



WINDANA

Life. Changing.

**Annual Report
2021-22**

Life. Changing.



Life. Changing.



About Windana

Since 1984, Windana has helped people reduce the harms and recover from the effects of drugs and alcohol.

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

We work 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.

Our Values

- We are one connected community.
- We are driven by hope.
- We build collaboration through open and honest relationships.
- We pursue learning and growth.
- We are curious and courageous to drive change.
- We are committed to caring without judgement.

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Windana acknowledges the Traditional Owners 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 and CEO

We are very pleased to present Windana's Annual Report for 2021-22.

While COVID-19 dominated much of 2021-22, the strength and flexibility of our team really stood out as we continued providing high quality care in the face of pandemic-driven challenges and growing demand. Our clients and residents are at the centre of everything we do at Windana, and we remain in awe of their strength and courage to change their lives.

As you will read in the following pages, this year saw an increase in demand for our services, and subsequently we provided 3,532 unique treatment events to clients.

Much has been said in the past year about the continued impact of COVID-19 on health services, communities, and ultimately how we live our lives. While we acknowledge the challenges of the past two years, we also want to reflect and celebrate the great achievements that occurred as we look beyond the global pandemic.

2021-22 achievements

- Windana staff and Board Members established a new set of Organisational Values reflecting Windana's 35-year legacy while at the same time looking forward to the type of organisation we want to be. These values will guide our work in the future See page 2.
- We have expanded our geographic footprint with our new 30-bed Barwon Therapeutic Community welcoming its first residents in February 2022. It was officially opened by former Minister for Health, The Hon. Martin Foley and the Member for Lara, The Hon. John Eren and is now firmly established in the local community with referrals coming from all around Victoria.
- Windana successfully met all the required standards to progress our QIP accreditation. The accreditors commented that "Windana is a quality organisation where clients and residents reported they feel a part of their own journey and valued Windana's non-judgemental approach".
- We took our first official steps towards reconciliation as we developed and began implementing our Reflect Reconciliation Action Plan.

- We solidified our role as strong advocates for the alcohol and drug sector. We now have formal positions on key issues, including harm reduction, funding and models of care, building a sustainable workforce, and the implementation of the Mental Health Royal Commission.
- We continue to maintain a strong financial position. This will enable us to invest in future growth to expand our reach and increase our impact for both our existing and future clients.

Looking to the future

As we entered the final year of our current Strategic Plan (ending in December 2022), we embarked on a journey to create the next plan for Windana. Our new Strategic Plan takes us in to 2025 and focuses on six key impact pillars: Clients, Workforce, Sector, Sustainability, Growth, and Innovation. See page 6 for more. These pillars support our unchanged mission – helping people to rebuild their lives.

Of course, all of these achievements and those that will follow wouldn't be possible without the dedication and compassion of Windana's staff, volunteers, Board and partners. We would like to thank them for their contribution and acknowledge Patrick Baker who resigned from the Board in 2022.

In an ever-changing landscape, Windana is well placed to increase its reach and help even more people reduce the harms and recover from the effects of drugs and alcohol.

Thank you to our supporters and partners

We thank everyone who generously supported Windana in 2021-22, including the Victorian and Federal Governments, the Maitri Foundation, the City of Port Phillip and the City of Greater Dandenong.

We also thank all of our partners – organisations and individuals – who enable us to continue Windana's life changing work.



Andrea McLeod
Chief Executive Officer



Jenny Gillam
Chair

Windana's strategic plan for

2023-25

IMPACT AREAS



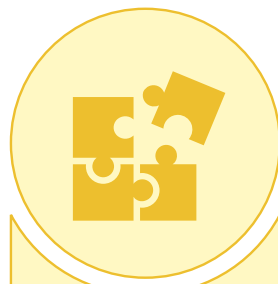
Client impact

Changing lives is at the heart of our mission. We want to create change in more lives by growing our services to reach more people (including more young people). And we want to create more change in each life we're a part of by building trauma informed, equitable, culturally safe and integrated services informed by evidence and practice wisdom.



Workforce impact

Our people are integral to the work we do. We develop, support and inspire our team through building effective leadership and a culture of professional development. In an increasingly competitive labour market, we need to ensure we're positioned to attract, develop and retain the highest quality staff across all position types.



Sector impact

Our impact extends beyond our own organisation. We influence the system by advocating for people affected by alcohol and other drugs to shape the policy, practice and research. We work with others to tackle cross-sector issues, and we play a role in building tomorrow's AOD workforce through training pathways and partnerships.



Sustainability impact

At Windana, we acknowledge that the health and wellbeing of our residents, clients and staff is inextricably linked to the health of our planet. We recognise that our mission to improve the wellbeing of those people we serve must extend beyond frontline services – we must also promote and preserve a healthy environment, by reducing our carbon footprint, improving resource efficiency, enabling climate resilience, and greening our built environments.

Growth for impact

We want to reach more people with our services to change more lives, through growing our organisation.

Growth enables impact in diverse ways, with greater scale providing a platform for advocacy and influence. Growth can also create opportunities to work in a more streamlined way, delivering impact more efficiently due to economies of scale.



Innovation for impact

We're committed to continuously improving our programs, services and our organisation so that we can deliver more and better outcomes for the clients and communities we serve.

This means investing in building the evidence base for our programs and exploring new practices and technologies that can help us change lives.



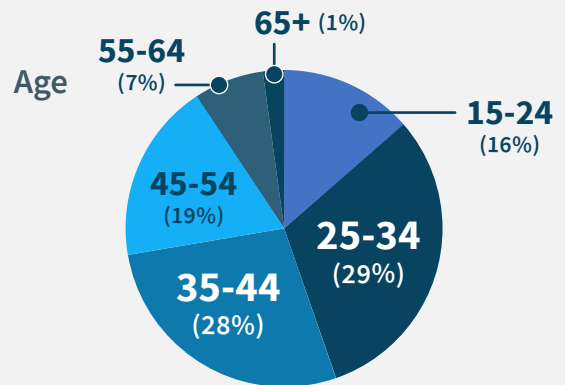
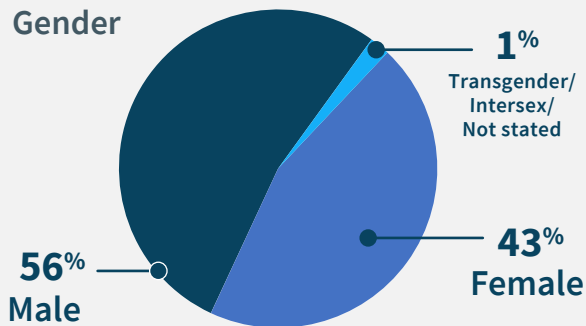
IMPACT DRIVERS

2021-22

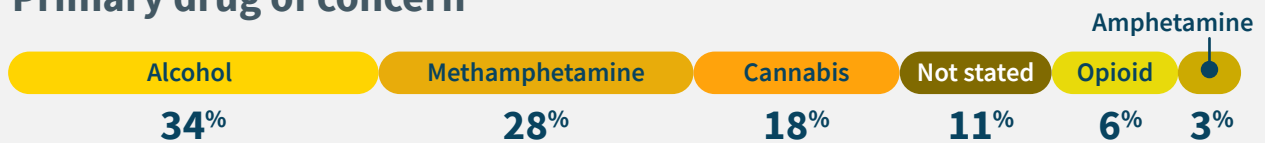
Data snapshot

Demographics

Gender



Primary drug of concern



Clients and residents are coming to Windana with increasingly complex histories

Mental health concerns

73%

of people referred to **residential withdrawal** had a pre-diagnosed mental health concern

80%

of people referred to our **therapeutic communities** had a pre-diagnosed mental health concern



17%

of our therapeutic community residents have a **diagnosed acquired brain injury**



31%

of our therapeutic community residents **came to us via the justice system** (forensic clients)

2021-22 Data snapshot (continued)

Demand for our services increased in 2021-22



3,532
unique treatment
events were provided
at Windana

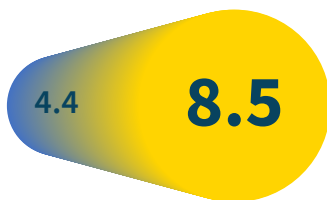


37,052
calls were made to
Windana's main
reception number

Outcomes for our clients and residents

Windana's client-centred model of care looks at key aspects that contribute to a person's health and wellbeing, including psychosocial factors the social determinants of health. We use an outcomes measure approach to monitor how the health and wellbeing of our clients and residents changes during their time at Windana. It allows us to provide the best possible care and to continually improve our services.

In 2021-22, we saw the following improvements in client and resident self-ratings (on a scale of 0-10) before and after their journey at Windana.



Before After

The average self-rating
for **mental health**
increased by

93%



Before After

The average self-rating
for **physical health**
increased by

70%



Before After

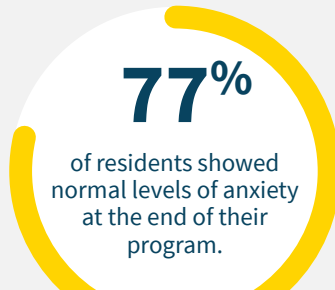
The average self-rating
for **quality of life**
increased by

85%

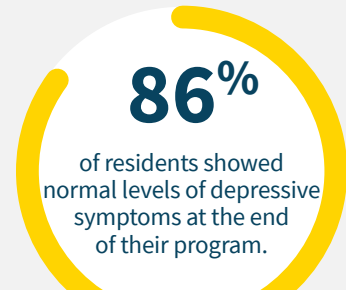
Using the Depression, Anxiety and Stress Scale as a measure, we have seen significant improvements in levels of depression, anxiety and stress at our therapeutic communities:



Reduced stress

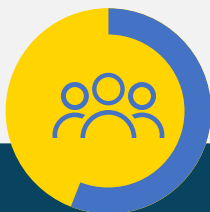


Reduced anxiety



Reduced depression

Using the Client Assessment Inventory survey tool, we have seen significant increases in self-reported scores for self-esteem, social skills and emotional skills at our therapeutic communities:



Increased self esteem

59%

of residents reported high levels of self esteem at the end of their program, compared to **4% at admission.**



Increased social skills

64%

of residents reported high levels of social skills at the end of their program, compared to **17% at admission.**



Increased emotional skills

59%

of residents reported high levels of emotional skills at the end of their program, compared to **13% at admission.**

Client and resident satisfaction

We survey all our clients and residents at least once during their time at Windana as part of our commitment to continuous improvement. These are some of the key results:



96%

of clients rated their experience at Windana as either **very good or good.**



94%

of clients strongly agreed or agreed that Windana staff were **helpful, encouraging and respectful.**

Jordan's story.

After successfully completing the **Maryknoll program in 2020**, Jordan* is now working as a Peer Worker and **supporting others** on their journey of recovery.

Jordan first came to Windana in 2004 through the Maryknoll Therapeutic Community program. "From that very first time you get told you're now part of the Windana family," Jordan explains.

"My earlier attempts at recovery were for external reasons. To get my wife back, to get my children back, and to get out of trouble."

Jordan had years of sobriety following his second program at Maryknoll, but he eventually started using ice as his children grew and became more independent.

"I came back to Windana in 2015 to get out of trouble and meet my bail conditions."

That time, after discharging, he returned to drug use, was arrested and served nine months in jail.

"I was pretty lonely at that stage."

In 2018, Jordan found himself at a crossroads following four overdoses.

"Three months after leaving Maryknoll, I relapsed again. It was strange. I wasn't craving the drugs; I was craving people and the only people that I knew were caught up in drugs themselves. I was back to being homeless. I was really at my wit's end, and after three months of using I had a decision to make."

In his last program, which started in September 2020, Jordan made an intentional effort to connect with peers.

"Windana created an environment where I could take off all my armour and pick up different tools for dealing with a different world."

"I had a lot of baggage and Windana helped fix it all." Jordan had a \$5,000 housing debt that was cleared with the support of Maryknoll's Financial Counsellor, which helped him get back on a priority housing list. He was able to access dental treatment and he embraced the Food as Medicine program, which he still follows today.

“I’ve never been as healthy as I am today.”

Jordan now visits Maryknoll once a week, but for a different reason – to give back. “I’ve completed peer worker training with the assistance of Windana and I’m looking at getting my first job in 20 years as a Peer Worker with a local health service.”

Jordan currently runs two peer support groups for Windana, one at Maryknoll and one at Judd House, and he facilitates the Mentone and Alma Road peer support groups.

When asked what he’d like people to know, Jordan said:

“I’m a happy man. I have peace and a calm that is unshakeable. I like myself. I love myself now and I’m worthy to be loved. I wanted to die and now I just want to live.”

**Name changed for privacy purposes*



*“I had a lot of baggage and
Windana helped fix it all.”*

Windana's first

point of contact.

“Sometimes people just need a **bit of hope** and **someone to listen** to them.”

This is how Mirella, one of Windana’s Administration Officers, describes the core of her role.

“As the first point of contact – either via Windana’s main phone number or email – the enquiries I receive are incredibly diverse. I need to be aware of all Windana’s services and staff and ensure the privacy of our clients is always maintained,” Mirella says.

Enquiries come from people looking to access Windana’s services, clients on our waiting list, medical and legal professionals, and those looking to book community services.

In 2021–22 Windana received over 37,000 phone calls.

It’s the biggest number of calls Windana has ever received in a 12-month period. And the impacts of COVID-19 were clear.

“The pandemic had a disproportionate impact on many of our clients. People called in a much higher state of distress and in need of support.”

While not a crisis line, Mirella explains that often people are contacting Windana in crisis and are desperate for a way forward.

“Whether it’s someone looking for help for themselves, or a loved one calling for someone else, my job is to hold them, listen to them and do what I can to help them.

“Sometimes this might be explaining the referral process or directing people to another service to meet their care needs. But above all, most people just want to be heard. To know that someone cares, and that there is a way to get their life back on track.”

“The first thing I do is establish where they’re at. If they’re not calm, I try to calm them down. I try to identify if they’re in any immediate risk and then work from there.”

Mirella says that everyone deserves to be respected and greeted with compassion and understanding.

With increasing referrals and people reaching out for help, roles like Mirella's are becoming more vital than ever before.

“It’s my duty of care to be there for people when they are in need. Recovery is a journey that has to start somewhere. And often it starts by calling our number.”



*“...there is a way to get
their life back on track.”*

Withdrawal Services

Our Withdrawal Services Team includes:

- Adult Residential Withdrawal Service in St Kilda
- Youth Residential Withdrawal Service in Dandenong
- Non-Residential Withdrawal Teams in in the South Eastern Melbourne, Frankston-Mornington Peninsula, and Barwon regions
- Admissions Team
- Dual Diagnosis Psychologist
- Addiction Medicine Specialist

Highlights from 2021-22

- Our residential withdrawal services continued providing safe, high-quality care to our clients despite ongoing lockdowns and challenges due to COVID-19. While we were operating at reduced capacity for much of 2021-22, **all our services are now safely increasing their capacity.**
- With the increasing number of clients coming to Windana with complex needs, **we continued our focus on specialised care with our Dual Diagnosis Psychologist (Kay-Sheree Spurling), and the addition of an Addiction Medicine Specialist (Dr Helen Sweeting),** who both work with clients in our adult and youth withdrawal services. You can read more about Kay-Sheree's role on page 16.
- **Our residential withdrawal locations received minor upgrades** including new beds, flooring and lounge furniture. Work is continuing to upgrade the exercise facilities at both our adult and youth locations, and early work has begun to redesign the courtyard garden at our Adult Residential Withdrawal Service.
- Our Adult Residential Withdrawal Service clients began weekly visits to our Barwon Therapeutic Community. **This provided a fantastic opportunity for clients looking to continue their recovery journey** to find out more about residential rehabilitation.
- **Our Admissions Team processed over 500 referrals this year** and continued to support clients and referring agencies in the face of increasing demand and growing waitlists.
- Our Non-Residential Withdrawal teams continued their outreach, **seeing an increase in demand as residential withdrawal options were limited during the height of the pandemic.**



Co-occurring conditions

explained

Substance use and mental health concerns often go hand in hand. “If someone comes to Windana with co-occurring conditions (or dual diagnosis) it generally means they have **both a substance use concern and a mental health concern**,” explains Windana's Dual Diagnosis Psychologist, Kay-Sheree Spurling.

“It’s a two-way relationship that we’re seeing become more and more common, and more and more complex.”

Given the complexity of co-occurring conditions, many undiagnosed, it can be a challenge to know someone’s full story before they arrive at Windana.

“The overwhelming majority of clients who come through our withdrawal units have co-occurring conditions. And it’s not just mental health concerns we’re seeing an increase in. People are also coming to Windana with other chronic health or behavioural concerns. The reality is that in most cases you can’t treat one concern without treating the other.”

Kay-Sheree works with clients in our adult and youth withdrawal units to help them understand the relationship between their substance use and mental health, and link them to the support they need to help them with their recovery after withdrawal.

“During their withdrawal (usually 10 to 14 days) I talk to clients about their experiences to try and identify any mental health concerns, and go through brief interventions around managing symptoms using different therapeutic approaches and psychoeducation during their withdrawal.”

“For example, someone might be using substances because of their anxiety or depression. So I might talk to them about how their substance use is working as a coping mechanism, what to expect after the withdrawal process, including what potential mental health concerns could change or increase, and the best post-withdrawal support for them depending on their goals and circumstances.”

When asked what, as a community, we could do differently to better support people experiencing co-occurring conditions, Kay-Sheree encourages people to be open-minded.

“Curiosity is key. People rarely use substances at dangerous levels for no reason – there are always other things at play. We need to work harder to understand the connections and move away from treating concerns completely separately.”

Increasing Windana’s capacity to support people experiencing co-occurring conditions has been a priority with a Dual Diagnosis Practitioner recently joining our Rehabilitation Services Team, ensuring this support is embedded in all our residential services.

The continued implementation of the recommendations from the Royal Commission into Victoria's Mental Health System also presents many opportunities to put people at the centre of Victoria's integrated model of care.

Windana looks forward to working with the Victorian Government to ensure the alcohol and drug sector remains a specialist service sector within the broader model of care, ensuring Victorians can access the tailored care they need, irrespective of their substance use or co-occurring issues.



*"...there are always
other things at play"*

Residential Rehabilitation

We have three residential rehabilitation locations at Windana called Therapeutic Communities.

A Therapeutic Community is a place where the community itself – through self-help and mutual support – sparks change in its residents' lives. The community gives people the space and structure to heal emotionally, and learn healthier ways to live.

Residents work together to run a Therapeutic Community, as it's their home. Every activity and job contributes to personal growth. This peer-driven, holistic approach to recovery focuses on how alcohol and other drug use influences, and is influenced by, a person's relationships, thoughts, feelings and lifestyle. As residents move through the program's phases, they become leaders and role models.

Windana's Therapeutic Communities:

- Grampians Therapeutic Community – 20-bed facility, located in Ballarat, based on a 3-month program.
- Barwon Therapeutic Community – 30-bed facility, located in Corio, based on a 6-month program.
- Maryknoll Therapeutic Community – 77-bed facility, located in Maryknoll, based on a 9-month program.



Highlights from 2021-22

- Barwon Therapeutic Community **welcomed its first residents in February 2022**, after being officially opened by former Minister for Health, The Hon. Martin Foley and the Member for Lara, The Hon. John Eren. We thank the Victorian Government for their support to build and establish this vital service.
- **The Welcome House at Maryknoll Therapeutic Community celebrated its first year of operation** in February 2022. The Welcome House provides a soft landing for new residents, who stay for 2 to 4 weeks before moving up to the main community. It also provides important mentor opportunities for senior residents. During the height of the COVID-19 pandemic it provided a safe place for residents who tested positive. We have partnered with the Burnet Institute to evaluate the effectiveness of the Welcome House model, and look forward to sharing the results of this in 2023.
- Grampians Therapeutic Community **increased its Intake and Aftercare roles**, allowing the team to provide more comprehensive care planning before and after a resident's recovery program.
- **Our Writers in Residence program, the first of its kind in Australia, is now running at all our Therapeutic Communities.** Our writers work with residents to empower them with writing techniques and to capture their stories of recovery. We thank the H&L Hecht Trust for their generous support of this program. See page 22 for more information.
- Our partnerships with external organisations continued to grow, ensuring our residents have the best possible links to health and social services to complement their recovery programs. **Our ongoing partnerships with Reclink and Landcare, in particular, continue to provide vital community links and opportunities** for physical activity and social connection outside of the Therapeutic Community space.
- All our Therapeutic Communities continued their **focus on diversity and inclusion**, with a particular focus on cultural awareness and community partnerships to support Aboriginal and Torres Strait Islander and LGBTIQ+ communities.
- **Facility upgrades continued at our Maryknoll Therapeutic Community**, with the completion of a new purpose-built administration building, a new commercial kitchen, and rolling renovations of all resident bathrooms.



Lianné's story

When Lianne* first entered Windana in 2019, **she was homeless and on bail**. After completing a 14-month program at Maryknoll, **she is living independently and working full-time** with aspirations of supporting young people with their mental health.

“My journey with substances began when I smoked recreationally as a teenager,” Lianne explains. Over time Lianne started moving on to other drugs, including ice.

In 2006, she started using intravenously. “That’s when everything changed. I soon found myself homeless and on bail for the first time in my life.” Lianne first entered a rehabilitation program in 2018. “It was a private, more clinical rehab,” she explains. “Unfortunately, I relapsed four weeks after discharging.”

During this time Lianne noticed her family was starting to give up on her. “They gave me an ultimatum while I was on bail, which was the reality check I needed.”

In April 2019 she began her program at Windana’s Maryknoll Therapeutic Community. “For the first six months, I wanted to go home every day. It took a lot of encouragement to keep me there.” At Windana, Lianne began to work through her trauma and the other contributing factors to her substance use and relapse.

“Through this process I realised I really wanted this recovery to work. I put so much hard work into my recovery at Windana, and it was here I learnt how to live, not just survive. My time at Windana helped me to save my life.”

Lianne graduated from Maryknoll in July 2021, then spent one year in Launch Housing accommodation with a fellow Windana resident as she began stepping out into society. Now she’s living in private rental accommodation with another former resident. She still connects with Windana once a month and has made some long-lasting friends out of the program.

Lianne is now working full-time as an Operations Assistant for a heating company and wants to one day study to be a youth worker who specialises in mental health.

“My dream is to help other young people learn how to self-regulate their emotions and behaviours, which is something I learned how to do at Windana.”

“I’m forever grateful to the Windana community and their holistic approach. Windana helped me relearn what I needed and wanted in life,” Lianne said.

*Name changed for privacy purposes



*"My dream is to help
other young people..."*

Windana Writers

in Residence program

In 2021, Windana began an **exciting new initiative in our therapeutic communities** called the Writers in Residence program thanks to a generous grant from the H&L Hecht Trust (via a Perpetual Impact Grant). Writers in Residence is **the first program of its kind in Australia**. Our writers work with residents to empower them with writing techniques and capture their stories of recovery.

The program provides a safe, therapeutic and non-judgemental space for residents to experiment and explore new skills and ideas. The powerful stories residents tell – whether fictional or factual – are being used to break down barriers and encourage emotional expression through the written word.

Our expert writers, Gabriela Georges and Karen McKnight, have been teaching and coaching varied techniques including freewriting (helping residents play with words in a way that's free of judgement), fictional writing (teaching residents how to write in the third-person as a way to separate themselves from sensitive subjects), and performative techniques (oral delivery, stage presence, being present to build confidence and comfort with being seen).

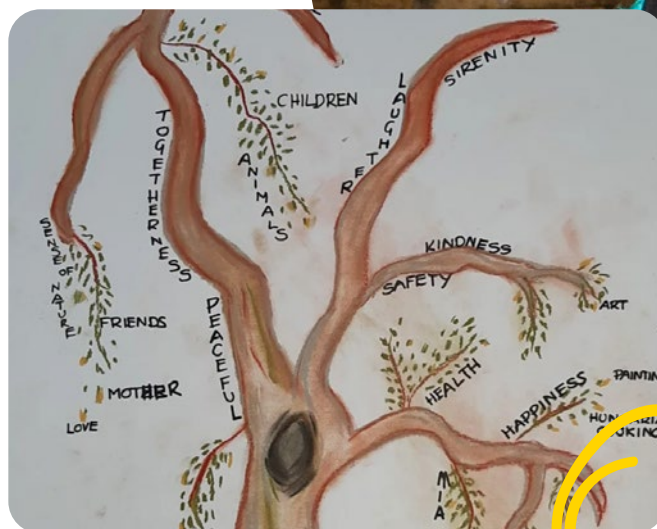
Feedback from residents has been incredible, with many saying Writers in Residence has made them feel empowered, helped them find their voice and strengthened their relationships with peers. Through the creative writing activities, residents have learned more about themselves and their peers, gained new insights, processed challenging experiences and emotions, and safely challenged their regular thinking patterns.

Writers in Residence has made a positive impact on the overall program experience of residents by providing a safe, therapeutic and non-judgemental environment. Many residents noted that they “feel safe” in the writing workshops, and that this hasn't been their experience in similar settings. This has contributed to their sense of enhanced mental wellbeing, with residents noting that they “feel lighter after the group”.

Exercises in freewriting (letting go of all the traditional rules of writing) allowed these residents to reconnect with words in a new way, allowing self-expression to flow.

Residents remarked that they were now journaling more easily, found tasks easier to complete, had found a voice for their experiences, and were amazed at the development of their writing.

Some residents are even taking their passion for writing beyond their program at Windana, with one resident telling us that “having come to the end of my program at Windana, I have decided to take the next steps in my recovery and study Creative Writing. Thank you, Karen and Gaby, for sparking my love of writing again.”



Community Services

Our Community Services Team comprises:

- Administration Services
- Intake and Assessment
- Harm Reduction
- Counselling Services
- Care and Recovery Coordination
- Family Program
- Moe AOD Therapeutic Day Program
- Windana Health and Healing
- Art Therapy
- Peer Support Groups

Highlights from 2021-22

- **Windana joined 10 other service providers for the Integrated Care Pilot project.** The Pilot aims to create a system of care that addresses the needs, hopes and dreams of individuals and families with multiple issues, by being welcoming, empathic, hopeful, trauma informed, diversity inclusive, culturally capable and aligned with set values. At Windana this project focused on our Community Services programs, with initial changes being made to our main reception area in St Kilda, strengthening the team's training development plan, and updating policies and procedures in line with the Pilot's values. This project is an outcome of the recommendations from the Royal Commission into Victoria's Mental Health System.
- In partnership with Star Health **we delivered weekly COVID-19 vaccination clinics** at our Alma Road site; **278 people were vaccinated.**
- **A major refurbishment of our Alma Road building commenced** in late 2021 and is due to be completed in late 2022. The renovations include modernised rooms and equipment for our suite of community services, a welcoming reception area in line with the Integrated Care Pilot project, and new fit-for-purpose areas for staff.

Highlights from 2021–22 (continued)

- During COVID-19, **staff in our Windana Health and Healing program continued providing community naturopathic treatments** via phone, as well as selling supplements to the community. We also conducted a review of the program that will lead to improvements.
- Vasili Papalexis joined the Community Services team as the **new Harm Reduction Practitioner**. Read more on page 26.
- Our Administration Team continued to be a welcoming and supportive voice during some of the hardest times our communities have faced, **receiving over 37,000 phone calls**. Read more on page 12.
- With demand and waitlists increasing, **our Care and Recovery Coordination Team continued to reach out to those most vulnerable**, linking clients with other services and advocating for those who need support.
- **Our Art Therapy Community Studio sessions in St Kilda and Dandenong (together with SECADA) continued successfully online in 2021–22**. We thank the City of Port Phillip and the City of Greater Dandenong for their continued support of this much-loved program.



Harm reduction

at Windana

At Windana, we believe that **harm reduction belongs at the core of all client-centred responses to substance use**. We advocate for embedding evidence-based harm reduction approaches into responses to substance use issues because they lead to safer behaviour and safer places, **and will ultimately save lives**.

Vasili Papalexis is Windana’s Harm Reduction Practitioner. He works with clients in our youth and adult withdrawal services, running groups and individual sessions.

“Harm reduction aims to reduce the negative impacts of substance use, primarily for people who use substances or are potentially likely to do so, but also their friends, family and the wider community,” says Vasili.

“Harm reduction strategies typically seek to encourage safer behaviours, safer environmental settings and the use of ‘evidence-based solutions’ as a guide to reduce the harm caused by substances.”

Preventing opioid overdose is one of the key topics Vasili focuses on in his sessions. Vasili works with clients, their family members, staff and external partners in accessing and administering Naloxone to reverse opioid overdose.

For clients who use alcohol, Vasili helps reduce harms by having conversations about the risks of drinking while taking other drugs, exploring strategies to avoid drink driving and sharing simple habits that have profound benefits to the body and mind – such as drinking water and eating food.

Cannabis harm reduction strategies include decreasing use to lower the risk of mental health concerns and physical dependency. Techniques also look at ways to avoid tobacco dependence (which often occurs when people mix the two) and suggest safer ways of smoking.

Safe injecting practices for certain drugs is another important topic that Vasili covers. A core focus of Vasili’s work is educating clients around the danger of mixing substances (polysubstance use). This is critically important work when we consider that the Coroners Court of Victoria’s Victorian overdose deaths 2012–2021 report released in August 2022 found that 73.6% of Victoria’s 500 overdose deaths in 2021 involved multiple substances.


Vasili also works with clients around harm reduction principles that apply to all substances – including not using alone and the benefits of taking a break.

When providing harm reduction support, Vasili talks with clients about the substances they use, their journey so far and their goals for the future. He also unpacks social determinants of health such as a client's living situation, their support networks and their age. This person-centred approach ensures Windana provides harm reduction support that is relevant and effective.

“During our groups, I’m there to prompt the discussions and share important information,” Vasili says.

“Clients share their experiences and stories – educating and learning from each other.” Vasili’s role at Windana is designed to ensure that the life-changing techniques of harm reduction are shared across the organisation and beyond. He provides Community Overdose Prevention Education training and clinical resources to staff across Windana and collaborates with other agencies (Star Health, for example), workshopping strategies and being available for secondary consultations.

Our work in the harm reduction space is an opportunity draw on values and principles fundamental to Windana – such as practicing non-judgement and using evidence-based interventions – to improve quality of life, community safety and ultimately save lives.



“Reduce the negative impacts of substance use...”

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 (Windana, Monash Health, Odyssey House, Taskforce and Youth Support and Advocacy Service). 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.

Highlights from 2021-22

- To better support clients presenting with family violence issues, **SECADA staff have increased the use of risk assessment management plans.** Linkages with Monash Health specialist family violence advisors have also been strengthened to support the implementation of policy and effective family violence responses.
- A trial for direct referrals from the Monash Health Community Residential Withdrawal Unit to the SECADA Care and Recovery Service is underway, with the aim **to increase timely support for clients leaving the withdrawal unit.**
- Significant work has been completed with Monash Health to **improve the identification, recruitment and selection of potential student placements,** including alcohol and other drug rotations for the South-West Aboriginal Mental Health Traineeship and placements for third year social work students.
- SECADA was also involved in the Integrated Care Pilot (see page 24), seeing **improvements to referral pathways and practices** from hospital emergency departments and alcohol and other drug/mental health hubs.
- The SECADA team continued using a blended service delivery model (in-person and online), which ensured access to SECADA services – both individual and group sessions – during COVID-19 lockdowns was maintained. **The blended service delivery model will continue giving clients the flexibility to access SECADA services in the most suitable way for them.**

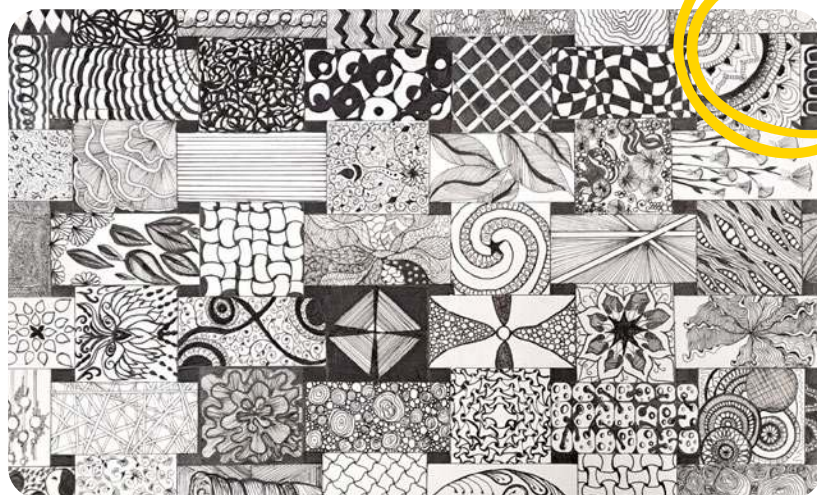


Organisational support

Our Corporate Services team, People, Safety and Quality team, and Communications and Partnerships team all provide vital services to ensure our clinical and service delivery teams can deliver their life changing work.

Highlights from 2021-22

- **We established a new People, Safety and Quality Team** to strengthen organisational culture, improve the employee experience, support a diverse and inclusive workplace, and increase the focus on quality to ensure we are delivering quality care to clients and residents.
- The People, Safety and Quality Team have led the development of **Windana's new values, the roll-out of a new Learning Management System**, and the preparation for Windana's QIP audit and accreditation (successfully achieved in August 2022).
- Our Corporate Services Team also underwent a restructure which saw **new roles established in property and maintenance; compliance, audit and risk; and information and communications technology**.
- The Communications and Partnerships Team completed Windana's first policy position statements, **strengthening our ability to be advocates for positive change**.



Windana Board

and Executive Team

Members of the Windana Board and Executive Team as of 30 June 2022:

Board Members



Jenny Gillam

Director and Board Chair

- Chair of the Remuneration & Nominations Subcommittee
- Member of the Finance Risk & Audit Subcommittee
- Joined the Windana Board in 2002



Dione O'Donnell

Director and Deputy Chair

- Chair of the Remuneration & Nominations Subcommittee
- Member of the Finance Risk & Audit Subcommittee
- Joined the Windana Board in 2002



Cameron Bird

Director

- Chair of the Strategic Planning Subcommittee
- Joined the Windana Board in 2016



Tony Parsons

Director and Public Officer

- Member of the Strategic Planning Subcommittee
- Joined the Windana Board in 2016



Jen Riley

Director

- Member of the Remuneration & Nominations Subcommittee
- Joined the Windana Board in 2021



Marita Scott

Director

- Chair of the Quality & Safety Subcommittee
- Member of the Strategic Planning Subcommittee
- Joined the Windana Board in 2021



Stelvio Vido

Director

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

Executive Team



Andrea McLeod

Chief Executive Officer



Jo Caruso

General Manager, People, Safety and Quality



Vanessa May

General Manager, Corporate Services



Mark O'Brien

General Manager, Rehabilitation Services



Molly O'Reilly

General Manager, Withdrawal and Community Services

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

Financial report

The following Statements of Profit or Loss and Other Comprehensive Income, Changes in Equity and Cash Flows for the year ended 30 June 2022 and the Statement of Financial Position as at that date are extracted from Windana's audited Financial Statements.

Windana has reported a net operating deficit for the year of \$743,143 (\$1,003,793 in 2021), and a net surplus of \$980,345 (compared to a deficit of \$944,293 in 2021) after accounting for capital grants. Other comprehensive income, resulting from a decrease in the fair value of equity investments (\$40,056), brings the overall organisational result to a surplus of \$940,289 (\$143,992 in 2021).

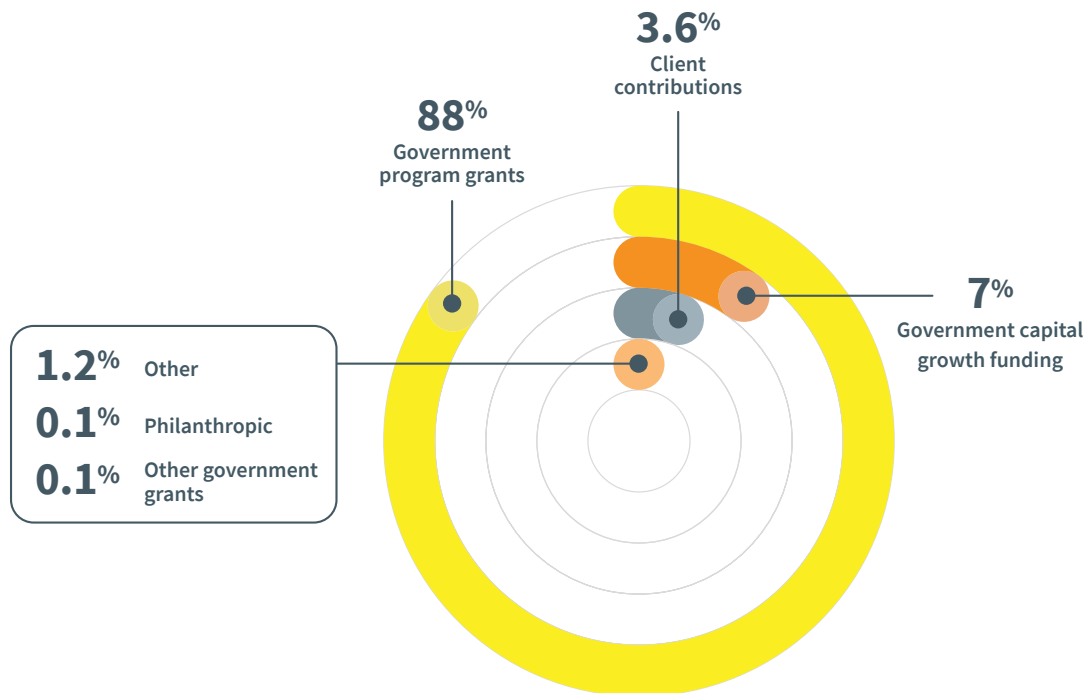
Items of note include:

- Revenue from operations increased by 2.66% over the year prior, against a wage increase of 14.57%. This increase in personnel costs reflects the establishment of the new therapeutic community in Corio during the year as well as annual wage rises. Total revenues increased by 10.36%.
- Utilities costs increased by 29.57% over the previous year, reflecting the significant power price hikes as well as costs associated with running an additional therapeutic community. Solar power options are currently being explored.
- A decrease in the fair value of investment income of \$40,056 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. \$340,000 had been invested in this fund as at June 2022.
- Interest income for the year decreased from \$22,389 in 2021 to \$11,858 in 2022, reflecting the reduction in interest rates and reinforcing the prudence in extending our investment strategy beyond traditional term deposits. Revenue from this source is expected to increase significantly for the 2022-23 financial year due to rising rates and a change in investment strategy designed to take full advantage of low risk, liquid investment opportunities.

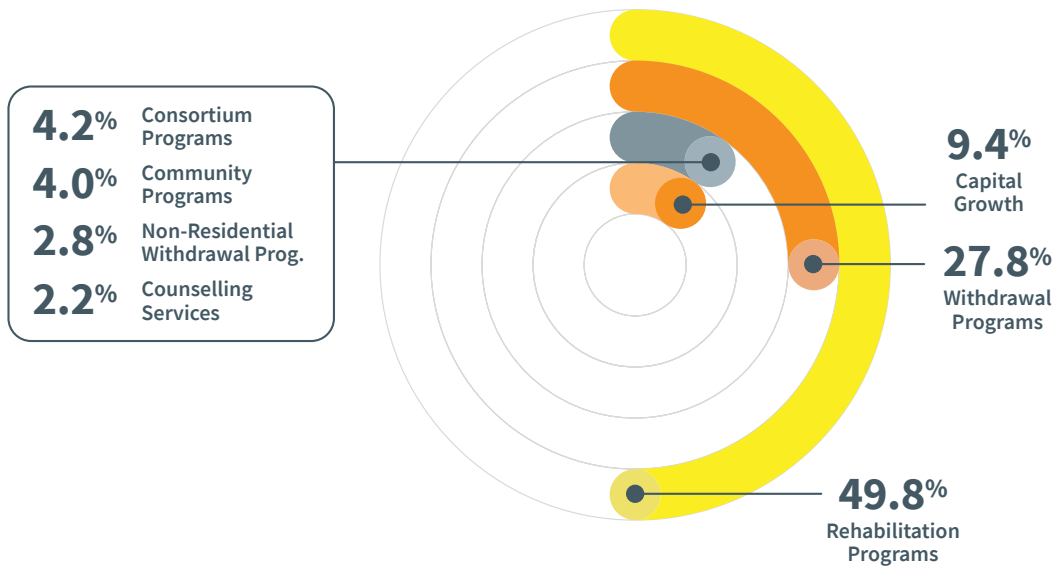
- Total leave provisions have increased 3% over the prior year, reflecting wage indexation as well as the effect that lockdowns and travel restrictions have had on leave requests from staff. Long service leave provision continues to decrease as existing leave prior to the transition to the Portable Long Service Leave system is taken. This downward trend will continue.
- Net cash flow from operations totalled \$3.1m. This includes a grant received in advance (i.e. to be spent in 2022-23) of \$800,000 for a modified service model at Grampians Therapeutic Community.
- Total cash from all activities increased during the year by \$917,787.

Windana’s financial results have, yet again, been exceptionally good in a harsh climate of COVID-19 restrictions, and within a sector that is severely underfunded. Windana continues to be proactive in seeking funding opportunities for innovation, capital growth, and to extend the reach of its services. Strong fiscal management has allowed Windana to successfully navigate the many challenges of the last few years and land in a reasonably strong financial position, with no debt, and the ability to invest in future growth and client impact.

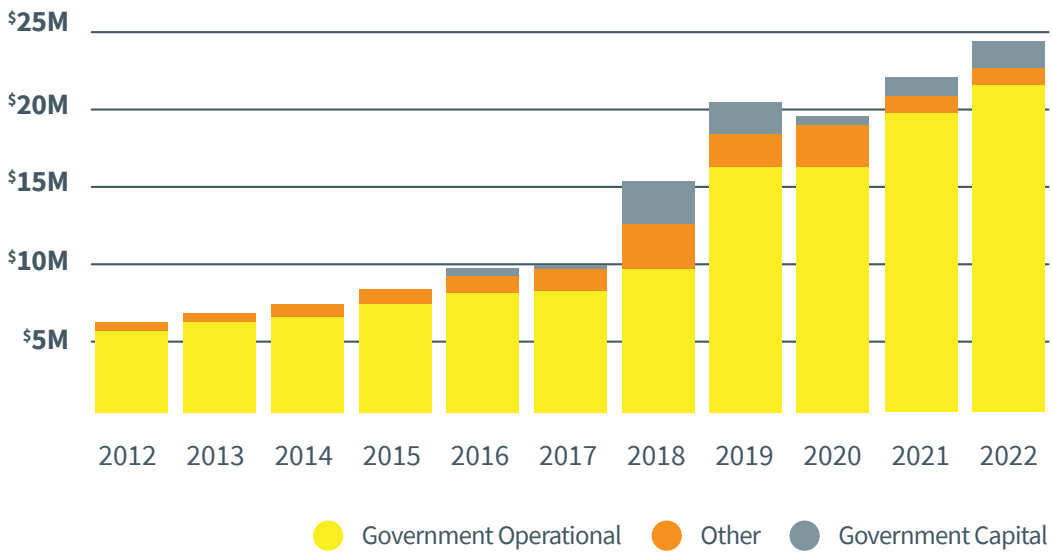
Revenue Sources 2021-22



Grants by program type 2021 - 22



Revenue Growth



Statement of Income and Expenditure and Other Comprehensive Income

For the year ended 30 June 2022

	2022	2021
	\$	\$
Revenue from operations	22,107,179	21,533,904
Contractor expenses	(2,789,556)	(2,520,419)
Employee benefits expense	(14,891,548)	(12,997,277)
Depreciation expense	(1,333,164)	(990,646)
Client costs	(526,798)	(466,258)
Computer expenses	(470,423)	(433,975)
Natural therapy costs	(75,960)	(75,328)
Consultancy fees	(539,436)	(375,443)
Utilities expenses	(247,507)	(191,015)
Repairs and maintenance expenses	(384,471)	(216,362)
Rent and rate expenses	(105,116)	(198,653)
Travel and accommodation expenses	(26,436)	(28,079)
Telephone and internet expenses	(122,181)	(137,649)
Motor vehicle expenses	(95,228)	(85,253)
Cleaning costs	(160,962)	(147,327)
Finance costs	(53,032)	(55,283)
Impairment loss	-	(3,005,137)
Other expenses	(1,028,504)	(613,593)
Surplus / (Deficit) from operations	(743,143)	(1,003,793)
Therapeutic Community refurbishment grants	1,723,488	59,500
Net Surplus / (Deficit) for the year	980,345	(944,293)
Other comprehensive income		
Items that will not be reclassified subsequently to profit or loss		
Gain on revaluation of land and buildings	-	1,050,033
Net change in the fair value of investments taken to equity	(40,056)	38,252
Other comprehensive income for the year, net of tax	(40,056)	1,088,285
TOTAL COMPREHENSIVE INCOME FOR THE YEAR	940,289	143,992

Statement of financial position

As at 30 June 2022

	2022	2021
	\$	\$
ASSETS		
CURRENT ASSETS		
Cash and cash equivalents	9,508,965	8,591,178
Trade and other receivables	13,169	423,937
Inventories	9,183	10,868
Other assets	154,630	183,800
TOTAL CURRENT ASSETS	9,685,947	9,209,783
NON-CURRENT ASSETS		
Investment in financial assets	338,196	258,252
Property, plant and equipment	18,733,784	18,005,118
Right-of-use asset	633,463	626,192
TOTAL NON-CURRENT ASSETS	19,705,443	18,889,562
TOTAL ASSETS	29,391,390	28,099,345
LIABILITIES		
CURRENT LIABILITIES		
Trade and other payables	2,412,396	2,505,901
Provisions	1,184,605	1,146,036
Lease liability	263,401	337,424
Contract liabilities	1,879,396	1,471,773
TOTAL CURRENT LIABILITIES	5,739,798	5,461,134
NON-CURRENT LIABILITIES		
Lease liability	447,641	369,847
Provisions	112,310	117,012
TOTAL NON-CURRENT LIABILITIES	559,951	486,859
TOTAL LIABILITIES	6,299,749	5,947,993
NET ASSETS	23,091,641	22,151,352
EQUITY		
Accumulated surplus	15,039,174	14,058,829
Reserves	8,052,467	8,092,523
TOTAL EQUITY	23,091,641	22,151,352

Statement of changes in equity

For the year ended 30 June 2022

	Accumulated surplus \$	Asset Revaluation Reserve \$	Investment Revaluation Reserve \$	Total \$
2022				
Balance at 1 July 2021	14,058,829	8,054,271	38,252	22,151,352
Surplus for the year	980,345	-	-	980,345
Revaluation movement	-	-	(40,056)	(40,056)
Balance at 30 June 2022	15,039,174	8,054,271	(1,804)	23,091,641
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	1,088,285
Transfers from/(to) reserve	336,654	(336,654)	-	-
Balance at 30 June 2021	14,058,829	8,054,271	38,252	22,151,352

Statement of cash flows

For the year ended 30 June 2022

	2022 \$	2021 \$
Cash flows from operating activities		
Government grants received	21,831,412	21,189,812
Payments to suppliers and employees	(21,493,830)	(18,384,069)
Donations and contributions	1,742,394	67,575
Client fees	893,034	881,990
Other income received	171,659	1,327,703
Interest received	11,858	22,389
Interest paid	(53,032)	(55,283)
Net cash inflow from operating activities	3,103,495	5,050,117
Cash flows from investing activities		
Receipt of sale of property, plant and equipment	114,900	-
Purchase of property, plant and equipment	(1,700,533)	(977,282)
Net cash outflow from investing activities	(1,585,633)	(977,282)
Cash flows from financing activities		
Repayment of lease liabilities	(480,075)	(319,107)
Repayment of borrowings	-	(9,172)
Payment for investments	(120,000)	(220,000)
Net cash outflow from financing activities	(600,075)	(548,279)
Net increase/(decrease) in cash and cash equivalents	917,787	3,524,556
Cash and cash equivalents at the beginning of the financial year	8,591,178	5,066,622
Cash and cash equivalents at the end of the financial year	9,508,965	8,591,178



Windana

Life. Changing.

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