



WINDANA

Life. Changing.

**Annual Report
2020-21**

Complementary and natural therapies, peer support, specialist services, and art therapies are available throughout your journey

WE'RE HERE FOR YOU ON YOUR JOURNEY...

...WHEREVER YOU MAY BE.

WHICH WAY?

ADULT, YOUTH AND NON-RESIDENTIAL WITHDRAWAL

COUNSELLING, FAMILY and COMMUNITY SUPPORT

THERAPEUTIC COMMUNITIES (REHAB)

AFTERCARE AND SUPPORTED ACCOMODATION

FIND OUT MORE:
windana.org.au



About Windana

Since 1984, Windana has helped thousands of people recover from the harmful effects of drugs and alcohol and make meaningful change to lead healthy and fulfilling lives.

Windana provides holistic, evidence-based services tailored to each person's unique situation, wherever they may be on their recovery journey. These include residential withdrawal services, residential rehabilitation and a suite of community-based services.

We work in and across sectors to improve and refine treatment services and increase community understanding to eliminate the stigma around drug and alcohol dependence, treatment and recovery.

Our Mission

Helping people to rebuild their lives.



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Windana acknowledges the traditional custodians of Australia and we welcome all Aboriginal and Torres Strait Islander people to our service. Windana provides a safe and welcoming environment for everyone.



A message from the Chair

We are delighted to present Windana's Annual Report for 2020–21 – a year in which COVID-19 dramatically changed the way we live and work.

From ensuring client, resident and staff safety and wellbeing to embracing remote and hybrid ways of working, the compassion and resilience of the Windana team has shone through ensuring we maintained the levels of care and compassion we're known for.

Windana is – and always will be – a place for change. A sanctuary of human connection and community. Neither distance nor COVID-19 can extinguish that. Our staff do exceptional work, and we thank them for everything they did in 2020–21 and continue to do today. As you'll see throughout this report, our work continued to change lives for the better – all while our services operated at greatly reduced capacity or remotely in line with COVID-19 lockdown restrictions.

On the ground there was an increased demand for our services, coupled with an increase in the complexity of the clients and residents coming to Windana. Our staff have been tremendous in adapting to the changing conditions and needs of our clients.

Strategically, recommendations from the landmark Royal Commission into Victoria's Mental Health System were released, and Windana entered the final year of its 2019–2022 Strategic Plan. Taken together, this points to a future that will see a shift in the way the AOD sector works and supports clients and residents. It's a shift Windana is well placed to lead and embrace.

We are continuing to support our workforce – staff and volunteers – as we address the current challenges, ready ourselves for the future and consolidate new ways of working. We received Victorian Government COVID-safe funding and a Staff Wellbeing grant to help keep our locations safe and our people well, and were involved in the innovative Working for Victoria initiative (see page 33).

Construction of the Barwon Therapeutic Community – Windana's new 30-bed residential rehabilitation facility in Corio – began in March 2021. Part of the Victorian Government's \$52.1 million investment in regional alcohol and drug residential rehabilitation services, this project will increase Windana's overall residential rehabilitation capacity to 127.

Australia's first Welcome House opened its doors to residents in February 2021, which was a huge milestone for Windana. We can't thank the Friends of Windana and Gandel Philanthropy enough for their generous donations that made this possible.

“2020–21 was a year of continuous change that affirmed the resilience of Windana and the vital importance of our services.”

Indeed, we thank all our generous donors, funders and supporters who make it possible for us to continue our life changing work. We also acknowledge Sara Rowswell and Ben Desmond who resigned from the Windana Board in 2020–21 and thank them for their valuable contribution.

2020–21 was a year of continuous change that affirmed the resilience of Windana and the vital importance of our services. As we move into a world living with COVID-19 and begin work on our new strategic plan, we are ready to embrace what's to come as we continue helping even more people rebuild their lives.



Jenny Gillam
Director and Board Chair

Change in leadership

After 8 years as CEO, Anne-Maree Kaser finished up at Windana in July 2021. Under Anne-Maree's leadership, Windana saw unprecedented expansion and growth to help people achieve and sustain life changing outcomes. We sincerely thank Anne-Maree for her positive and lasting impact.

We are excited to welcome Andrea McLeod as Windana's new CEO. Andrea has more than 25 years of executive leadership experience in health and community services across the public, private and not-for-profit sectors in Australia and New Zealand. Andrea has been a member of Windana's Board for 4 years, giving her a great understanding of our work. She takes up her CEO role in November.

Between July and November 2021, Clare Davies was Acting CEO. We thank Clare for her excellent leadership during a time of extraordinary challenges faced by the whole health sector.



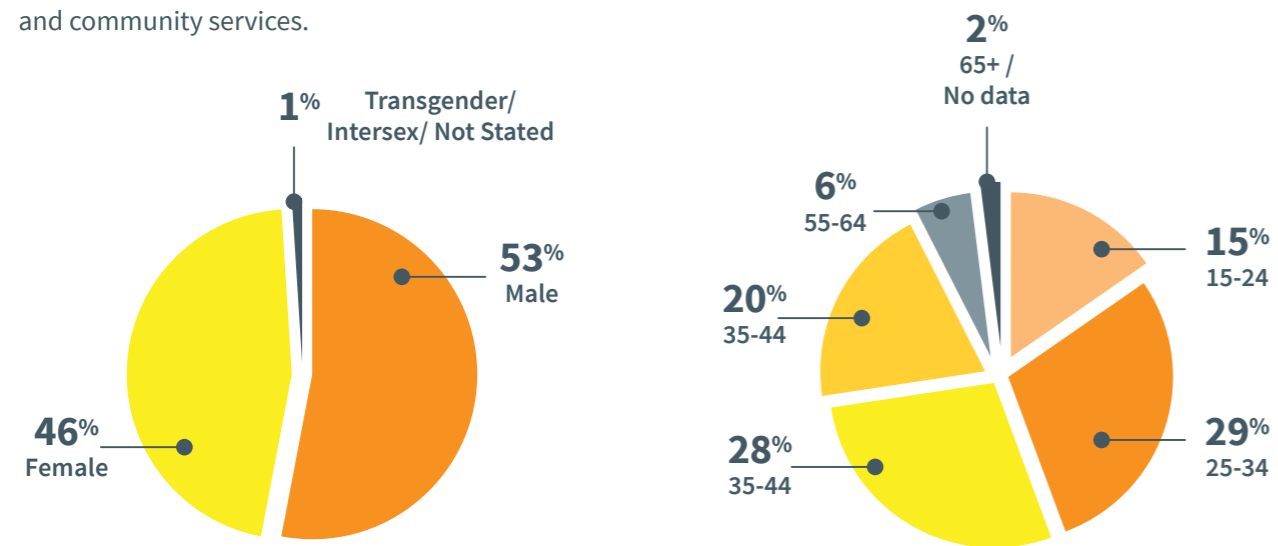
Andrea McLeod
New Chief Executive Officer

2020-21 data snapshot

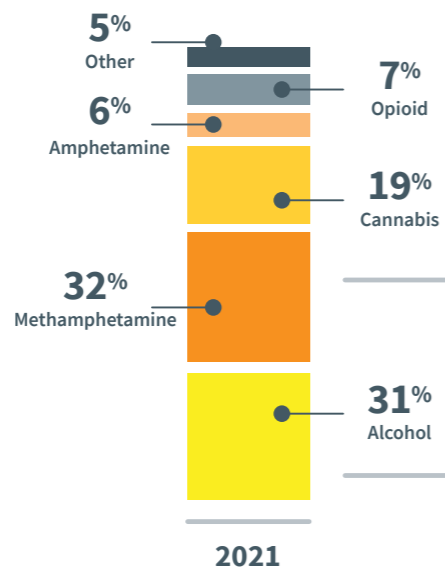
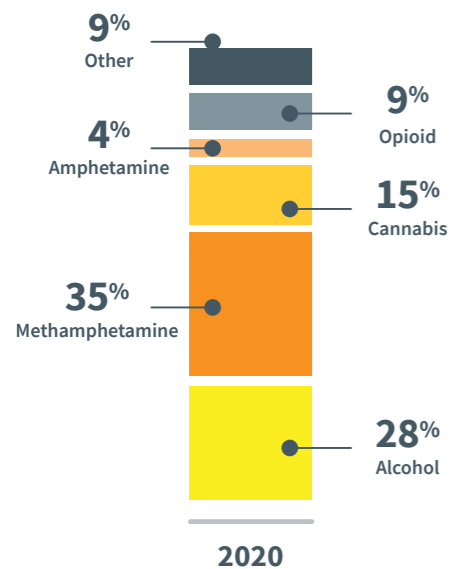
The following data is a snapshot representing the clients and residents who have accessed and used Windana's withdrawal, rehabilitation and community services in 2020-21.¹

Gender and age

The following graphs show the gender and age breakdown of the clients and residents who have used our withdrawal, rehabilitation and community services.



Primary drug of choice



There were small increases in clients reporting **Cannabis (up 4%)** or **alcohol (up 3%)** as their primary drug of choice.

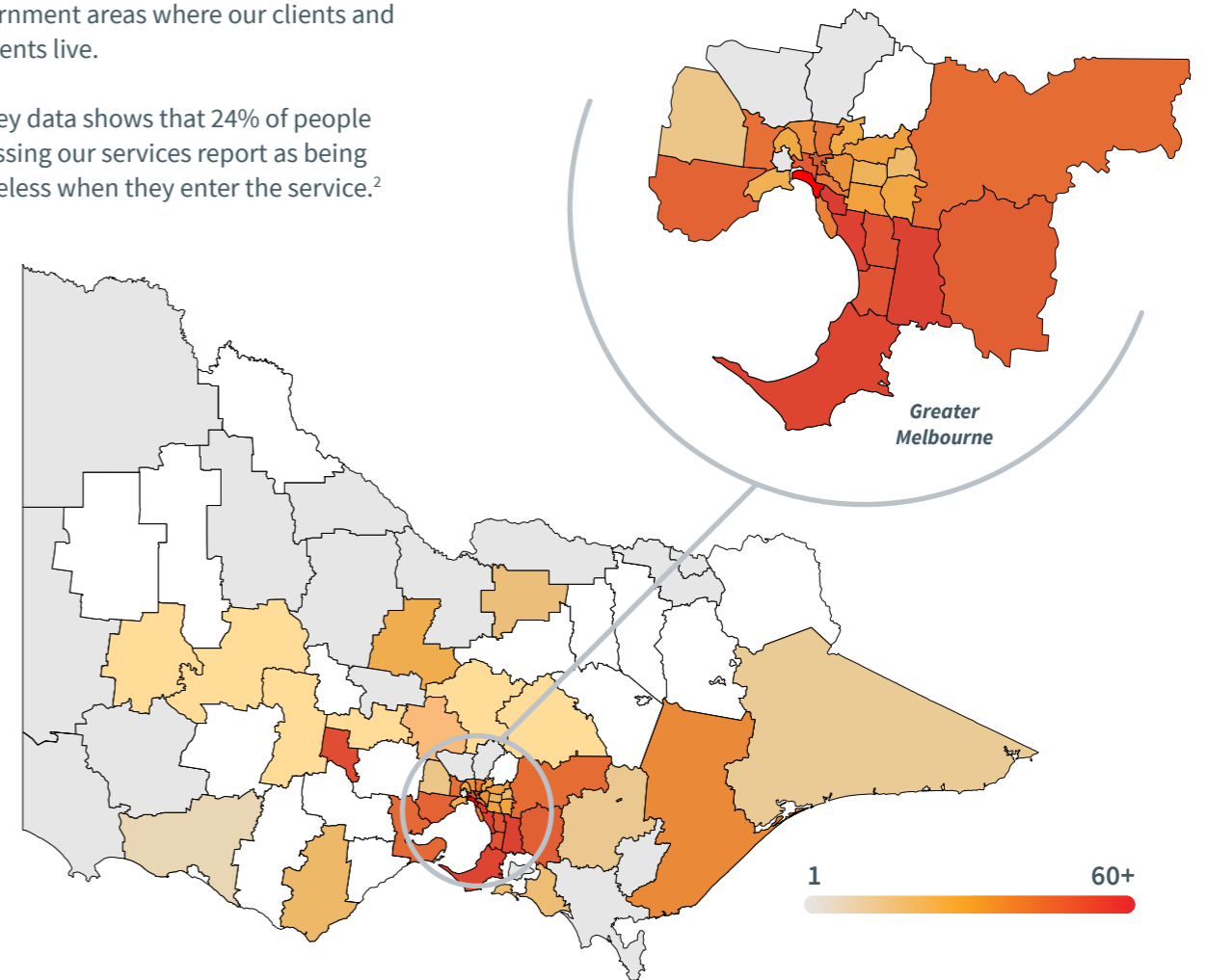
There was a **small decrease (3%) in clients reporting methamphetamine** as their primary drug of choice.

Methamphetamine (32%) and **alcohol (31%)** were the primary drugs of choice reported by Windana's clients and residents.

Where our clients and residents live

Windana supports people from across Victoria. This heat map shows the local government areas where our clients and residents live.

Survey data shows that 24% of people accessing our services report as being homeless when they enter the service.²



Windana's waitlists

There were a total of 1,274 people on our waitlists in 2020-21. While on the waitlist, people receive waitlist services including:

- telephone support and check-in
- bridging support and care coordination
- pre-admission information and briefing
- brief intervention counselling
- waitlist and referral communications.

Turn to page 14 for a more detailed analysis of the residential withdrawal waitlist and page 19 for the residential rehabilitation waitlist.

1. The clients who we support through our SECADA programs are not represented in this data.

2. This particular survey data represents 45% of Windana's clients, with the client sample largely consisting of clients who use residential services (N=360 (Therapeutic Communities-N=162, Drug Withdrawal-N=182, Community Services-N=16)

Our impact³

Windana’s mission is to help people rebuild their lives. To understand how our services contribute to our clients’ and residents’ health and wellbeing, we created the Windana Theory of Change.

This framework details the long-term health and wellbeing outcomes that we measure in our services before and after a client or resident’s recovery journey at Windana.

Clients and residents use a scale of 1–10 to rate themselves on several long-term health and wellbeing measures. Here’s a snapshot of some of the 2020–21 results.

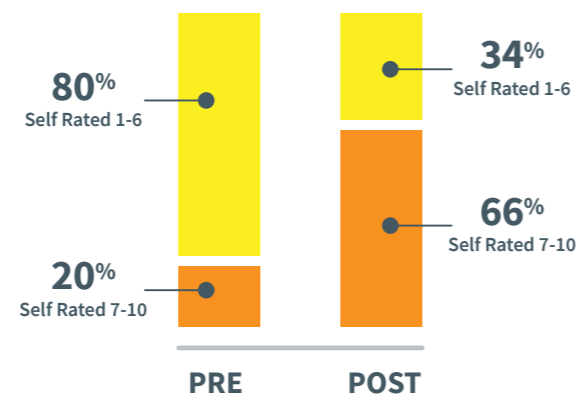
Improved quality of life

Over 74% of people rated their quality of life a 7–10 after being through a Windana program, compared with only 25% of people before they went through a program.



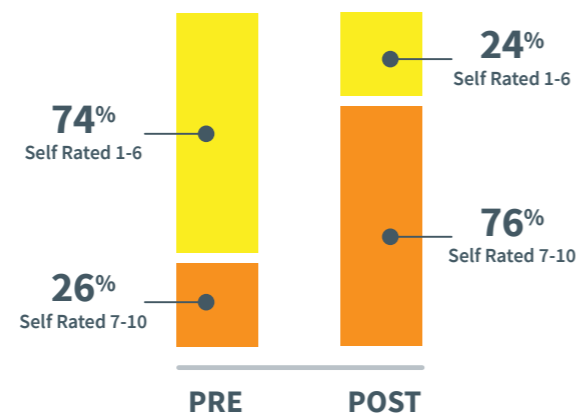
Improved mental health

Over 66% of people rated their mental health a 7–10 after being through a Windana program, compared with only 20% of people before they went through a program.



Improved physical health

Over 76% of clients rated their physical health a 7–10 after being through a Windana program, compared with only 26% of people before they went through a program.



3. For any further information about the data collected in the report including sample sizes or methodology, please email feedback@windana.org.au

Case Study – Toby’s Story

When Toby* entered Windana’s long-term program at Maryknoll in September 2019, he’d lost everything. Following a 14 month stay, he’s now employed fulltime in the construction industry, studying a Certificate IV in Community Services, and living independently.

“I gave everything away for my drug of choice”, says Toby. “I pushed away my family. I was unemployable. I was homeless. I was broke. I had nothing to show. In a way I lost my mind as well. I lost my sense of reality.”

Following an unsuccessful court-ordered attempt to stop using drugs (6 months at a rehab centre in Geelong), Toby found his way to Windana. The TC’s holistic program helps residents with the biological, psychological and social factors that lead to substance dependence. Toby thrived.

“Windana was a safe space. First I removed myself from access to my substance, from the people that I was surrounding myself with, and the environments that I was in that fed my dependence. From there I could look at myself, what impacts me, what triggers me, and the core issue of why I used drugs in the first place,” says Toby.

Toby credits his success in part to the non-clinical environment of the TC. “It was homely,” he says. “At the end of the day I went home, to a house – I didn’t go back to a hospital bed. And I got involved in all the activities – cooking, cleaning, maintenance, animal care and administration.”

Another factor was that many of the staff had either been through the program or had experience in alcohol and drugs. “I was able to connect with them because they understood me, so I think that made a huge difference.”

It’s important for residents to have support outside the TC as well as inside. Toby has just moved out of a Windana Integration House into his own place which he describes as “very peaceful – but I’ve got to stay vigilant.” He is participating in the Narcotics Anonymous 12 Step Program and goes back to the TC when he can. “There are Community Nights on Tuesdays – that’s when the ‘integration peers’ get together and catch up, and I visit on Fridays.”

Family connections have played an important role in Toby’s recovery story. “I met my Dad while I was in Windana, around Christmas time, and I met my two half-sisters Boxing Day. I talk to Dad at least once a week and visit him at least once a month.”

Toby has turned his life around. “I plan on doing the best that I possibly can, whatever that looks like.”

“At the moment I’m working in construction to pay the bills and put food on the table. My goal is to be able to give back in one way or another, whether that be working in a rehab or working with youth – showing others that things can change.”

“I can do anything I set my mind to. That’s what I learnt at Windana – nothing is impossible.”

*name changed to maintain privacy.



Case Study – Annabel’s Story

Last November, Annabel* (age 28) began a 3-month program at Windana’s Grampians Therapeutic Community in Ballarat. She had lived the ‘vanlife’ for a good 7 years before then and had reached a point where she “couldn’t see any light in the world” and “felt worthless all the time”. She knew it was time to ask for help and break the vicious cycle of self-sabotage.



A lot has changed for Annabel, who is about to move out of her shared accommodation into her own apartment in St Kilda. She is writing songs, creating music and working two jobs.

“At the time, I was camping in a forest just out of Ballarat. I couldn’t eat anymore. I couldn’t really sleep. And I was really all alone. I’d been there a month or so before I called the community health service and they put me on to AOD workers and the TC,” says Annabel.

“The TC is a place where there is a wealth of knowledge and a wealth of opportunity – you just have to reach out and take it,” says Annabel. “I got that gentle push in the right direction and also a lot of love and support. The staff were incredibly empathetic and I didn’t feel judged once in my time there. They changed my life with their respect.”

Annabel credits the philosophy of the TC for helping her recovery. “The focus in the TC is on building us up rather than bringing us down. It builds and boosts our self-esteem and tells us that we are people of worth. It’s mind, body and spirit – holistic.”

Having lived in the bush for so long, Annabel says it was really nice to have somewhere that was comfortable and homely. “We exercised every day and I was eating well. I loved our once-a-week outings where we would do different sports.”

“We also learnt how to communicate with the ones we love. To be able to express our feelings and listen to other people is so important. At Christmas, I rekindled my relationship with my parents.”

During her stay in the TC, Annabel’s love for music blossomed. “My morning routine was to get up and play some guitar after I had breakfast. I’m now planning to write songs that are focused on providing hope for people that are struggling with their mental health or alcohol and other drug addictions.”

One of the strengths of the TC model is its ability to foster individual change and positive growth through a community of people working together to help themselves and each other. So, like many residents, Annabel remained connected to the TC after completing her program, visiting regularly each week for 6 months, offering support and nurturing friendships.

Finding ongoing employment is also an important focus of the TC program. Annabel is currently working as a kitchen hand, thanks in part to a connection from a chef at the TC, and also in a factory making Christmas hampers. “Maybe they are not the most spiritually fulfilling jobs but it feels nice to contribute, to be active.”

Annabel says her main passion at the moment is being as gentle as she can to herself and those around her and building on the things she learnt from her life-changing stay at Windana.

*name changed to maintain privacy.

Withdrawal and Coordinated Care

The Withdrawal and Coordinated Care Program includes the Drug Withdrawal House in St Kilda, the Windana Youth Community House in Dandenong, and the Non-Residential Withdrawal Teams in Dandenong, Frankston and Geelong.

The Program also includes the Admissions Team, the Harm Reduction Practitioner and the Dual Diagnosis Practitioner. These teams work together to support clients through any phase of withdrawal treatment.

The Withdrawal and Coordinated Care Team is on the frontline of our AOD services. They often see clients at their time of greatest need, which in 2020–21 was exacerbated by the stressors of the COVID-19 pandemic. Despite this, the Team continued their incredible life changing work in the safe, compassionate way they always have. There was an enhanced focus on keeping clients – and each other – safe and maintaining high spirits, particularly with the constant scaling-up and down of services in line with COVID-19 restrictions.

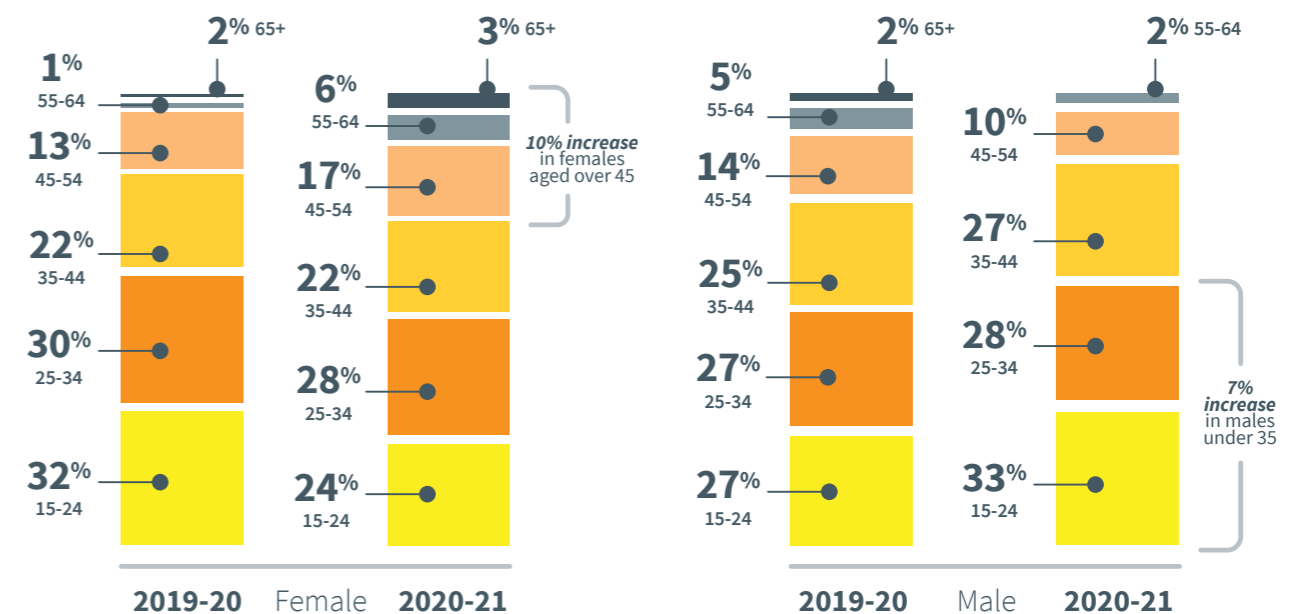
“This year, the Withdrawal and Coordinated Care Team continued their incredible life changing work in the safe, compassionate way they always have.”



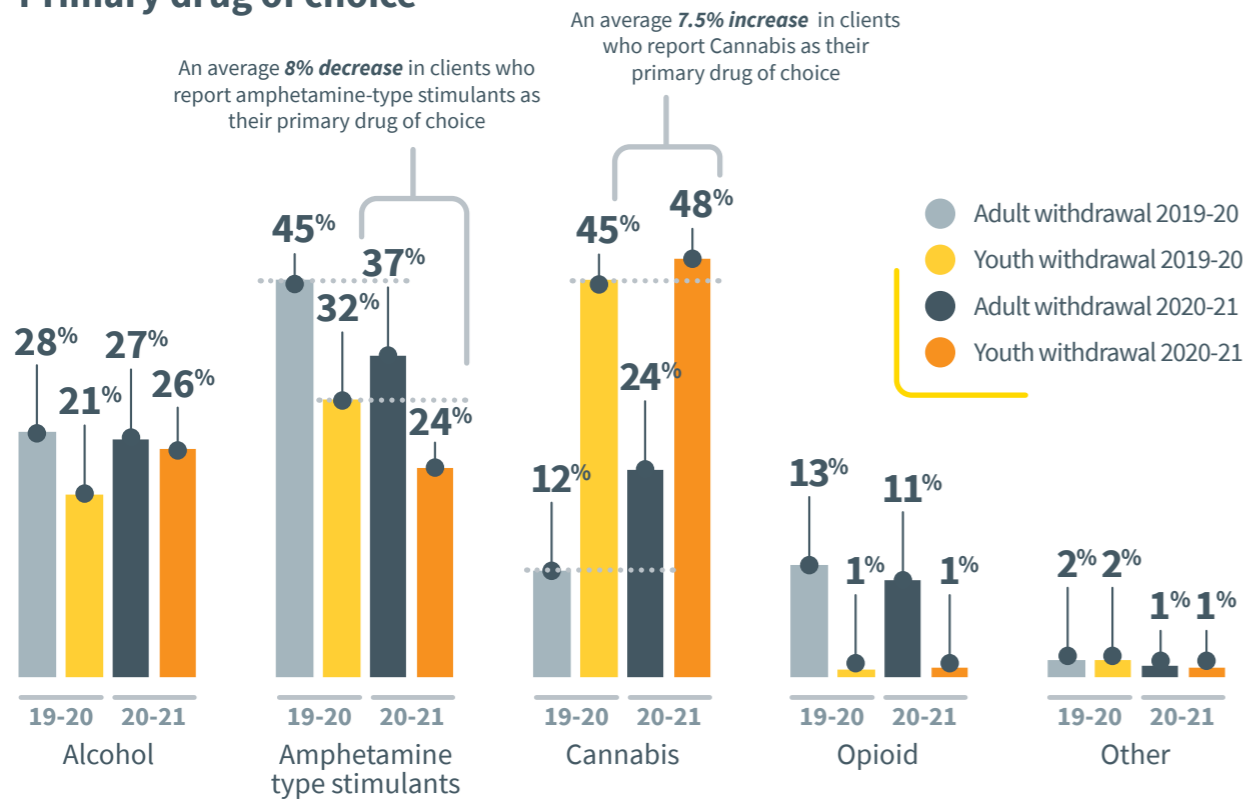
Residential withdrawal Data snapshot

Gender and age

These two graphs show the age breakdown of male and female clients using our withdrawal services in 2019–20 and 2020–21.



Primary drug of choice

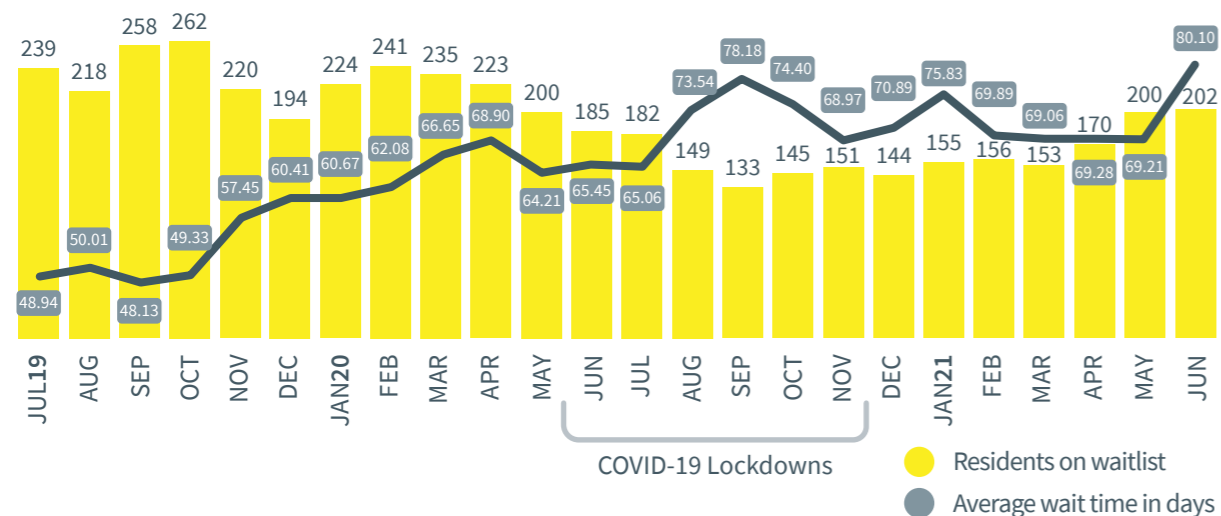


Residential withdrawal waitlist trends

This graph shows the waitlist data for 2019-20 and 2020-21 for our residential withdrawal services. It compares the number of people on the waitlist with the average wait time.

There was a slow decrease in people on the waitlist from March to September 2020. At the same time there was a steady increase in wait times, due to our residential withdrawal services operating at reduced capacity.

Because of ongoing density limits at our residential withdrawal services, the waitlist times have not returned to pre-COVID averages, with wait times peaking in June 2021.



Withdrawal Services

COVID-19 restrictions had an impact on our Adult and Youth Withdrawal Houses. Because of density limits, the number of clients able to complete their withdrawal at any one time shifted up and down throughout the year. During COVID-19 lockdowns and ongoing restrictions, our residential withdrawal services operated at between 50% and 70% capacity. However, through these changes the teams at our Drug Withdrawal House and the Windana Youth Community House continued delivering programs in a COVID-safe way.

Extra skills were also added to the team through Windana's involvement in the Working for Victoria initiative. From chefs to cleaners and a yoga teacher, all our Working for Victoria staff had a positive impact on our clients and permanent staff (see page 33).

In 2019-20, the majority of the Withdrawal and Coordinated Care Team took part in Trauma Informed Care training through the Blue Knot Foundation. The core principles informing this approach are safety, trust, choice, collaboration, empowerment and respect for diversity. These principles have been embedded and embraced by the team over the last 12 months.

While this approach is intrinsic to the way services are delivered at Windana, the additional training ensures these principles are front-of-mind. An example of the Trauma Informed Care approach in action can be seen in the development of treatment plans ensuring clients are given options and are empowered to direct their recovery journey.

This subtle cultural change has had a positive impact on clients and is a fantastic achievement.



Windana's first Nurse Practitioner

Windana's first Nurse Practitioner joined the team in early 2021. Vanessa Smith started as a Non-Residential Withdrawal Nurse at Windana in 2014 and graduated as a Nurse Practitioner in 2020. Vanessa's study was supported by Windana and a scholarship from the Area 4 Pharmacotherapy Network via the South Eastern Melbourne Primary Health Network.

Vanessa provides increased support and assessment in-house for clients at Windana Youth Community House and SECADA/Non-Residential Withdrawal, which means clients no longer have to travel to a GP for assessment. Instead, Vanessa meets with new clients on arrival and can provide a more holistic approach to their care, building rapport by seeing clients for several reviews during their treatment.

This consistency and continuity in care means that Vanessa can prescribe pharmacology and pharmacotherapy, order blood tests and determine pathology results, complete specialists' referrals, and do more opportunistic health promotion with clients.

Admissions

The Admissions Team continued their incredible work handling an increase in referrals and calls from other agencies and clients (and their friends and families), as well as managing the growing waitlist due to the reduced capacity for residential withdrawal. In April and May the team processed 68 referrals each month.

The Admissions Team often talk to people when they're most in need. Despite large waitlists and increasing stresses from ongoing lockdowns they were able to continue supporting the community with kindness and compassion.

The shift to working online had many benefits for the Admissions Team. Not only did the regular clinical review meetings become more efficient and open to more people across different teams, morale flourished with more people being included in these regular meetings.



Non-Residential Withdrawal

The services provided by our Non-Residential Withdrawal Team were in more demand than ever, given growing waitlists for treatment and other COVID-19-related changes in the community, including parents who were supporting their children through home-learning and working from home.

The shift to remote delivery of health sessions, groups and some client engagement during lockdowns proved very successful. Several clients were initially unsure about the online sessions, but doubts were quickly put aside as people got used to the new way of meeting, with many commenting they have enjoyed having the capacity to engage from home. Social connection between clients have also flourished with some clients even creating Facebook groups to stay connected.

The team have also continued strengthening partnerships and links with local GPs and other primary care providers. Increased use of telehealth has also allowed for better care coordination between services.

Dual Diagnosis and Harm Reduction

Dual Diagnosis continued to be a big focus for the team, with a growing number of people coming to Windana with complex co-occurring AOD and mental health issues. With the ongoing impacts of COVID-19 on people's lives and implementing recommendations from the Royal Commission into Victoria's Mental Health System, this area will be even more important into the future.

Our Harm Reduction Practitioner, Gyu Lee, continued the vital role embedding harm reduction into Windana's residential programs. This included providing harm reduction strategies and education to our adult and youth withdrawal clients that incorporated training in how to use Naloxone and other overdose prevention techniques relating to non-opioid drugs.

Our Harm Reduction Practitioner also took part in the hugely successful 'World's Largest Overdose Prevention Training session' on the eve of International Overdose Awareness Day. Traditionally held in person, the 2020 training session moved online, opening up the training to an audience of more than 200 people from around Australia.

It's one of the many examples of how, even during a time when the world is shifting, AOD services can respond quickly to ensure clients and residents can begin and continue their recovery journey.



Windana's Therapeutic Communities

A therapeutic community is a place where people recovering from drug or alcohol dependence can go for treatment. The community itself, through self-help and mutual support, is the principle means for promoting personal change.

Residents and staff work together to manage and operate the community, contributing to a psychologically and physically safe learning and living environment.

In a therapeutic community there is a focus on the social, psychological and behavioural dimensions of substance use. The community helps to heal people emotionally and supports the development of behaviours, attitudes and values of healthy living.

Residents stay at Windana's Therapeutic Communities (TCs) for 3 to 12 months.

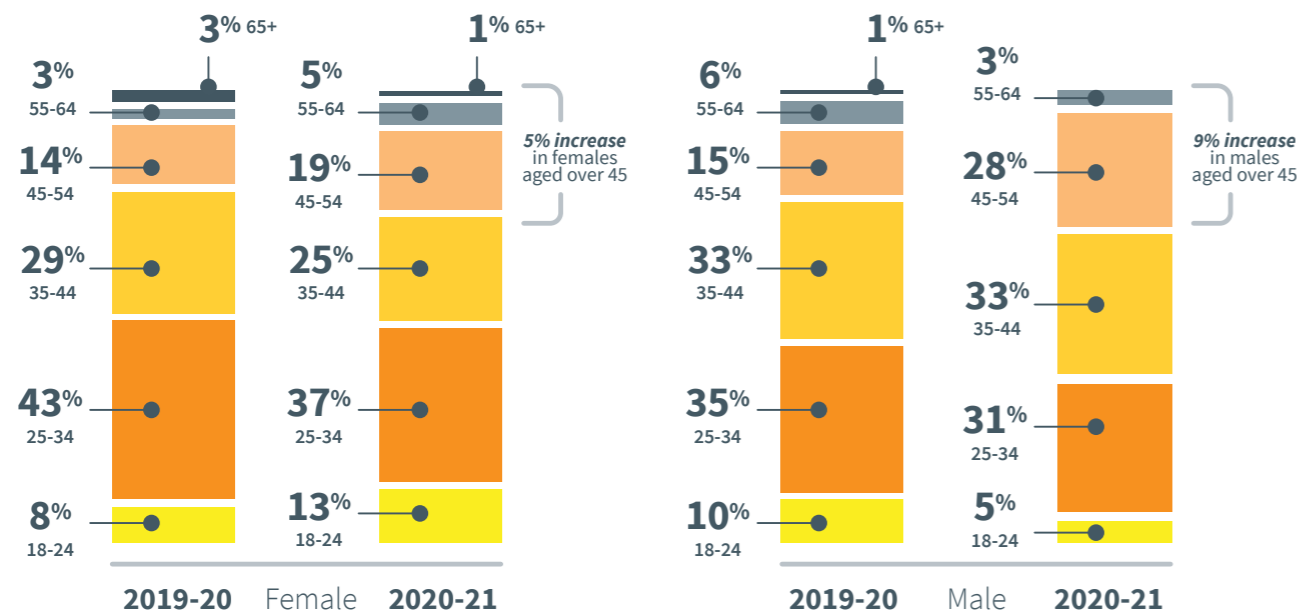
Therapeutic Communities Data snapshot



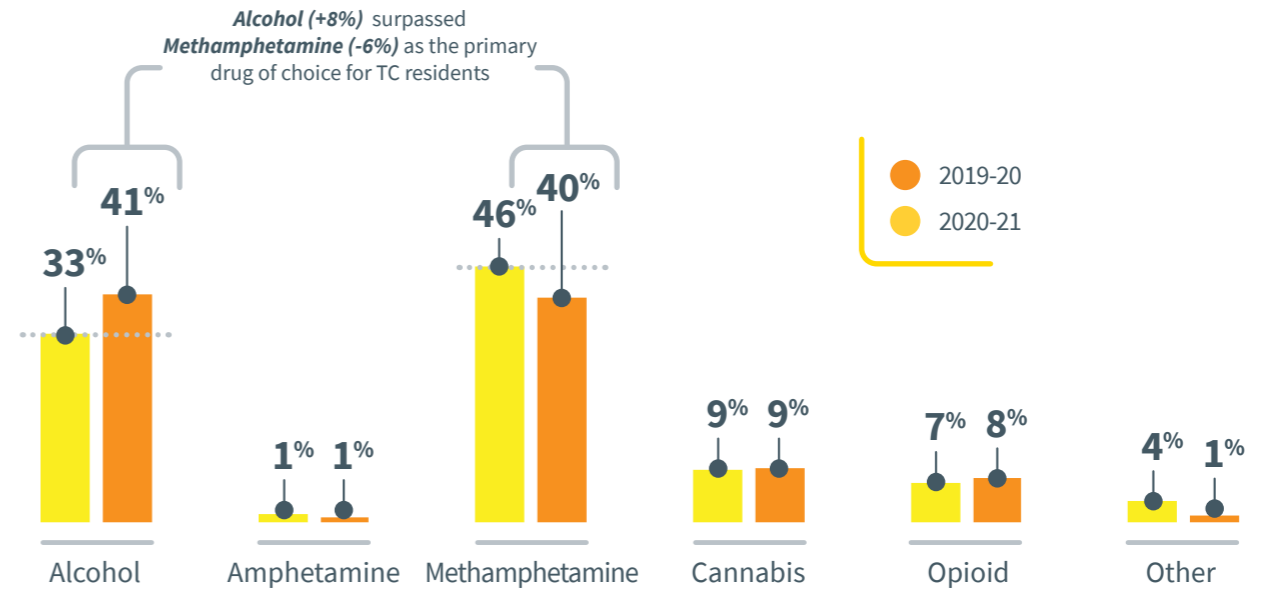
Gender and age

The following graphs show the age breakdown of male and female residents in our TCs in 2019-20 and 2020-21.

When looking at overall age demographics of TC residents, there has been a 12% increase in residents aged over 35 in 2020-21.



Primary drug of choice

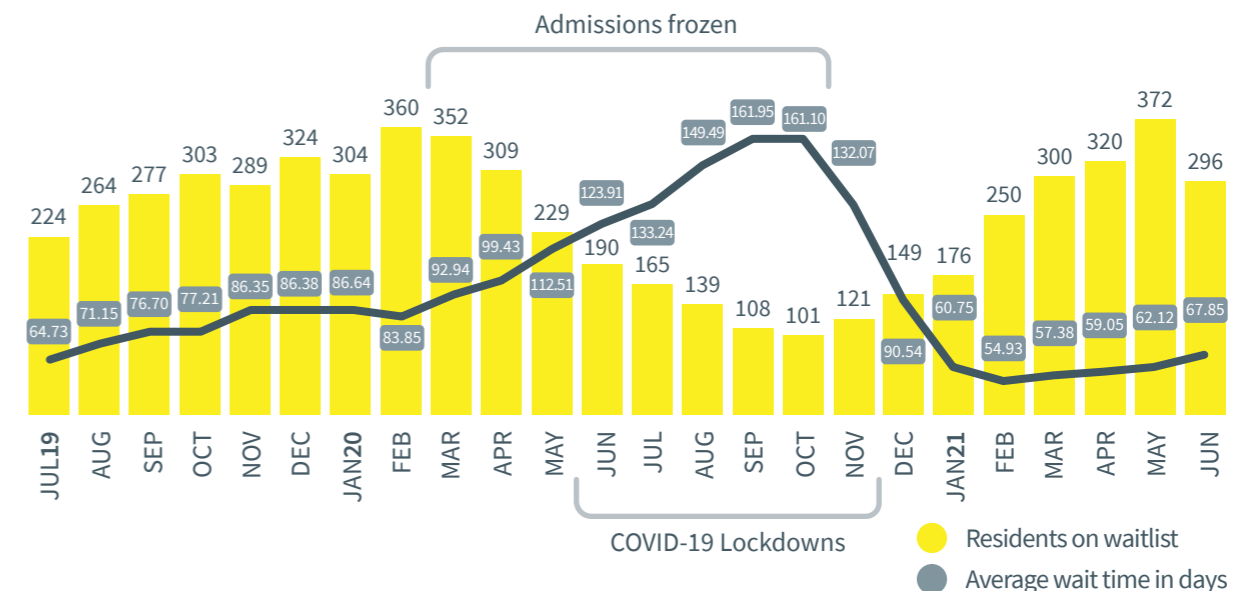


Waitlist trends

The following graph shows the TC waitlist data for 2019-20 and 2020-21. It compares the number of people on the waitlist with the average wait time.

From March to October 2020 Windana admissions onto the TC waitlist, as well as into our TCs, were frozen. The result of this can be seen in this graph, which shows the steady decline in waitlist numbers and the significant increase in the average time spent on the waitlist.

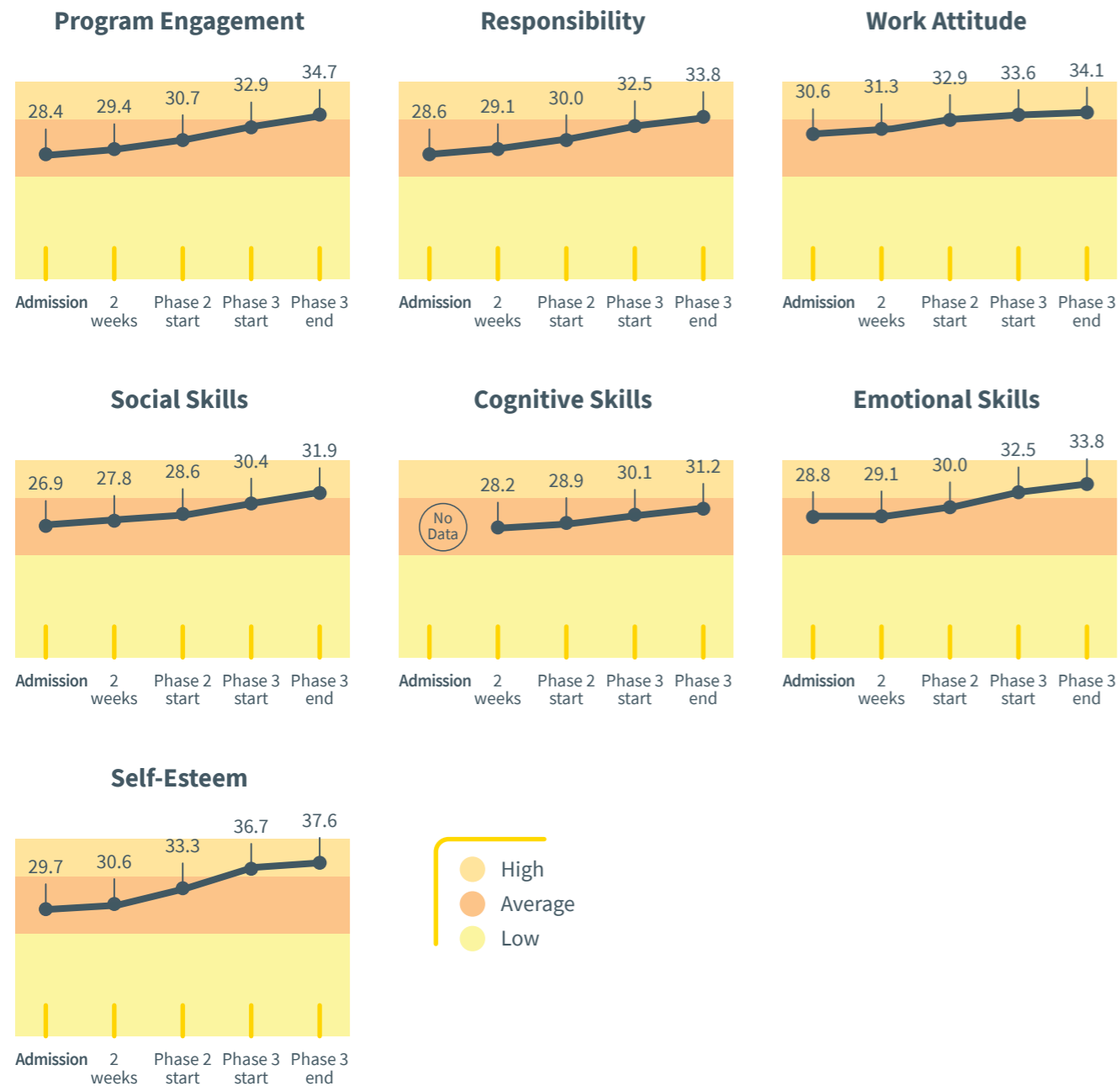
During the extended lockdown (between June and November 2020) waitlist times increased by 86%. During the same time our TC residents were, on average, staying 100 days longer than the pre-covid norm – an increase of 130%.





Measuring our impact

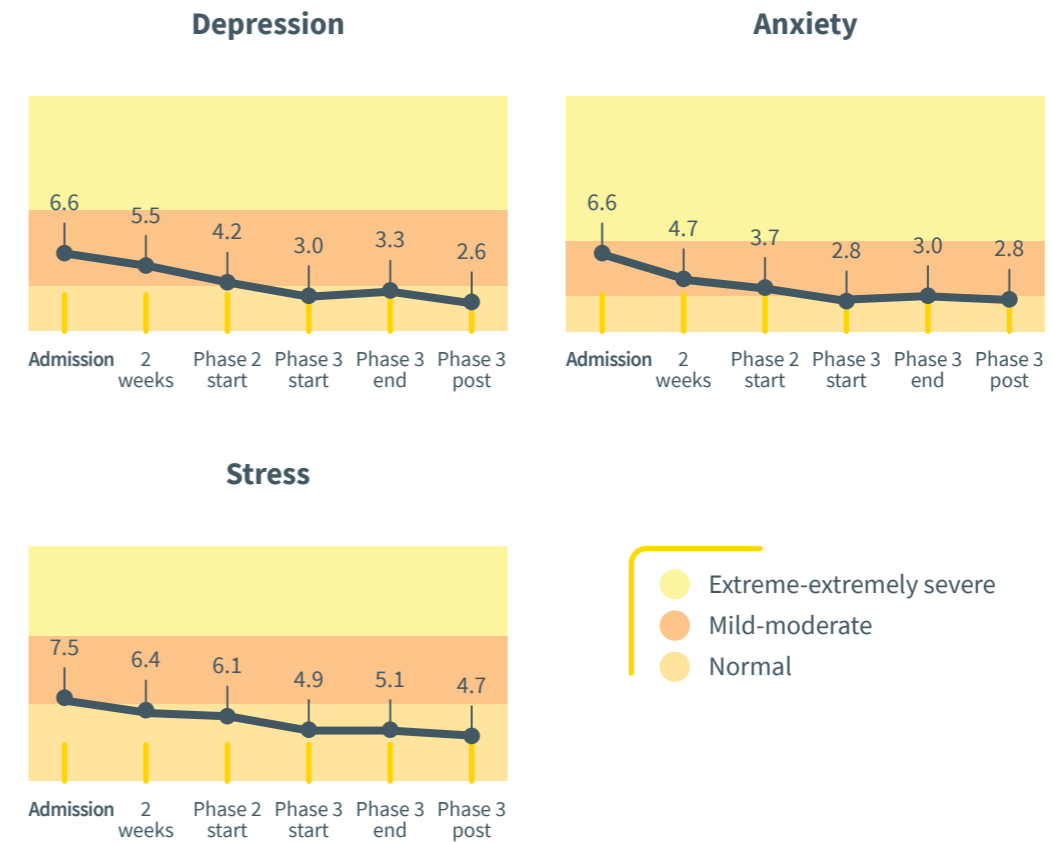
To support the treatment and recovery of residents, Windana adopted an evidence-based TC-specific survey tool⁴ to assist our understanding of client progress. This survey tool measures the seven areas shown in the graphs below. They highlight that residents showed significant improvement across all areas.



Depression, Anxiety and Stress Scale (DASS-21)

Using the DASS-21 scale, we measure the emotional states of anxiety, depression and stress of residents in our TCs. Scores are measured on a 5-point scale from normal - extremely severe. At admission, most clients report a score in the mild-moderate range for all three of these measures. In other words, on average, most residents start their program with moderately higher-than-normal levels of anxiety, depression and stress.

These graphs show the average improvement of resident DASS-21 scores over the duration of their recovery program⁵.



4. The Client Assessment Inventory (CAI) is a validated survey tool was created by Kressel D, De Leon G, Palij M & Rubin G (2000)

5. All data has been calculated on the averages of all clients who answered the survey at that stage (ranging from 157 respondents at admission & 31 post surveys)

Grampians Therapeutic Community

Our Grampians TC is a 20-bed residential facility in Ballarat. A resident's stay is based on a 3-month program.

This year, the Grampians TC celebrated its second anniversary. It has established itself as a unique, close-knit community.

Based in regional Victoria, Grampians TC staff and residents were spared some of the tougher restrictions seen in Greater Melbourne. But COVID-19 still loomed large and, being a smaller TC, when restrictions were in place they were felt that much more.

With resident wellbeing top of mind, the team responded by reducing the allocated time for group sessions and modifying the timetable so that residents could take part in more works activities. The team added some more light-hearted activities too, including puzzles and trivia, bringing humour and fun to the day. As with everything in the TC program, all activities were carried out to ensure the integrity of the residents' recovery and the TC program remained in place even with the added stressors of COVID-19.

*“A significant achievement this year was the **establishment of a second Integration House**, extending the capacity of the Aftercare Program in Ballarat to 9 beds.”*

Life after Grampians TC

A significant achievement this year was the establishment of a second Integration House, extending the capacity of the Aftercare Program in Ballarat to 9 beds. This means that residents who access the Aftercare Program can have up to 6 months in an integration house as opposed to 3 months. The positive impact this has had on resident wellbeing, stress and anxiety has been incredible, with many able to have 9 months of rehabilitation support from Windana on their recovery journey.

The impact this can have on recovery success cannot be understated. The relationships and peer connections that are created during a resident's time at the TC are critical, and the additional aftercare capacity gives residents the opportunity to remain in the local area and stay connected to the people and supports.

Of the residents who completed their program at our Grampians TC, 21 went into a supported integration house, and nine went to a private residence, still receiving support from Windana. Employment is an important aspect of post-TC life. In 2020–21, many of our former residents secured part-time or full-time employment in the Ballarat area, including in accounting, the music industry, local government, sales, hospitality and trades.

Growing capacity

A new Clinical Supervisor joined the team to provide support to the TC staff once a fortnight. Staff took part in Montreal Cognitive Assessment training to screen clients for cognitive impairment and Multi-Agency Risk and Management Family Violence training, in response to the recommendations from the Royal Commission into Family Violence.

Ballarat's first peer network

Ballarat's first peer network was established this year, spearheaded by a former resident. Previously, Grampians TC residents had to travel to St Kilda for peer support. Seeing the gap, the resident worked with the Grampians TC team to establish a strong peer support program in central Victoria. Senior residents in the integration houses have been taking the lead throughout the ongoing lockdowns, with groups meeting online.

Cricket champions

Outside of the TC, residents had a fun and successful season in Reclink's Cricket Program last summer, winning the 2021 Cricket Grand Final. It's a great program to be involved with and a fantastic way for our residents to connect outside the TC. Some of our residents have re-discovered their love of sport, while others have enjoyed it for the first time.



Maryknoll Therapeutic Community

Our Maryknoll Therapeutic Community (TC) is a 77-bed residential facility on a 40-acre property in Maryknoll, Victoria. The program is delivered in 4 different phases over 6 to 12 months.

In a year defined by lockdowns and social distancing, the residents and staff at Maryknoll TC came together building on the advantages of being a larger service. The strength of the community came into its own in the challenging times and life at the TC adapted.

The camaraderie that developed among the residents during the extended lockdown of 2020 continues today. The TC staff were incredible at responding to the challenges. Many positive and creative changes have been made that will have ongoing benefits.

Using spaces in new ways

With movement limited for much of the year, finding new ways for connection became a key focus. With off-site leaves cancelled, the team focused on increasing phone and video calls for residents with their family and friends. With a reduced number of residents on site (to meet COVID-safe guidelines) we were able to turn one of the houses into a 'leave space' – a special space where residents could have a weekend of leave.

Here, residents had the opportunity for some downtime and were able to take stock of their recovery journey. Importantly, being 'on leave' while in lockdown helped them move forward with their program.

We also made the most of the natural environment on the property. Residents and staff worked together to build a circuit walk around the TC's bushland. Some of our neighbours generously provided extra equipment for us to clear the path.

COVID-19 forced us to become creative with how we used our space to maintain the integrity of the TC program. As a result, we have a legacy of projects that will benefit residents for years to come. We also introduced a new timetable at Maryknoll TC this year, bringing more consistency to the daily routine and, with it, a much safer learning and recovery space for residents.



Welcome House opens

Our Welcome House – Australia's first – opened its doors to residents in February 2021. The culmination of 5 years of planning, it provides a 'soft landing' for new residents starting their treatment at Maryknoll TC.

One of our residents beautifully captured the difference the Welcome House is making: "My experience at the Welcome House lived up to its namesake as it was exactly that – welcoming. It was the soft, nurturing and grounding place that I needed following a life of tumultuous addiction."

In line with our evidence-based approach to recovery, we have partnered with the Burnet Institute to evaluate the effectiveness of the Welcome House model. Phase one of this work was completed prior to the Welcome House opening its doors. It evaluated the 'Orientation Phase' of the TC program – the precursor to the Welcome House model.

The findings of the initial report paint an overwhelmingly positive picture of the culture of Maryknoll TC, and the potential of the Welcome House to address many of the challenges residents commonly experience when they begin their long-term recovery.

These findings provide a solid baseline for phase two of the research which will start in 2021–22. The outcomes of which will not only help us refine the Welcome House model at Windana, but will be a significant addition to the international AOD recovery evidence base.

OurRelationships pilot program

Our Maryknoll and Grampians TCs, together with Odyssey House, took part in a 2-year OurRelationships pilot program run by researchers at Deakin University. The pilot program began in 2019.

Research shows that people who are accessing AOD treatment have often experienced or perpetrated intimate partner conflict. The aim was to test if the online OurRelationships program could be delivered effectively within the TC environment.

The program is designed to assist individuals and couples to manage relationship problems. It supports and teaches participants to gain a new, more accurate understanding of their core relationship issue through three phases: Observe, Understand and Respond.

Participant feedback was generally very positive. Three main themes were identified: felt more confident to manage conflict, gained clearer perspective on future relationships, and the program was emotionally challenging. The findings suggest that the OurRelationships program was both feasible and acceptable when delivered in a group format in AOD residential settings with a range of perceived benefits for those who took part.

The project has received further funding via the Victorian Government's Alcohol and Drug Research Innovation Agenda grants program. Thanks to this funding, the OurRelationships program will continue at Windana and Odyssey for another 2 years.



US Mob

US Mob is a peer-led group of residents at Maryknoll TC made up of Aboriginal and Torres Strait Islander people from all around Australia. Together, they share their stories and knowledge with each other and the community. The group meet regularly and spend time together finding out about their cultures, their communities and their histories. US Mob originated as a resident-led proposal in early-2020 and has held an important place in the culture of Maryknoll TC ever since.

In 2020-21 US Mob led the NAIDOC Week and Reconciliation Week events at Maryknoll, which included documentary screenings, silent bushwalks, sharing Dreamtime stories, and planning and cooking meals for the whole community that celebrated Indigenous ingredients and culture. In the words of US Mob from their Reconciliation Week speech:

“All of these experiences gave both US Mob and the community the opportunity to bridge the gap... and for Indigenous people who come after us to be able to do the same. Reconciliation must live in the hearts, minds and actions of all Australians as we move forward, creating a nation strengthened by respectful relationships between the wider Australian community, and Aboriginal and Torres Strait Islander peoples.”



Integration and Aftercare

Integration and Aftercare are the final stages of a resident's structured recovery program at Windana. In 2020-21 there was an almost 50% increase in long-term stays in our Integration and Transitional Housing properties, underscoring the urgent need for housing options for people completing their recovery.

With lockdowns and restrictions becoming the new norm, we diversified our programs to meet the needs of each resident. In doing so, we were able to provide a service that, although still limited, allowed residents to continue progressing in their recovery and reach their goals.

Despite the challenges faced by residents throughout 2020-21, our graduation and completion rates increased dramatically. When compared to 2019-20, graduations increased by 71% from seven to 12, and completions increased by 150% from 10 to 25.

The high demand for accommodation meant our Integration and Transitional Housing properties were at capacity. To address this, we established a fantastic new partnership with Self Help Addiction Resource Centre (SHARC) to open a seven-bedroom property in Frankston for under 30s, freeing up space in our established housing for residents aged over 30.

A new peer support program was also implemented to connect Integration residents with Phase 3 residents still at Maryknoll TC. This had the double benefit of allowing Integration residents to stay connected with their Maryknoll TC peers, while those residents in Phase 3 could discuss their fears and anxiety as they prepared to move from the TC.

Barwon Therapeutic Community

Construction of Windana's new 30-bed residential rehabilitation facility – Barwon Therapeutic Community – began in Corio in March 2021. When completed, this will be a life changing place of sanctuary for many, as they continue their recovery journey. It will increase Windana's residential rehabilitation capacity to 127.

Windana has been working closely with the Victorian Government and other stakeholders to see this project continue to progress despite challenges from COVID-19. It's been a truly organisational-wide effort to bring the new TC to life with the team working hard on recruitment, skill building, project management and stakeholder engagement to prepare for the opening in early 2022.

The response from the local community and stakeholders has been overwhelmingly positive, and we are looking forward to working with the Greater Geelong community when we open our doors. This project is part of the Victorian Government's \$52.1 million investment in regional alcohol and drug residential rehabilitation services.

“When completed, Barwon TC will be a **life changing place of sanctuary** for many, as they continue their recovery journey.”



South Eastern Consortium of Alcohol and Drug Agencies

The South Eastern Consortium of Alcohol and Drug Agencies (SECADA) is a partnership of five alcohol and drug service agencies. SECADA is a single point of contact for a large network of specialist services that support youth and adults with a range of alcohol and drug concerns. Windana is the lead agency for SECADA.

The SECADA Team continued to adapt during 2020–21, finding new ways to work in the ever-changing landscape.

The way the Consortium's member organisations came together to adapt to new ways of working is a testament to the spirit of strong partnerships. The SECADA Board of Management in conjunction with the operational managers came together to make sure that their Consortium team members could coordinate and respond together. This type of flexibility ensured SECADA could continue supporting clients in the best possible way.

Embracing flexible work

Early on during lockdown, the SECADA Team implemented a new model for the intake system. Rather than continuing the centralised system at a single office, the team shifted to a three-part system spread across three locations – one part in Pakenham, one in Dandenong and one rotating through various staff working from home. This meant that staff could work closer to home, triage calls more efficiently, and ensure intake could continue if one site went down for any reason.

Modifying service delivery to meet client needs

While online sessions proved successful in terms of flexibility, the team soon identified the need to change how they delivered their sessions to account for this new format. This included addressing shorter attention spans during online sessions, making more time for – and encouraging – discussion, and assessing the extent to which privacy could be assured and maintained. Many group programs, for example, required additional sessions so that participants could better understand the content and have time for interaction with other group members and the facilitator. While this reduced the content covered per session, the total number of sessions increased. In some cases, clients were referred into one-on-one online sessions.

Clients clearly appreciated the new flexibility, with many saying they valued the option to have their sessions at a time and in a location that made them feel safe and comfortable.

Similarly, online counselling sessions were reduced from 60 minutes to 45 minutes. This had the double positive impact of aligning with attention spans for online meetings and allowing staff to better manage the administrative requirements, including case notes and registrations, while preparing for their next client.

The team also found that the nature of some of the advice clients were seeking had shifted. Along with advice to help with people's recovery, the team found themselves giving advice around where to access food support, where to get financial advice, and advocating for Centrelink hardship support. This all speaks to the flexibility of the SECADA Team, as with the sector at large, to respond quickly to make sure those who need help can continue receiving it.

Community Services

Community Services comprises AOD: Intake and Assessment, Counselling, Care and Recovery Coordination, Family Services, Moe AOD Therapeutic Day Program, Community AOD Support, Windana Health & Healing, Art Therapy, Reception services, and the Windana Peer Support Group.

Much of the Community Services work is traditionally face-to-face, so the shift to remote delivery was a significant one.

Our Counselling, Care and Recovery Coordination, Moe Day Program teams and Peer Support Groups all adapted to the changing restrictions, delivering their services online and, when possible, face-to-face, to ensure that our clients could access the services they needed. Staff reported that they were particularly proud to be able to continue their rewarding work and maintain a sense of hope and positivity to people in the community.

“Our staff were particularly proud to continue their rewarding work and maintain a sense of hope and positivity to people in the community.”

Family Program

34% of people who use Windana's services report having either children or dependents. Windana's Family Program was able to run several Family Fun Days at the start of 2021, giving Maryknoll TC residents the opportunity to (re)connect with their children and family. Seeing clients at different stages of recovery connect with their family and children and share personal pride in their recovery is very special indeed.

New Family Program sessions were established at Windana Youth Community House for young people and their parents, covering topics like Communication and Relationships and Understanding and Identifying Family Violence. Our Tuning Into Kids sessions, run in partnership with the Drug Court (a division of the Magistrate's Court of Victoria), were also moved online and proved particularly popular.

Windana Health & Healing

The Windana Health & Healing Team continued to adapt their great work between and during lockdowns. As restrictions eased, demand surged for our hands-on services including osteopathy, acupuncture and remedial massage. While these services couldn't continue during COVID-19 restrictions, we were still able to assist our community clients remotely. Community naturopathic treatment continued over the phone, and we were able to make up herbal scripts, and give diet and other lifestyle advice. Our dispensary also continued operating, with COVID-safe pick-up available for those who lived within the travel radius of our Alma Road site.

Acupuncture services continued for Drug Withdrawal House clients, and COVID-safe naturopathy treatments continued for our withdrawal clients and TC residents throughout lockdown.

Our Food as Medicine program – which supports and educates clients and residents about how they can use nutritious foods to support their recovery – received a very welcome boost, thanks to the Working for Victoria initiative. With the additional staff, we were able to update our Food as Medicine policy and nutrition guidelines and begin the ongoing process of refreshing the menus across our sites, keeping the seasonality of food in mind and meeting the differing needs of our clients and residents to support their recovery.



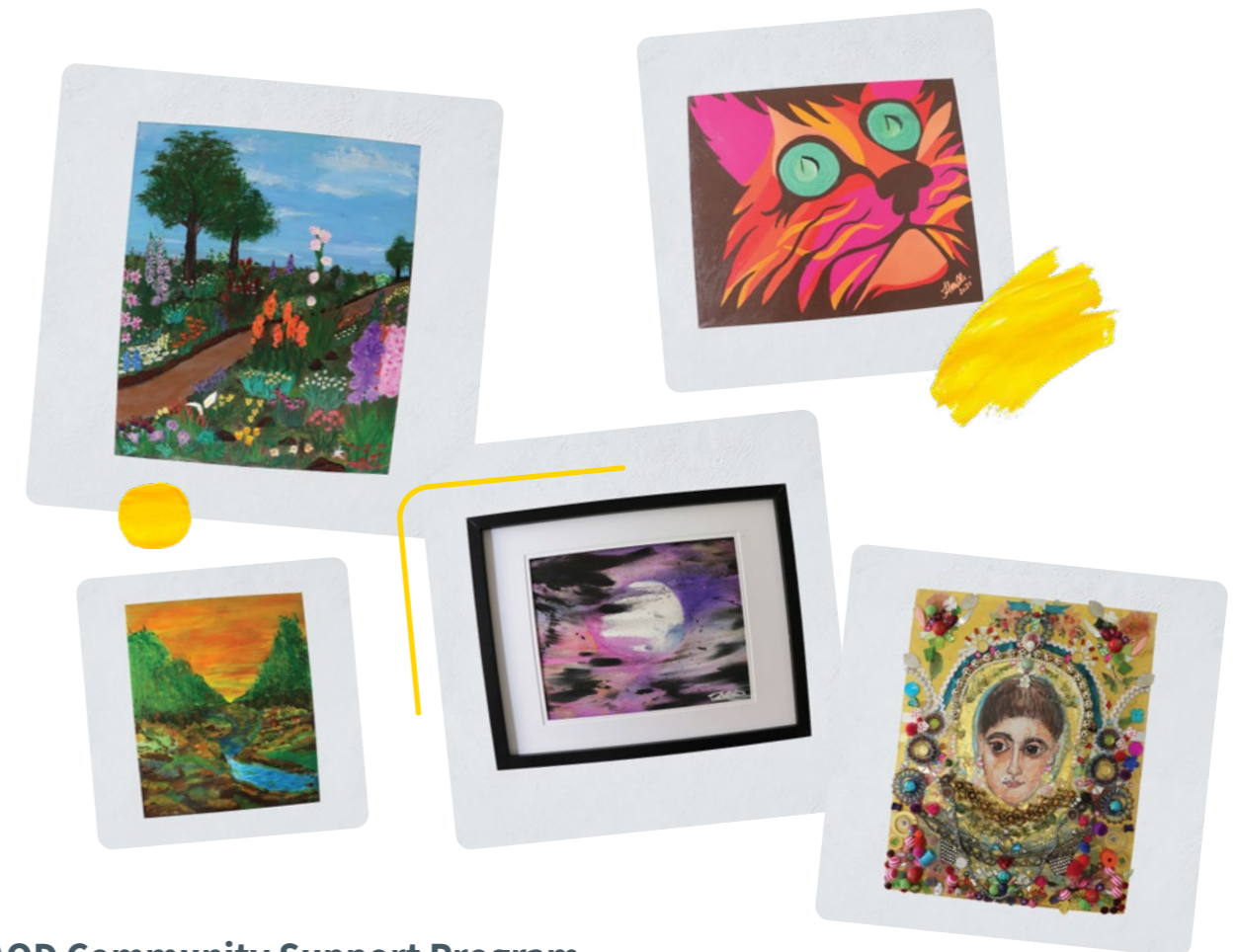
Windana's Reception Team

While the majority of the Community Services Team adapted to working remotely for periods of time, Windana's Reception Team continued their work in-person supporting clients and their friends and family, as well as every team across the organisation. As lockdowns continued, our Reception Team took the challenges in their stride and with grace and compassion kept helping an increasingly stressed community. They also took the lead on coordinating PPE supply for all our sites, in addition to continuing to be the first point of contact for many people accessing our services.

Art Therapy

Our Art Therapy program had another fantastic year, empowering our clients with new ways to express themselves. Art Therapy is offered to clients in our Residential Withdrawal Programs at Drug Withdrawal House and Windana Youth Community House. We also run a Community Studio Program at St Kilda and Dandenong. The Community Studio sessions are made possible thanks to the generous support of the City of Port Phillip and City of Greater Dandenong. These weekly sessions focus on enjoyment while engaging the creative process, expressing, exploring, relaxing and connecting with a supportive community.

The Community Studio program culminated in the second hugely successful online exhibition, featuring over 70 artworks. More than 450 people viewed the exhibition over the first 2 months, and over \$1,500 worth of art was sold with all the money going directly to the artists.



AOD Community Support Program

The AOD Community Support program – a partnership between Windana and Sacred Heart Mission – unfortunately wound-up this year due to external funding coming to an end. This program ran for 10 years, and supported hundreds of people experiencing homelessness to access AOD support. We thank Sacred Heart Mission for their partnership and, in particular, we thank Karen Hall, AOD Community Support Worker for her dedication and compassion while in this role.

Corporate Services

Our Corporate Services Team comprises People and Culture, Communications, Finance, Information Technology, Projects, and Fleet and Facilities Management.

It was a busy year for our Corporate Services Team, who spent the majority of 2020–21 working from home. Distance and working remotely didn't prove an issue. The Team led important organisational growth projects, progressed our capital works program, and supported Windana to achieve the goals outlined in the Strategic Plan.

“The Team led important organisational growth projects, progressed our capital works program and supported the goals of the strategic plan.”

COVID safety

The Corporate Services Team coordinated many of Windana's COVID-19 related responses, including implementing the safety improvements made possible through the Victorian Government's COVID-safe AOD funding grants. These ranged from providing infection control improvements and COVID-safe equipment across all our sites, as well as collaborating with sites to upgrade furniture and facilities to allow for easier cleaning and physical distancing.

The Team also coordinated all COVID-19 related communications, ensuring all staff were informed of restriction updates and how they impacted the way we work at Windana.

Other highlights included:

- The roll-out of a new Human Resource and Information System – Employment Hero. This was a significant upgrade for Windana, bringing our human resource and payroll systems together and streamlining many processes, setting the scene for further work on staff learning and development.
- Project managing the exciting Writers in Residence: Stories of Recovery project. Based at our Maryknoll and Grampians TCs, our writers will work with residents to teach them different writing techniques and empower them to use these skills to write their story of recovery. Following successful recruitment and planning, the project was delayed by several months due to COVID-19 restrictions. The project began in earnest in August 2021.

Working for Victoria initiative

One of the most significant achievements this year was a truly organisational-wide effort – our involvement in the Victorian Government's Working for Victoria initiative.

Over 3 months, Windana recruited 49 people into roles across every team. Not only did these new staff bring incredible skills to Windana, the friendships and professional connections added a new dimension to the teams. Pleasingly, through this program, we employed several Peer Support Workers with lived experience.

We also focused on employing people from sectors acutely impacted by COVID-19, such as the fitness and hospitality sectors. For example, we employed two chefs and two fitness instructors to support residents and clients in their recovery and enhance the care and service we provide. The community chefs not only prepared meals for our clients and residents – they also shared skills and knowledge about food preparation and nutrition, complementing our Food as Medicine program.

The additional capacity helped Windana respond to the increased workload and challenges resulting from COVID-19.

We are pleased to report that in many cases we have been able to offer Working for Victoria staff ongoing work at Windana beyond the initial 6-month contract they were funded for.



Thank you to our supporters and volunteers

Our supporters

The ongoing generosity of Windana's supporters is vital for us to continue providing the most up-to-date and evidence-based care to clients and residents on their recovery journeys.

We thank the Victorian and Federal Governments, Gandel Philanthropy, the R&L Hecht Trust and all our donors for their continued support.

Projects like the Welcome House and Stories of Recovery are prime examples of how these contributions make a profound difference to people's lives.

Our volunteers

We thank all our volunteers for their ongoing dedication to Windana's clients and residents. In the face of many challenges this year, our volunteers continued to be an integral part of all our services. Their ongoing contribution to Windana helps improve the lives of our clients and residents.

Windana Board

Members of the Windana Board as of 30 June 2021:



Jenny Gillam

Director and Board Chair

- Member Finance Risk & Audit Subcommittee
- Member Strategic Input & Positioning Subcommittee
- Joined the Windana Board in 2002



Dione O'Donnell

Director and Deputy Chair

- Chair of Finance Risk & Audit Subcommittee
- Joined the Windana Board in 2014



Patrick Baker

Director

- Member Quality & Safety Subcommittee
- Joined the Windana Board in 2019



Cameron Bird

Director

- Chair of Strategic Input & Positioning Subcommittee
- Joined the Windana Board in 2016



Andrea McLeod

Director

- Chair of Quality and Safety Subcommittee
- Joined the Windana Board in 2017
- Andrea resigned from the Board in August 2021 and took up the position as CEO in November 2021.



Tony Parsons

Director

- Member Strategic Input & Positioning Subcommittee
- Joined the Windana Board in 2016



Jen Riley

Director

- Joined the Windana Board in 2021



Stelvio Vido

Director

- Member Finance, Risk & Audit Subcommittee
- Joined the Windana Board in 2021

Visit www.windana.org.au/about/our-people/ for details of the current Windana Board and Executive Team.

Financial Reports for 2020-21

The Statements of Profit or Loss and Other Comprehensive Income, Changes in Equity, and Cash Flows for the year ended 30 June 2021 and the Statement of Financial Position as at that date that follow are extracted from Windana's audited Financial Statements.

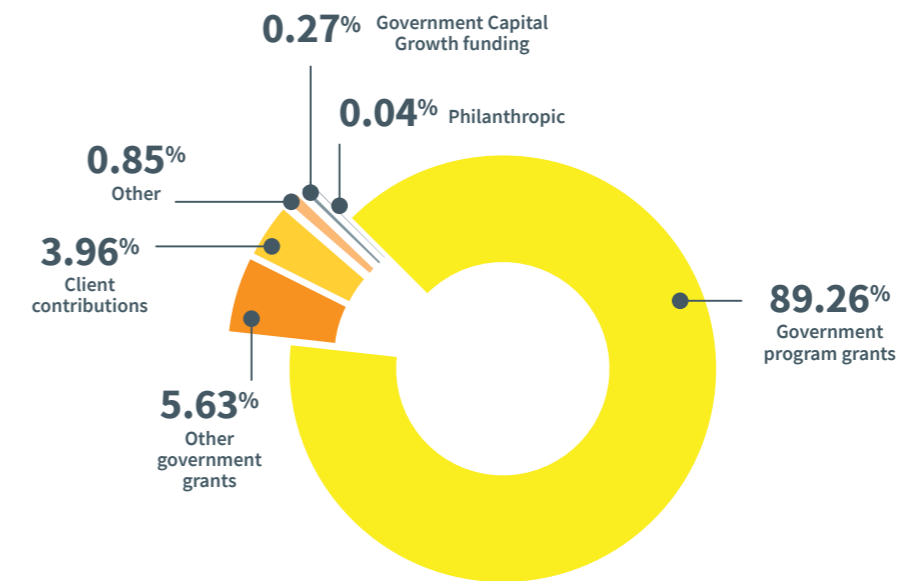
Windana has reported a net operating deficit for the year of \$1,003,793 (\$194,987 in 2020), and a net deficit of \$944,293 (compared to a surplus of \$247,634 in 2020) after accounting for capital grants. Other comprehensive income, resulting from revaluation of land and buildings (\$1,050,033) and unrealised gains in equity investments (\$38,252), bring the overall organisational result to a surplus of \$143,992 (\$247,634 in 2020).

Items of note:

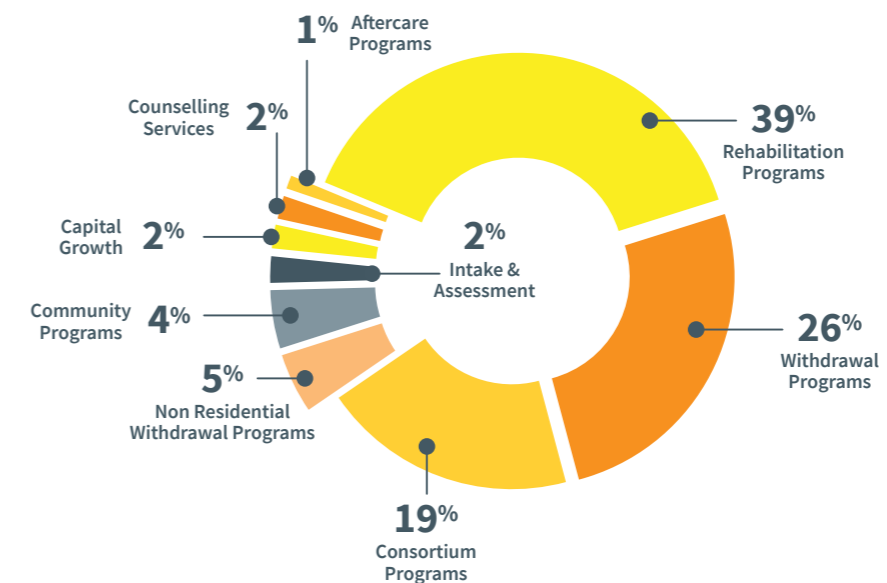
- A net asset revaluation loss was recorded totaling \$2m. Consistent with Accounting Standard AASB116 Property, Plant and Equipment, a revaluation of buildings and land was undertaken during the year to ensure that these assets are held at fair value.
- Unrealised investment income of \$38k related to the Windana Future Fund was brought to account. In keeping with the Windana Investment Policy as approved by the Board in April 2020, Windana commenced investment in the Future Fund in July 2020. The purpose of this fund is to achieve healthy capital growth whilst minimising the risk of permanent capital loss and is an important element of the overall Windana investment strategy. \$220k had been invested in this fund as at June 2021.
- Interest income for the year decreased significantly from \$88k in 2020 to \$22k in 2021, reflecting the reduction in interest rates and reinforcing the prudence in extending our investment strategy beyond traditional term deposits.
- Application of Accounting Standard AASB15 *Revenue from Contracts with Customers* has resulted in recognition of \$1.3m of revenue received during the year being deferred to the 2021-22 financial year.
- Provisions for leave have increased 13% over prior year, as lockdowns and travel restrictions have significantly affected leave requests from staff. This has been partially offset by a reduction in long service leave provisions related to the new Portable Long Service Leave system.
- Cash from operations increased by \$4.3m. Although \$2.6m relates to COVID-19 related funding received (i.e., JobKeeper, Business Cash Flow Boost, and COVID-Safe grants), the remaining \$1.7m was funding for other initiatives such as the establishment funding for the Barwon facility (\$875k) and the workforce initiative funding (\$815k).
- Total cash from all activities increased during the year by \$3.5m.

Overall, Windana's financial results have been extremely good in what has been an exceptionally difficult year and in a sector that is severely underfunded. Although COVID-19 has negatively impacted the ability to fully deliver services, this has been offset by innovation across the organisation, maximising engagement with clients and the community within COVID-19 related restraints, staying on top of funding opportunities, and responsible fiscal management. Despite the difficulties of the past couple of years, Windana's strong cash position, lack of debt, and ongoing commitment to invest in growth bodes well for the future.

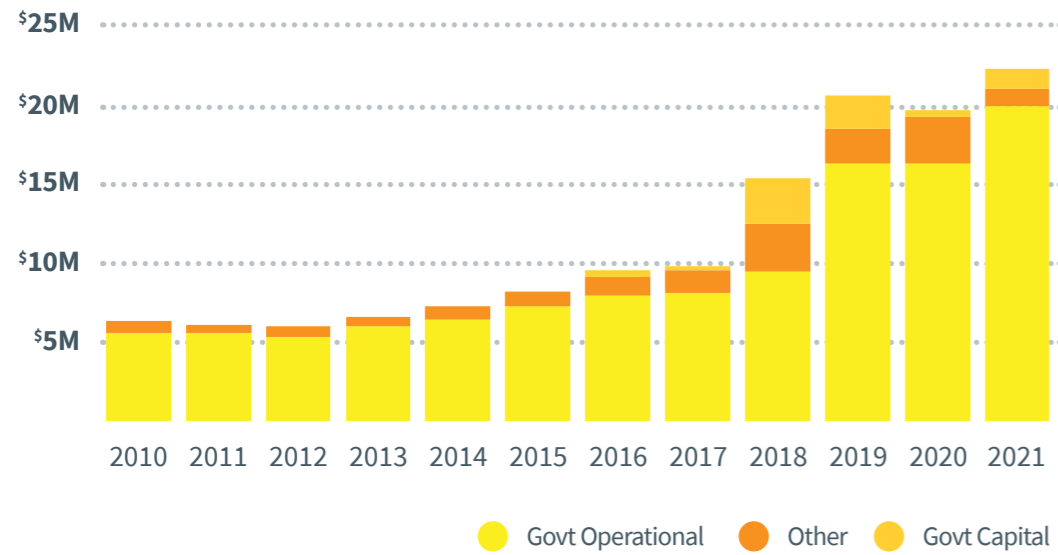
Income 2020 - 21



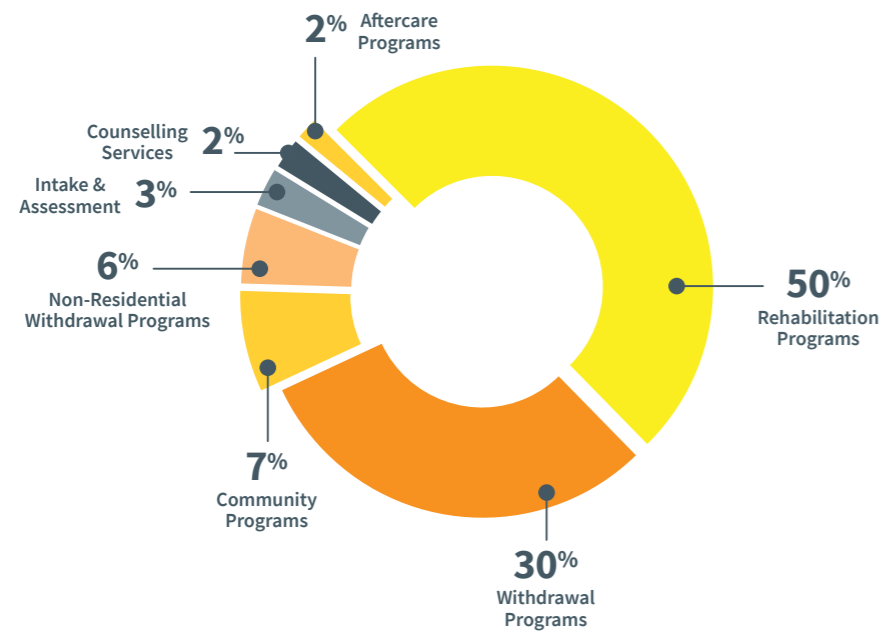
Grants by Program Type 2020 - 21



Income Growth



Expenditure by Activity



Statement of profit or loss and other comprehensive income For the year ended 30 June 2021

	2021 \$	2020 \$
Revenue from operations	22,195,692	19,183,068
Contractor expenses	(3,201,337)	(2,880,116)
Employee benefits expense	(13,006,888)	(12,483,135)
Depreciation expense	(990,646)	(891,270)
Client costs	(468,896)	(555,646)
Computer expenses	(433,975)	(356,429)
Natural therapy costs	(75,328)	(140,905)
Consultancy fees	(375,443)	(437,807)
Utilities expenses	(191,015)	(231,996)
Repairs and maintenance expenses	(216,658)	(221,096)
Rent and rate expenses	(198,653)	(187,075)
Travel and accommodation expenses	(28,079)	(67,881)
Telephone and internet expenses	(137,649)	(136,024)
Motor vehicle expenses	(84,957)	(103,449)
Cleaning costs	(147,327)	(152,480)
Finance costs	(55,283)	(67,759)
Impairment loss	(3,005,137)	-
Other expenses	(582,214)	(464,987)
Loss from operations	(1,003,793)	(194,987)
Therapeutic Community refurbishment grants	59,500	442,621
(Loss) / Surplus for the year	(944,293)	247,634
Other comprehensive income		
Gain on revaluation of land and buildings	1,050,033	-
Net change in the fair value of investments taken to equity	38,252	-
Other comprehensive income for the year, net of tax	1,088,285	-
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	143,992	247,634

Statement of financial position

As at 30 June 2021

	2021 \$	2020 \$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	8,591,178	5,066,622
Trade and other receivables	423,937	459,181
Inventories	10,868	8,816
Other assets	183,800	159,260
TOTAL CURRENT ASSETS	9,209,783	5,693,879
NON-CURRENT ASSETS		
Investment in financial assets	258,252	-
Property, plant and equipment	18,005,118	19,665,200
Right-of-use asset	626,192	879,951
TOTAL NON-CURRENT ASSETS	18,889,562	20,545,151
TOTAL ASSETS	28,099,345	26,239,030
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	2,505,901	1,860,692
Borrowings	-	9,172
Provisions	1,146,036	966,010
Lease liability	337,424	309,990
Contract liabilities	1,471,773	294,900
TOTAL CURRENT LIABILITIES	5,461,134	3,440,764
NON-CURRENT LIABILITIES		
Lease liability	369,847	640,535
Provisions	117,012	150,371
TOTAL NON-CURRENT LIABILITIES	486,859	790,906
TOTAL LIABILITIES	5,947,993	4,231,670
NET ASSETS	22,151,352	22,007,360
EQUITY		
Accumulated surplus	14,058,829	14,666,468
Reserves	8,092,523	7,340,892
TOTAL EQUITY	22,151,352	22,007,360

Statement of changes in equity

For the year ended 30 June 2021

	Accumulated surplus \$	Asset Revaluation Reserve \$	Investment Revaluation Reserve \$	Designated Reserve \$	Total \$
2021					
Balance at 1 July 2020	14,666,468	7,340,892	-	-	22,007,360
Surplus for the year	(944,293)	-	-	-	(944,293)
Revaluation movement	-	1,050,033	38,252	38,252	1,088,285
Transfers from/(to) reserve	336,654	(336,654)	-	-	-
Balance at 30 June 2021	14,058,829	8,054,271	38,252	38,252	22,151,352
2020					
Balance at 1 July 2019	11,365,004	7,340,892	-	2,555,401	21,261,297
Surplus for the year	247,634	-	-	-	247,634
Adjustment for change in accounting policy (AASB 16)	(92,462)	-	-	-	(92,462)
Adjustment for change in accounting policy (AASB 1058)	590,891	-	-	-	590,891
Transfers from/(to) reserve	2,555,401	-	-	(2,555,401)	-
Balance at 30 June 2020	14,666,468	7,340,892	-	-	22,007,360

Statement of cash flows

For the year ended 30 June 2021

	2021	2020
	\$	\$
Cash flows from operating activities		
Government grants received	21,189,812	16,518,177
Payments to suppliers and employees	(18,384,069)	(18,707,051)
Donations and contributions	67,575	806,174
Client fees	881,990	891,671
Other income received	1,327,703	1,160,192
Interest received	22,389	79,836
Interest paid	(55,283)	(67,759)
Net cash inflow from operating activities	5,050,117	681,240
Cash flows from investing activities		
Receipt of sale of property, plant and equipment	-	7,107
Purchase of property, plant and equipment	(977,282)	(3,324,537)
Net cash outflow from investing activities	(977,282)	(3,317,430)
Cash flows from financing activities		
Repayment of lease liabilities	(319,107)	(373,048)
Repayment of borrowings	(9,172)	(25,802)
Payment for investments	(220,000)	-
Net cash outflow from financing activities	(548,279)	(398,850)
Net increase/(decrease) in cash and cash equivalents	3,524,556	(3,035,040)
Cash and cash equivalents at the beginning of the financial year	5,066,622	8,101,662
Cash and cash equivalents at the end of the financial year	8,591,178	5,066,622



Windana

Life. Changing.

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