# People and Culture



People and Culture ensures the effective operations of Windana and the capability of our 118 staff to deliver services and holistic recovery programs

## OUTCOMES MEASUREMENT

We have commenced a breakthrough project to develop outcomes management tools, data and reports to understand and communicate the long-term client impact delivered by our services. Having identified short, medium and long-term outcomes with the help of our staff and clients, we are now starting to measure these and will be able to report on results in the next year.

## ACCREDITATION

During the year we were successful in regaining our three-year quality accreditation across the organisation as well as the specific quality accreditation for Therapeutic Communities. This recognises our continuing emphasis on continuously improving our services and actively seeking feedback from clients on ways to improve on what we offer.

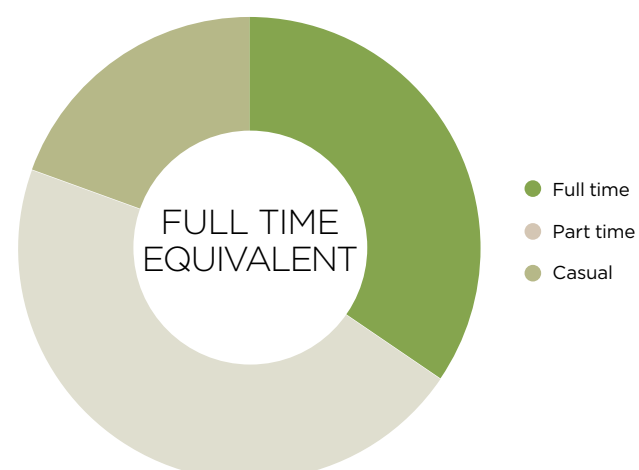
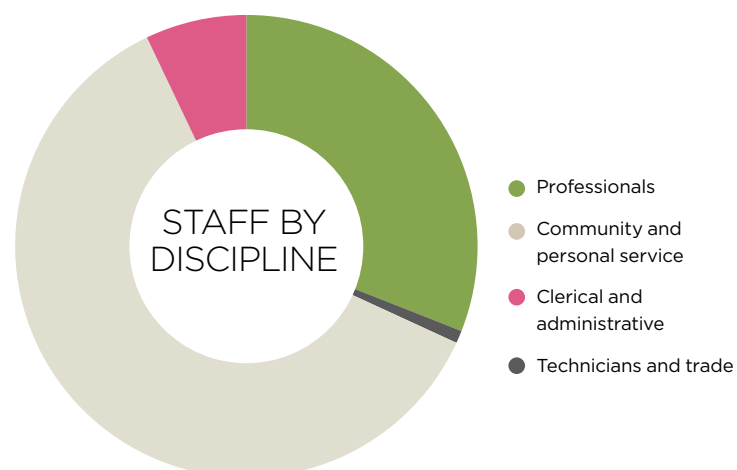
## BUSINESS CONTINUITY

We have asked experts in emergency response to help us plan for unexpected events that would stop us being able to provide our services. Research has shown that many community organisations have to shut-down when disaster strikes, but Windana aims instead to be able to put plans into action that will allow us to use other resources and continue to offer services should a disaster strike.

## ENTERPRISE AGREEMENT

Early in the financial year, we finalised an agreement with the majority of our staff. This ensures those staff have certainty for the next three years of wages above the minimum in the sector and offers many other benefits to them. This means we can continue to attract and retain high quality, skilled and empowered staff who are the lynchpin of Windana providing a great service in the many areas in which we operate.

## OUR WORKFORCE





# JD's story

JD is a wanted man: as a mentor, advisor, employee, volunteer and consumer advocate across the alcohol and drug recovery sector. His knowledge and experience are also sought out by judges and a range of other stakeholders in the justice system.

## TO HELL AND BACK

As a child, JD was continuously moving schools, his mother struggling with abusive relationships and alcohol issues. "I never felt connected," he says. Through drugs and alcohol, 13-year-old JD found "a magical place" to escape to. For 35 years JD was addicted to heroin, ICE and other substances. He has also spent more than 13 years in jail.

For JD, it wasn't the crippling health issues that made him want to seek treatment. "It was my mental state – anxiety, shame, remorse," he says. In an attempt to sort himself out, JD tried rapid detox with naltrexone implants (which are designed to block the brain's opiate receptors). Delirium, pain and nausea ensued and JD's body rejected the implant and he started using again. "I wasn't allowed back at home and I was in a lot of pain. I had nothing left inside." He came to Windana outpatients for further withdrawal (which he had tried before) and while there he went to Maryknoll for a community day. Residents there said: 'Hey JD, when are you coming to stay?' He wasn't ready but weeks later he was. "I said 'Bali, I'm coming!'"

When JD arrived at the Maryknoll Therapeutic Community, he couldn't look at the staff without crying. "I was an absolute mess. I was hearing voices and I kept asking the nurse, 'Am I going to be alright?'"

It would take two, eight-month stays at Maryknoll; periods in supported accommodation and attendance at Narcotics Anonymous over many years, to really shift JD onto his path to recovery. "It took me a long time to get unwell and it takes a long time to get well – it is not a quick fix and you have got to fight for it," he says.

## NAVIGATING THE SYSTEM

JD's knowledge of how alcohol and drug recovery services work in and around Melbourne is extensive. Through his own experiences, he understands the difficulties of getting into treatment, finding long-term support and accommodation services. At times when he wanted to enter rehab, Windana's books would be closed. He sees real value in ensuring that Alcohol and Drug rehabilitation works as a holistic system rather than in isolated silos of support.

As JD's health improved, his potential as a social worker and advocate started to shine through. He found his voice. He remembers approaching Windana Chief Executive Anne-Maree Kaser at head office just after she was appointed in 2013, to discuss how the system could be improved. JD's sister also recognised his social work skills early on in his recovery, seeing in him a power to support others through the recovery process. "Nobody can get through addiction without learning a lot about other people and themselves," says JD. "Once you get clean, you can draw on that knowledge."

## A LITTLE BIT GLORIOUS

JD started as a mentor at the Broadmeadows Family Drug Court in 2015 then he worked as a peer at Holmesglen TAFE and as work ramped up, as a support worker at Maryknoll.

Today JD is a leader, a mentor, an employee, a trusted advisor, a father to 26, 22 and 12-year-old sons and a grandfather. At 52, he has a proper car licence (and P plates), is co-parenting his youngest son and loving his role as a grandfather too. "I describe myself as someone who is trying to live life," he says.

"It takes a long time to get well. It is not a quick fix and you have got to fight for it"



JD has a bucket list he is seriously working through – jumping out of a plane for his 50th birthday; running down the side of a seven-storey building for his 51st. Next up? Hot air ballooning or bungee jumping. He is feeling glorious, like his favourite song that he listens to full blast as he drives around Melbourne.

"I feel glorious, glorious  
Got a chance to start again  
I was born for this, born for this  
It's who I am, how could I forget?  
I made it through the darkest part of the night  
And now I see the sunrise  
Now I feel glorious, glorious  
I feel glorious, glorious"

- Glorious, Macklemore



# Rehabilitation Services



Rehabilitation Services support Windana clients through their entire rehabilitation experience including inpatient, out-patient, aftercare and transition services

Windana takes a broad, evidence-based approach to ensure that we can meet the needs of our clients and facilitate change and recovery.

## A NEW WAY OF CLIENTS ENTERING REHABILITATION

One of the highlights for Windana this year was the decision to introduce a purpose-built, 12-bed Welcome House (WH) as a first phase for our clients entering long-term residential treatment. The WH model provides a structured preparation phase for residents before they enter the Therapeutic Community (TC). The international experience of the WH intervention has been shown to significantly reduce the discharge rate for people in their first 30 days of treatment. (Vanderplasschen et, al. 2017).

The WH helps clients with stabilisation, preparedness, comprehensive assessment and education. It will enhance our clients experience of the TC model by providing additional quality, evidenced informed residential treatment services.

Initially developed as a concept design at Windana in 2016, the WH has since received operational funding and construction is expected to commence early 2018 on the TC property at Maryknoll.

The design has been collaborative. The TC team have worked with Vincent Chrisp Architects to design a purpose-built facility that reflects the consultation with consumers and international TC representatives.

## LIFE BEYOND THE TC

The Aftercare Program, that offers clients a transition from the TC as they prepare to return to the community, has expanded to include a further six beds and transitional housing. The six-bed Aftercare house was the result of a generous donation that will offer our clients an important next step and stage in their recovery. The expansion of our transitional housing follows a recent review and implementation of a new Aftercare Program that includes a range of programs and support for clients as they seek to regain independent living.

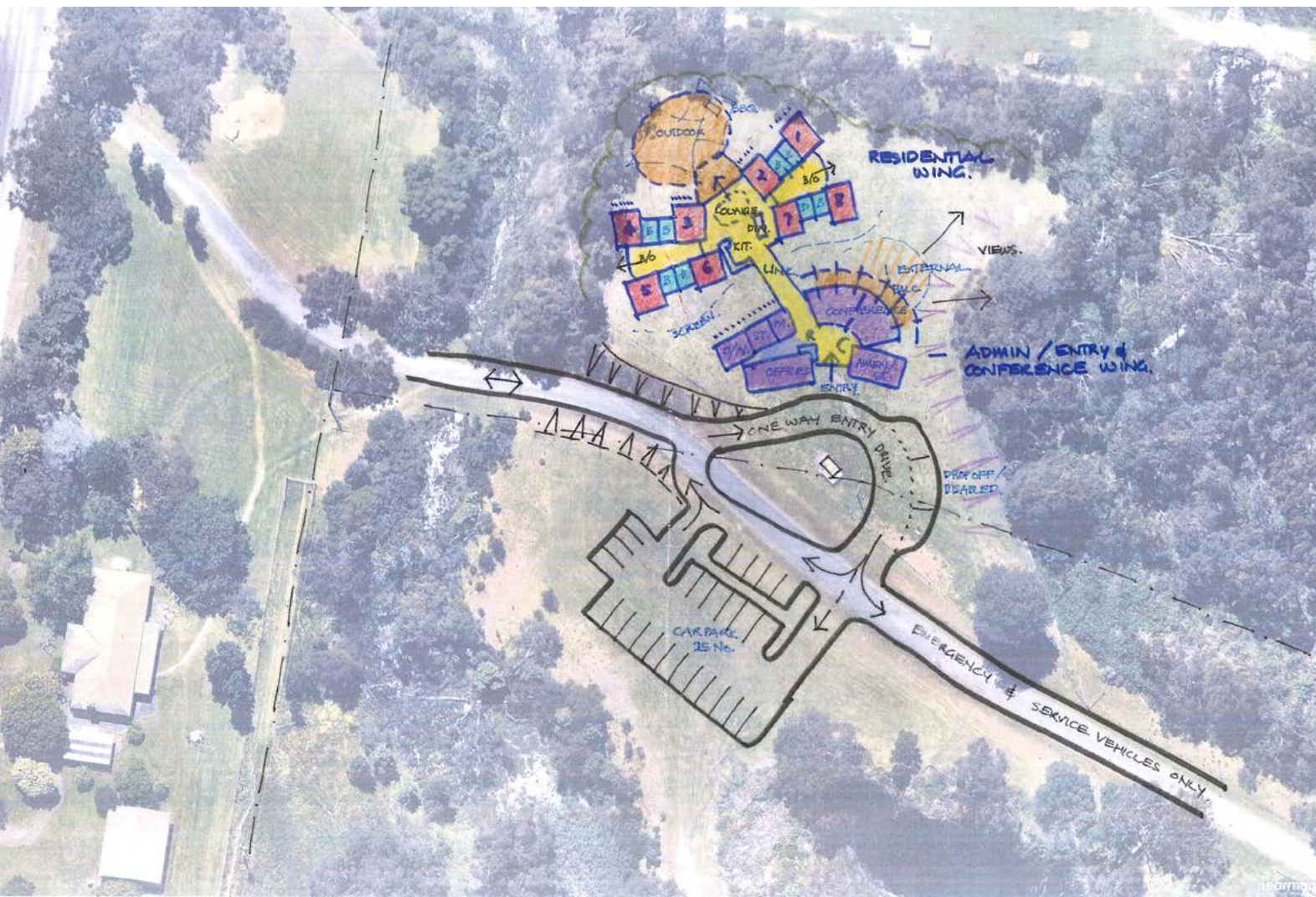
Windana has achieved accreditation from the Australasian Therapeutic Community Association (ACTA). It is an important recognition of our TC model and reflects the commitment of staff toward continuous improvement over the past four years.

The international experience of the WH intervention has been shown to significantly reduce the discharge rate for people in their first 30 days of treatment



# Windana Therapeutic Community redevelopment

The Welcome House model will provide a structured preparation phase for residents before they enter residential rehabilitation treatment



Windana Welcome House Concept Plan was approved in 2017 with work set to start in 2018





## Casey's story

For Casey, support from Windana has been the change he needed to rebuild his family

“These people have become my best friends. We shared some real magic”

Casey tried a range of detox and rehabilitation services for his cannabis, valium and methamphetamine (ICE) habit; from 28-day to three-month programs. Casey said “The longest I stayed clean was five and a half months. I just couldn't maintain abstinence. Basically I was going from rock bottom to next rock bottom.”

His family life was in tatters. Casey's young son was being cared for by his mother, his ex-partner was also struggling with addiction, he was squatting where he could and family relations were broken. “I only saw them to ask for money then I would avoid them all for months,” he says.

A GP recommended long-term residential rehabilitation at Maryknoll where Casey would stay for 10 months, followed by seven months of after care. Says Casey: “It was a complete life change and Windana supported me in that life change.”

### A SAFE COMMUNITY

Casey started rehab in ‘a really bad way’, coming out of remand to enter Maryknoll. “I went in there with extreme anxiety. I couldn't string two words together without stuttering,” he says. But he quickly felt safe in the Maryknoll community. “I was so used to having negative people around me. It was a complete flip of the coin.” The program, the daily routines and the comings and goings of clients were hard for Casey to adjust to, but he was able to forge strong bonds with a new peer group. “These people have become my best friends,” he says. “We shared some real magic.”

While he was at Maryknoll, Casey's son referred to the TC as “the sheep farm”. “I told him I was there doing a big job on myself to be a good daddy.” Maryknoll gave Casey new life skills he had never mastered – how to deal with conflict, how to practice self-care and how to speak his own truth. With the help of Windana case worker Mary attending meetings with him, building his confidence and guiding him through the system, he was able to begin unravelling his legal issues and working towards gaining custody of his son again.

### THE FUTURE

Now Casey is back in his hometown, is full-time carer to his five-year-old son who starts school in 2018. He is loving being around for all the milestones – new uniforms, weekend sports and simple things like being asked to feed his sister's pets while on an overseas trip. “Before she wouldn't speak to me, wouldn't even let me in the house, let alone give me a key to the house.”

Casey's future now is about being a positive role model for my son, “Being that rock for him” and looking into tertiary studies (a Bachelor of Community Services). “It is about maintaining a new way of life. My mum is over the moon, my whole family is. There was a time where they just didn't know what to do, thinking that I was hopeless.”



# Health and Healing



Windana offers a range of holistic treatment services that promote health and healing across its entire operations

## CONTRIBUTING TO CLIENT OUTCOMES

The Windana Health and Healing program of complementary and alternative medicine and therapy program has expanded to include a new Osteopathic Student Clinic. We have also aligned the recently introduced client-centred outcome measures across Windana Health and Healing adding to the evidence base and value of complementary and alternative therapies in an AOD treatment setting.

## MANAGING COMPLEX CLIENTS NEEDS

We have delivered counselling programs at SECADA and in Bayside that offered their staff new interventions to support the growing number of people presenting with multiple and complex needs. The percentage of clients who were identified with complex needs at SECADA increased to 91% in 2017 from 77% in 2016.

Our counselling staff offer programs that facilitate and help clients to engage with their peers through recovery and peer support groups. These programs help clients build social connectedness. It is one of the most important elements of AOD recovery that clients often have to relearn. Many have chosen to spend time removed and isolated from family and friends and social connectedness is crucial in long term recovery.

## BEST PRACTICE RISK ASSESSMENT AND MANAGEMENT PROJECT

The implementation of the Best Practice Risk Assessment and Management Project (BPRAM) has been a significant milestone for Windana. The training, coaching, mentoring and guidance of staff when delivering risk assessment and management has and will enhance our work with clients toward their recovery. Using the insights and learnings from the initial pilot phase, BPRAM has been systematically implemented across the organisation.



## BPRAM RESULTS

- The decrease in unplanned client discharge rates;
  - 23% reduction at Drug Withdrawal House
  - 20% reduction at Youth Community Withdrawal House
  - 54% reduction at TC
- 66% reduction in client safety plans. Providing early intervention in contrast to using crisis management tools and safety plans post intake and throughout treatment is a far more preferable outcome
- 33% reduction of clients' actual, threatened or attempted self-harm
- 94% of staff report an increase in skills and confidence following training in using the framework



# Ryan's story

## As a young teenager, Ryan's life got 'hectic' and stayed that way

Recovery has been an up and down journey for Ryan, 24, who first entered Windana's Youth Community House (WYCH) for residential withdrawal treatment when he was just 15. He had started drinking heavily at 12, adding cannabis and prescription drugs at 13 and by the time he came to WYCH, he was an intravenous ICE user. He is frank about leaving rehab and using again 'pretty quickly' in the past, with multiple stints in rehab between the ages of 15-22. "I am a really big believer that you only get clean if you want to get clean," he says.

### A BREAKTHROUGH

Ryan's treatment breakthrough came when he was 21. He spent 10 days in residential withdrawal at WYCH then transferred to Maryknoll TC for eight months, before a further two months at Integration House. Windana's holistic program was a break from his hectic lifestyle where he was able to breathe and reflect on life in and out of the cycle of drug addiction.

Before Ryan went to Maryknoll, he remembers sitting in a close friend's car late at night. After numerous encounters with the law, they both felt they had hit rock bottom. His mate reflected on their options – that included suicide and rehab. The light went on for Ryan for the first time that rehab could be a way out of trouble. "I had seen that much emotional pain and I'd had enough," he says.

Ryan made a choice to embrace a long-term withdrawal program. A major factor in sticking with the program for Ryan was the knowledge that he was not there against his will. Staff and peers were there to support him not force him to be there. "I could walk out the gate anytime I wanted," he says. At Maryknoll, he started to deal with his transient childhood, his mother's abusive partners and associated trauma from the past. He also addressed his addictive tendencies.

For Ryan, Maryknoll was not where deep psychological healing happened, that came later. "I didn't have the capacity to do anything too big at the time. The farm was more about getting my sanity back and getting a bit of normalcy in my life," he says. After narrowly missing going to prison before he came to Maryknoll, his time at the farm was a great place to sort his life out and learn skills to move forward such as how to be assertive and have difficult conversations.

### UPS AND DOWNS

Ryan was drug and alcohol-free for 23 months after Maryknoll, during which time he completed a Certificate IV in Youth Work and AOD Services. He relapsed once more and he is now nine months clean. Currently, Ryan is working part-time in a café, is writing his first screenplay and is living with an ex-Windana client who is studying at university. Ryan has applied for a Diploma of Community Services at RMIT as a pathway toward social work. "My mum burst into tears when I showed her my uni application letter," he says.

"I never attended much school and whenever I did, I was always stoned. I adopted the belief that I was dumb my whole life but since getting clean and gaining some sort of self-love, I now realise that I have the ability to be quite intelligent when I apply myself. Working and writing now, I can see that I am not a genius but I have intelligence."

"Now I feel like I need to make up for lost time. Windana opened my eyes to a new life and set a foundation for me to strive towards a life without drugs and chaos. I owe my life to that place and I wouldn't be clean and where I am today without it."

“Windana opened my eyes to a new life and set a foundation for me to strive towards a life without drugs and chaos”



# Withdrawal Services

Withdrawal from AOD, as the first stage of recovery, is key to how we help clients achieve their goals

## A HOLISTIC APPROACH

Our Withdrawal Services include the adult Drug Withdrawal House (DWH) in St Kilda and The Windana Youth Community House (WYCH) in Dandenong. Our program provides a holistic approach to drug withdrawal that focuses on personal empowerment and incorporates a blend of western medicine supported by complementary therapies, harm minimisation, life-skills education, relapse prevention, diet/nutrition and exercise.

## BEST PRACTICE APPROACH

Extensive work has been undertaken to review and redesign policies and procedures for the adult withdrawal unit to ensure best practice frameworks ultimately leading to improved client outcomes. This has included improved assessment and care planning processes, managing client behaviours to minimise unplanned discharges and client pathways to ensure seamless service delivery.

## REDESIGNING CLIENT ASSESSMENT AND ADMISSION

A major review and redesign of our assessment and admission processes were undertaken to meet the Department of Health and Human Services (DHHS) changes for assessment processes. This work has enabled the continuation of a multidisciplinary approach to assessment and admissions. This has resulted in shorter wait times for admission to the adult withdrawal unit and more comprehensive information available to develop individual care plans.

## IMPROVED PROCESSES

Working in collaboration with community-based General Practitioners has continued to improve our approach to comprehensive assessments on admission and allows for clients to be reviewed on-site by a medical practitioner on a regular basis throughout their admission. This interdisciplinary approach has also improved our discharge planning for clients and enabled a client pathway to access medical services post discharge.

## COPE TRAINING

The COPE Training and supply of Naloxone is provided to all at risk clients prior to discharge. Training and support were rolled out for all staff in the adult, youth and non-residential withdrawal services to ensure education and training for clients at risk of overdose.



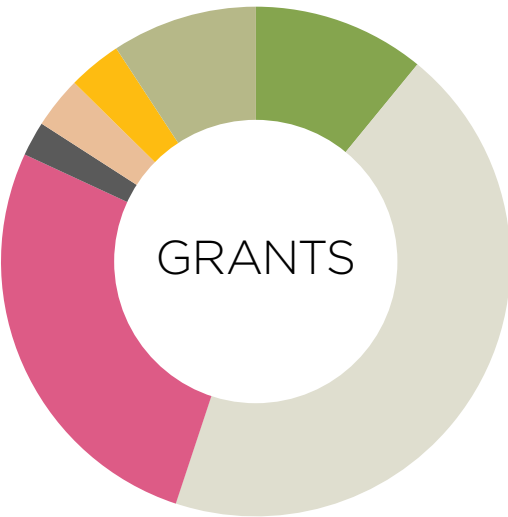
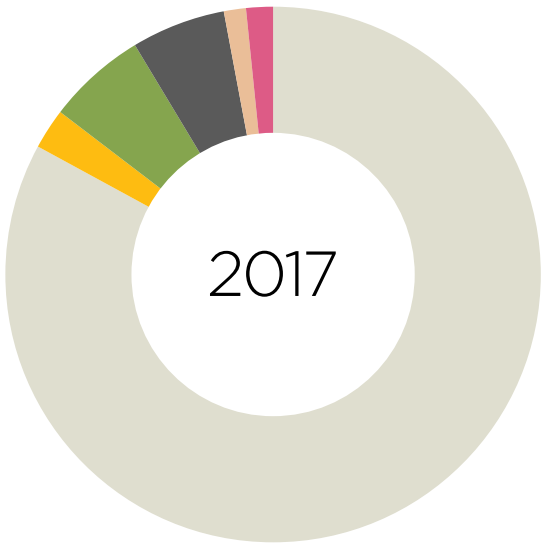


# Financial Summary

## FY2017 in review

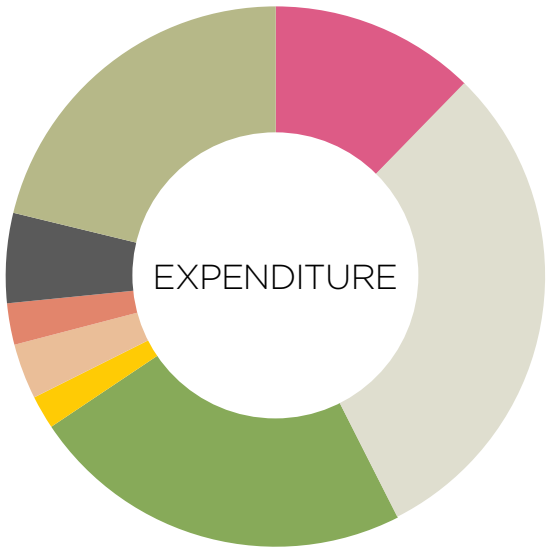
The Board of Windana has recognised the requirement to invest in the facilities and the systems that support business operations. A review of these activities was commissioned resulting in the identification of a number of key actions. Commencement of implementing these actions was supported through provisioning for these costs within the capital and/or operating budget.

Income 2017	
Government program grants 83%	\$8,103,394
Government capital growth funding 2%	\$239,020
Fee for service income 6%	\$585,743
Client contributions 6%	\$554,732
Philanthropic 1%	\$130,433
Other 2%	\$158,062
Total	\$9,771,384

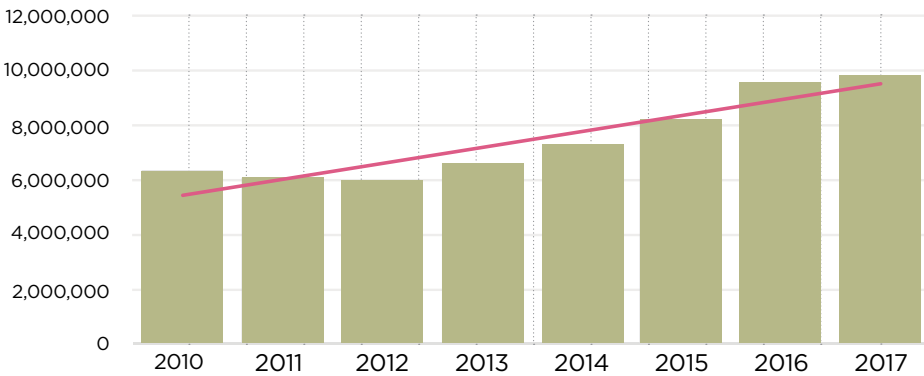


Grants by program type	
Withdrawal programs 44%	\$3,578,310
Rehabilitation programs 27%	\$2,172,556
Community programs 11%	\$885,970
Non residential withdrawal programs 9%	\$748,203
Counselling services 4%	\$274,813
Intake and assessment 3%	\$265,396
Aftercare programs 2%	\$178,146

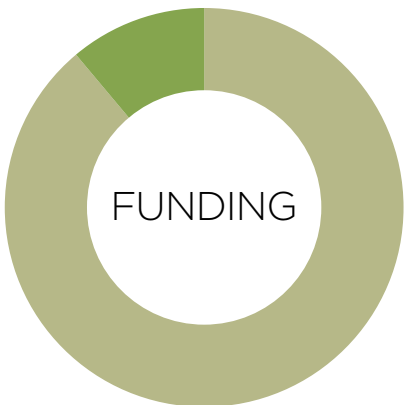
Expenditure by activity	
Community programs 12%	\$1,074,016
Withdrawal programs 30%	\$2,624,780
Rehabilitation programs 23%	\$2,007,832
Aftercare programs 2%	\$174,250
Intake and assessment 3%	\$288,679
Counselling services 2%	\$215,706
Non residential withdrawal programs 5%	\$467,519
Corporate services 21%	\$1,844,437
Total	\$8,697,219



Income growth	
2010	\$6,325,573
2011	\$6,022,289
2012	\$5,992,625
2013	\$6,564,445
2014	\$7,250,026
2015	\$8,178,337
2016	\$9,534,764
2017	\$9,771,384



Operational funding by government level	
State 89%	\$7,203,114
Federal 11%	\$900,280





# Finance, Fleet and Facilities



To achieve all that we do with our clients, Windana has invested in our facilities and our systems that support the business operations

## REVIEW PHASE

A review of our facilities and systems identified a number of key actions. With full support from our Board, and budget provisioning, we commenced a number of major projects.

## ATTRACTED NEW FUNDING

Windana has undertaken significant refurbishment works to enhance all of our facilities through a range of funding options including a successful submission to DHHS's Capital Grants Program.

## MARYKNOLL TC

- Replacement of flooring and painting of the walls within the kitchen, dining room and recreational area
- Accessibility upgrades to Client Centre and House 1
- Upgrade of heating and cooling throughout all accommodation units
- Refurbishment of the kitchen, dining and recreational areas within one of the houses

## WINDANA COMMUNITY CENTRE, ST KILDA

- Installation of security cameras
- Improvements made to the staircase making it compliant to safety standards

## BETTER CONNECTIVITY

A major project to upgrade and enhance our ICT system was undertaken during the year. We have introduced the latest hardware and software to all staff, this has transformed our communications.

We have completed a review and redesign of our client information management system (CIMS) to better meet current and future operating requirements.

Security measures have been upgraded in light of recent cyber-attacks within the general community.





# Ways you can help

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

## WHY GIVE TO WINDANA?

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

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

## WORKPLACE GIVING

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

## LEAVE A BEQUEST

Remembering Windana in your will is a special way of leaving a gift that creates new life opportunities for our clients and allows us to plan for the future with greater certainty. Contact us for more information.

## CREATE YOUR OWN FUNDRAISING EVENT

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

## INVITE US TO SPEAK

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

## VOLUNTEER

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

## ENJOY THE HEALTH AND HEALING TREATMENTS OF WINDANA

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

## CONTACT US

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

Social media:

facebook

LinkedIn







# Thank you

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

## **FRIENDS OF WINDANA**

We would like to thank the Friends for their continued support over the past year.  
Michael Pontifex (Chair), Rebecca Smith, Dr. John Sherman, Barry Main

## **WINDANA LIFE MEMBERS**

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

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

## **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.



