



2014-15 ANNUAL REPORT

PRESENTED TO THE 39TH ANNUAL GENERAL MEETING
JUNE 17, 2015

**MISSION/RIDEAUWOOD IS A
COMMUNITY PARTNER DEDICATED TO
TRANSFORMING THE LIVES OF THOSE
AFFECTED BY ADDICTIONS AND TO
EASING THE BURDEN AND COST ON
FAMILIES AND OUR COMMUNITY.**

**VISION/RIDEAUWOOD'S GOAL IS
TO INSPIRE AND FACILITATE AN
ADDICTION-FREE COMMUNITY.**

**VALUES/
COMMITMENT/COURAGE/COMPASSION
ACCOUNTABILITY/RESPECT/EXCELLENCE**



PRESIDENT'S MESSAGE

The 2014-2015 term of this Board of Directors was my first as the President. I am very pleased to be able to report to you that your Board of Directors was able to accomplish a great deal this year through the work of its volunteer members and the dedicated staff of Rideauwood. I would like to thank everyone for their support and assistance to me over the year, making this another year where this organization made positive strides.

I would first like to thank Mary Donaghy for her role as the Vice President of our Board of Directors. Mary has brought to us a wealth of knowledge in regards to the education system as well as her professional role that directly interacts with the Rideauwood service providers. Mary has agreed to come back as the Board's Vice President for next year, and I thank her for that. Her support and common sense approach to issues is a great asset.

This year saw the addition of one new Board member and I would like to now introduce Bruno Carchidi. Bruno is a member of our local business community and brings great passion and energy to the work that he is doing with our Board. Bruno's deep roots within our community and knowledge of how to run a successful business are already being put to use with his addition to our Finance Committee. Thank you Bruno for your volunteerism and commitment to the positive contributions that Rideauwood makes to our City.

I would like to take the opportunity to acknowledge and thank the members of our Board who have stepped up to take on important and time consuming roles with Rideauwood.

Colin Wiltshire has now completed his second year as the Chair of our Finance Committee. Colin's eye for detail, ability to listen and work with others as well as his passion for Risk Management have been a huge asset to this past year's success within Rideauwood. Thank you for all of your work Colin.

I would also like to acknowledge all of the members of the Finance committee who contributed to this year's successes. Thank you to Glen Drodge, Jennifer Cowan, Phil Brown and Bruno Carchidi for your work and contribution.

Brenda Buchanan took on the role of Chair of the Governance committee with some trepidation and concern last year. That concern was immediately turned into hard work and determination, and Brenda set out on an aggressive year long work plan. Although at times I was concerned that plan was too aggressive, Brenda and her team were able to move a huge volume of work forward, refining several policies, developing the

ED succession plan and reporting matrix, as well as providing input on the organization's Human Resources policies, procedures and programs.

Thanks also goes to Nicole Poirier, Lynn Davies, Suzanne Ryan, Janice Miller and Mary Donaghy for all of this work as well as putting together a great Strategic Planning Day.

Martin Thompson continues to be a huge asset to not only Rideauwood and the Board of Directors, but me personally as I try to navigate my position as the President. Martin's legal expertise and practical approach has provided great advice and guidance to Rideauwood and myself on countless occasions. Thank you for this Martin.

I would like to thank the Rideauwood Senior Management Team for their dedication to the organization and Services that they provide. Ben, Len and James have all been essential in assisting Rideauwood to make sure that they continue to provide the excellent programs and service that this community has come to rely on. Thanks to Paul for steering this team and for his tireless work in the community to ensure that Rideauwood remains in the spot light as a key service provider in Addictions and Family Services.

Finally, I would like to thank the staff of Rideauwood. It is you, the people who are providing the frontline services, who have made Rideauwood what it is today. You need to know that every decision that myself and my fellow Board members make has you and the best interests of the programs that you provide at heart. It is these programs and the services that you provide day in and day out to the community and its members in their highest time of need that makes Rideauwood the place of hope and positive futures that it must continue to be.

In serving the past year as the president of the Rideauwood Board of Directors I have realized that it takes many, many people to create a successful organization. Each of you, Board members, senior staff, service providers and other front line staff, all have a key role to contribute to our shared success. It is knowing that we are all pulling together that makes me have great hope for the future of Rideauwood and how it will continue to grow and improve.

Thank you for the opportunity I am provided in serving as President. I look forward to the challenges that lay ahead.

Respectfully,

Steve Bell
Steve Bell, President

EXECUTIVE DIRECTOR'S REPORT

PAUL WELSH, EXECUTIVE DIRECTOR

While successful, the 2014-15 year did present us with some funding challenges for both the department of Youth/School and Parent Programs and the department of Adult Addiction and Family Member Programs.

School based services saw a substantial reduction in funding which was announced in June 2014. Fortunately, both the school boards we work with were able to make up some of the shortfall. In the Ottawa Catholic Board (OCSB) there was no loss of service since that board was able to cover the shortfall completely. In the Ottawa Carleton District School Board (OCDSB), the shortfall was substantially larger and could only be partially covered. This resulted in a reduction of service to the OCDSB from a weekly average of 14 hours per school down to 11. Fortunately, we were able to go to our newly invigorated database and protect more hours in the higher demand schools. Three staff departures were not filled but we were able to avoid layoffs. Ultimately we were able to minimize the loss of service to 56 clients or 3283 hours of service to the OCDSB.

We will be revisiting our 2014 proposal to the Champlain LHIN to cover this loss of services in hopes that replacing lost service capacity will take funding precedence over funding of new services.

The second challenge was specific to the Drug Treatment Court. The federal government reduced funding while shifting responsibility for existing DTC's to the provincial level in order to create new DTC's across the country. As a result, Rideauwood's DTC budget was reduced last year by close to \$100,000. In addition to previous cuts, this means that since the DTCO's first year, funding has been reduced from \$550,000 annually down to \$400,000. Rideauwood's DTC has had an exceptionally high graduation rate of between 40% and 60% over the last several years. As a group-based program offering Day Treatment for the first several months, a group of 12 clients requires the same staffing as a group of 6 or 8. This very successful structure prevents treating fewer clients when faced with reduced funding. Our strategy is to not lay off staff in order to sustain our capacity within the agency. However, we have been forced to reduce purchased services from other organizations which are very powerful contributors to our successful outcomes. These services include a Nurse Practitioner, a purchased Withdrawal Management bed, and Pre-Employment Training, as well as food for clients. Ontario has chosen our new funder to be the Ministry of the Attorney General and we are in active discussion with them to develop a Transfer Payment Agreement (funding contract) which would lead to the flow of funds by the end of the first Quarter of 2015-16. We are also approaching the Champlain LHIN to see if the shortfall can be covered.

Our Adult Addiction Treatment Programs also include: community-wide access for Day Treatment and Evening Treatment as primary care and/or continuing care following Residential Treatment; Ontario Works Addiction Services Initiative (funded by City of Ottawa with Provincial revenues); and Addiction Treatment for Canadian Armed Forces Members and Family. While programs responded to increasing demand for service by expanding their capacity, we have stretched a bit too far for the staff to sustain this.

The Adult Team continues to grow their evaluation capacity in order to provide more robust data on who we serve. This initiative includes the new Ontario Perception of Care tool (OPOC); a powerful and detailed improvement on previous Client Satisfaction Questionnaires. Much thanks goes to our Adult Team Managers, Paula Fraser, Andrew Mendes, Ruth Mayhew and Jane Aston, and their tireless efforts.



The Problem Gambling and Family Member Treatment Team has continuously gathered client profile and outcome data for more than a decade and, in collaboration with Rideauwood's Evaluation and Research staff, have intensified and broadened their scope of evaluation.

The Family Member Program has had a similar experience redesigning services to increase their capacity and also recognized that we have stretched a little too far. They too have implemented the new OPOC. Two years ago this tool was field-tested in a number of Ontario agencies including our Family Member program in a research trial by the Center For Addiction and Mental Health CAMH. Their input resulted in revisions and improvements to this tool which will be rolled out by the Ministry of Health and Long Term Care through the LHINs in a phased implementation. See our Outcomes Update section for the preliminary OPOC results. Once again thanks to the very busy but dedicated Family Member team and their diligent work to develop and implement new assessment and evaluation tools.

Our Youth, School Substance Abuse and Parent Programs under the guidance of the newest Program Director, Ben Bridgstock, have once again demonstrated excellent results through their annual Outcome Evaluations. Rideauwood's outcome evaluation efforts began in 1996 and have been considerably increased in scope and depth with assistance from the Centre for Excellence for Children's Mental Health, the project s.t.e.p team, United Way and Ottawa Network For Education, as well as previous funders in the past who help sustain and expand services such as the Trillium Foundation, the Community Foundation, and private donors.

Our service for Pregnant and Parenting Youth (PPY) at St. Mary's partnered with Youville Center three years ago and through funding support from the Center for Excellence for Children's Mental Health were able to create a common Outcome Evaluation for the treatment of addiction and related mental health problems provided at St. Mary's by Rideauwood and delivered in-house by Youville Center staff. The evaluation framework is designed using the MOH/LTC-approved GAIN SS Modified, the new and validated communimetric assessment tool: the Child and Adolescent Needs and Strengths - Pregnant and Parenting Youth (CANS-PPY), and the Parenting Stress Indicator (PSI-4). The project resulted in our development of the CANS-PPY, a tool specifically tailored to the unique challenges and strengths of youth parents. The CANS-PPY was developed in partnership with Dr. John Lyons, a Psychologist from the University of Ottawa and creator of the CANS. The considerable client progress identified by this evaluation tool is discussed further in our Outcome Updates section.

I'd like to express Rideauwood's appreciation and respect to Cindy Simpson, the Executive Director of Youville Centre and her staff; To Nancy McNider, Executive Director of St. Mary's Home and her staff, the Rideauwood counseling staff at St. Mary's; and to our Research and Evaluation Team for expanding our knowledge of the challenges facing these young mothers and their children. Their work demonstrates the efficacy and scope of the services we deliver to the clients in our community.

RESEARCH AND EVALUATION TEAM

This Team, working with Kerry Moloney, has had an extremely productive and busy year. Data collection and reporting has greatly advanced. Not only are our funders satisfied with all aspects of our reporting, we continue to be leaders in the field. Work over the past three years with the Addiction and Mental Health Ontario's Youth Addiction Treatment Community of Practice has resulted in a province wide funding initiative. Through partnership with the Pine River Institute, CAMH, Rideauwood's School Youth and Parent Programs will be able to roll out a tablet-based outcome evaluation using new MOH-LTC approved tools. This improvement promises to be user-friendly for clients, low maintenance for staff, and offer a push-of-a-button evaluation on an electronic platform. Once again Rideauwood finds itself a leader and early adopter in working to better assess and serve our clients. Eventually the system and the tablets will be available to all youth addiction treatment programs who are members of Addiction and Mental Health Ontario. This offers the possibility for other providers and service systems and other provincial Ministries and funders to collaborate and partner with us in a consistent, effective and easy to use Outcome Evaluation. Well done to all of the Youth and School counsellors for the many years of developmental work in evaluating and reporting on our outcomes.

We have an outcome evaluation implemented for each of Rideauwood's programs now. These have built upon years of experience in evaluating school based programs and gambling programs as far back as 1996 in our first efforts to evaluate what we do. The collected information can be used to inform program planning, measure quality, and to inform ourselves and the community of the benefit of our work. Congratulations to all of staff for implementing evaluation of all of our programs.



STRUCTURE

In 2014-15 we added two Managers to our Youth/School and Parent programs. Nadine McLean and Liz Parsons have moved into these new responsibilities and are blazing a trail to provide closer clinical supervision for School, Youth and Parent counsellors.

Output information on the amount of service delivery in 2014-15 can be viewed in our Outcome Updates section.

APPRECIATIONS

Our Board of Directors continue to be an essential source of support and guidance which is not limited by the fact that they volunteer their time; always available for strategic planning down to those thorny issues which are new (or newly challenging) to this Executive Director. Those issues are rarely new to the collective talent and experience of the Board's 12 members.

Thanks to Len Leeks for his deep and broad knowledge, sage counsel, great strategic and legislative advice, and to James Budd for dedicated service, strategic thinking and the long hours which helped steer us to solutions and success through many challenges. Thanks also to Alison Ryan for the support and preparation of my time, and retention of the million details that contribute hugely to an agency with a mission and drive to make life better for thousands of clients each year.

Sincerely,

Paul Welsh, MSW RSW
Executive Director

GOVERNANCE COMMITTEE REPORT

BRENDA BUCHANAN, COMMITTEE CHAIR

ROLE OF THE GOVERNANCE AND HR COMMITTEE

The Committee's role includes the following: to identify, examine and discuss Board and organizational governance and human resources issues and questions within its scope of responsibility, and to make recommendations to the Board for approval or modification of policies or practices. Responsibilities include:

- Establishing and monitoring the planning process for the development of organizational strategy/direction
- Developing and overseeing the processes followed for hiring, monitoring performance, and planning for the succession of the Executive Director, and ensuring a succession plan is in place for Director level positions
- Reviewing RW policies approving and monitoring specific policies that are relevant to the Board in some manner
- Managing the nominations process to ensure optimal composition of the Board of Directors
- Conducting regular Board assessments.

COMMITTEE ACTIVITIES FOR 2014-15

1. Developed a formal Terms of Reference (ToR) for Governance and HR Committee
 - Based upon RW By-laws, the formal ToR developed this year provides the Committee with an overview of its mandate and structure (membership), protocols for meetings, and details about Committee roles and responsibilities.
2. Revised and compiled several sections of a customized RW Good Governance Handbook (building on work that began in 2013-14)
 - This Handbook was developed to provide overarching guidance and support to members of the Board regarding Board roles and responsibilities. Once completed, it will be an evergreen manual in electronic format to ensure ongoing usefulness as the "go to" source for ensuring good governance at Rideauwood. During the 2014-15 Board year, sections developed in previous years were updated, new sections were developed and reviewed/approved by the full Board, and a list of remaining sections was prepared to guide Committee work in 2015-16. When complete, The Handbook will include the following:

Overview of the Rideauwood Board of Directors

- RW By-laws
- Characteristics of the Board
- Profile of a Board Member
- Board Skills Matrix
- Directors Appointments and Terms (updated annually)
- Recruitment Process for New Board Members
- Board of Directors Orientation Process

Terms of Reference

- Board of Directors
- Governance and Human Resources Committee
- Finance Committee

Strategic Planning

- Planning process and tools

Board Performance Scorecard

- Tools used to assess Board and Board member effectiveness

The Governance Committee consists of the following members:

COMMITTEE CHAIR

Brenda Buchanan

PAST CHAIR

Lynn Davies

PRESIDENT

Steve Bell

MEMBERS

Mary Donaghy, Vice-President
Paul Welsh, Executive Director
Nicole Poirier
Janice Miller
Suzanne Ryan
Martin Thompson



Materials related to Management of Executive Director Position

- Position Description
- Succession planning processes (Planned and Emergency)
- Orientation process for a new ED
- Performance Review Policy/Process
- Performance Review Template
- 360 Feedback Policy/Process and 360 Feedback Questionnaire
- ED's Board Report Template

3. Began discussions related to a formal process that will ensure Board oversight of the development, approval and monitoring of RW policies
 - The Committee conducted research on governance practices in non-profit organizations and confirmed that the RW Board needs to review/approve policies related to:
 - Workplace Bullying and Harassment
 - Violence in the Workplace
 - Whistleblower
 - Conflict resolution
 - Conflict of interest
 - Working conditions / Occupational health and safety
 - Accessibility
 - Policies for discipline and termination
4. Developed a detailed succession planning process and related materials for the role of the Executive Director
 - Based on Committee work completed this year, the Board reached agreement on both a natural succession planning process for the ED position, as well as steps to be taken in the event of the unexpected departure of the ED. The Succession Plan lists all activities to be undertaken and includes roles and responsibilities for the Board, Board President, and any external parties involved in a selection process.
5. Updated the RW Board recruitment and orientation process (nominations function for the Board of Directors)
 - This year, the process to be followed for recruitment of new Board directors was updated and new materials were prepared including a Board Competencies Matrix (used to assess gaps in Board composition and then target potential new members). A poster was prepared to guide in the selection of new Board members, and directors and management were asked to make nominations for potential Board directors. Candidates approved for nomination by the Board will be presented for final approval, along with directors whose terms are being renewed at the AGM.

6. Worked with RW staff to design, facilitate and report on the annual strategic planning day held on April 18, 2015
 - The focus this year was on updating the existing Strategic Plan and Risk Framework for the organization, providing initial input into the strategic planning process to begin in 2015-16 (for the creation of a 2016-20 Strategic Plan), and discussing governance and HR materials prepared by the Committee this year.

SUGGESTED ACTIVITIES FOR 2015-2016

1. It was agreed by the Committee this year that the RW strategic planning process and reaching agreement upon the Board's ongoing involvement in the process should be the top priority for this Committee in the 2015-16 Board year.
2. It was agreed that another key objective for this Board Committee in 2015-16 would be to develop and approve an overarching RW Policy Framework, ensuring that ALL RW policies are included in the framework and it is clearly noted which ones the Board is involved with.
3. It was also agreed that the Committee will continue work on the RW Good Governance Handbook; specifically, the Committee will focus on developing (working with the Finance Committee and full Board as required) the following sections/sub-sections:
 - Terms of Reference: Board of Directors Terms of Reference, and Finance Committee Terms of Reference
 - Materials related to Management of Executive Director Position: Orientation process for a new ED
 - Materials Related to Board Role in Strategic Planning (see #1 above)
 - Appendices including a new RW Policy Framework (see #2 above)

Respectfully submitted,

Brenda Buchanan

Brenda Buchanan, Governance and Human Resources Chair
June, 2015



NEW ANNUAL PROGRAM OUTPUT UPDATES

The support of our community stakeholders through partnerships, donations, grants and provincial funding has been integral to the success of Rideauwood. To increase accountability to our stakeholders we will regularly and publically report on some key operational metrics. Offering this information transparently allows us to share our successes and provide insight into future areas for growth and improvement.

The indicators selected represent areas considered critical to client success in our programs. Time spent on waiting lists for an appropriate program has been correlated with attrition and completion rates; reducing the period from first contact to first instance of service is a high priority target.

Also reported is the Length of Stay (LOS) or the number of days spent completing the program. This indicates the efficient use of resources and lower LOS would impact wait time and increase clients served annually.

“Clients Served” indicates how many clients received counsellor sessions and “Sessions Delivered” provides information on the total number of counselling services delivered to clients (outreach, intake, individual counselling, group counselling, etc.).

We have seen a trend towards a reduction in our wait times and a stable or decreasing Length of Stay. The Drug Treatment Court saw a significant increase in the number of clients served. Additional clients are served in our outreach and other programs. However here we chose to begin here by focusing on six of our core programs.

Operational Metrics - 2013/14 & 2014/15

	wait time (days)	Avg. LOS	Clients Served	Sessions Delivered
Adult Program				
2013/2014	100	357	220	5,369
2014/2015	94	346	213	5,264
% Change	-6%	-3%	-3%	-2%
Family Program				
2013/2014	216	377	99	2,730
2014/2015	119	371	113	3,231
% Change	-45%	-2%	14%	18%
Gambling Programs				
2013/2014	N/A	208	126	1,290
2014/2015	N/A	205	134	1,200
% Change		-1%	6%	-7%
Parent Program				
2013/2014	125	334	232	2,672
2014/2015	108	330	202	2,000
% Change	-14%	-1%	-13%	-25%
School Based Program				
2013/2014	N/A	345	1,111	11,010
2014/2015	N/A	254	1,056	9,743
% Change		-26%	-5%	-12%
Drug Treatment Court				
2013/2014	N/A	351	50	N/A
2014/2015	N/A	327	71	N/A
% Change		-7%	42%	

THE 3-AGENCY YOUNG MOTHER'S ADDICTION & MENTAL HEALTH EVALUATION

In 2013, with support from the Ontario Centre for Excellence for Child and Youth Mental Health, Rideauwood, St. Mary's Home and the Youville Centre created an evaluation protocol to evaluate whether our programs enhance maternal-child attachment, eliminate or reduce substance use and improve mental health outcomes. Outcomes were evaluated using the CANS-PPY to establish needs and strengths, the PSI-4 to evaluate changes in parental stress, an internally developed Engagement Scale to assess client commitment to change, and finally the CAMH modified version of the GAIN-SS was used to screen for mental health concerns at admission.

The young women were presenting with complex and clinically significant difficulties across a variety of domains. The GAIN-SS found that 90% of clients required follow up for at least one behavioural health disorder, besides substance use, and 75% flagged for multiple. The CANS-PPY further clarified the areas of support required by clients. The most prevalent needs included aid in forming and maintaining relationships, mental health, education requirements, past traumas and financial stability. In addition 12% of the young mothers and their children were homeless at admission and suicide ideation was an issue for 50% of clients.

Between admission (T1) and 6months (T2) in treatment, 21 significant improvements on the CANS-PPY were observed, mostly concerning the security and safety of the mother and child.

Between 6months (T2) and 9months (T3) in treatment, 11 significant improvements were observed and were tied to the fulfillment of the parents' educational needs, skill and personal strengths development. Some needs however continued to require intervention after 9months of treatment, mostly educational needs and ongoing mental health treatment.

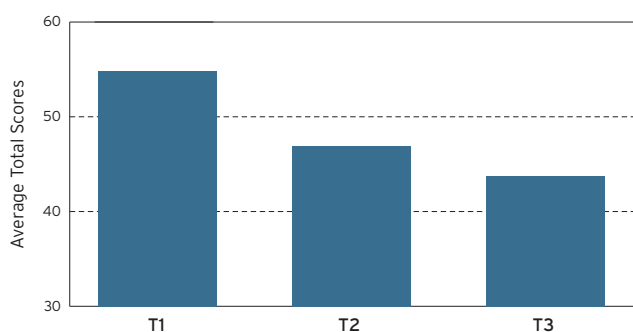
GAIN-SS Behavioural Disorders

Domains Screened	Percentage
Internalizing Disorder	79
Externalizing Disorder	32
Substance Use Disorder	24
Crime/Violence Screener	5
Eating Disorder	35
PTSD	52
Psychosis Screener	45
Problem Gaming/Internet	10

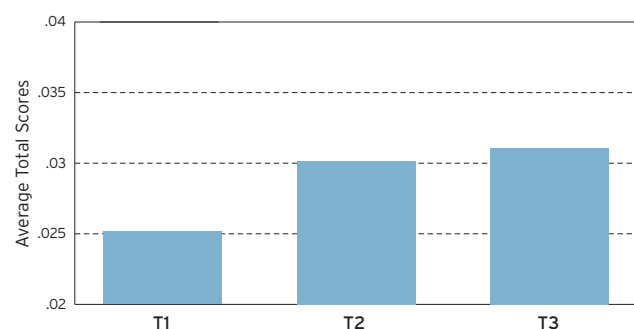
CANS-PPY Identified Needs

Domain	Percentage
Executive Functioning	57
Risk Behaviours	59
Emotional Regulation Skills	47
Educational Needs	84
Cognitive Functioning	41
Social Skills	58
Daily Functioning	42
Mental Health Needs	84
Trauma	68

Reducing Youth Needs-CANS-PPY



Increasing Youth Strengths-CANS-PPY



The full report can be viewed at www.Rideauwood.org on our Research and Evaluation page.



ONTARIO PERCEPTION OF CARE - MENTAL HEALTH AND ADDICTIONS (OPOC-MHA)

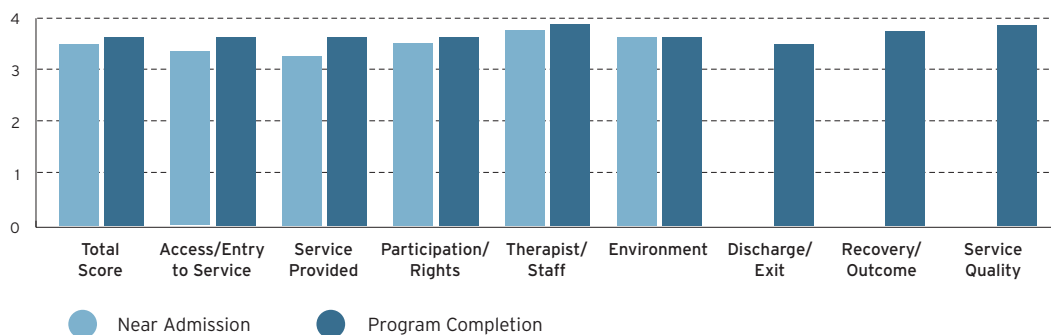
As a continuous improvement initiative, Rideauwood's Adult and Family Programs have been administering the OPOC-MHA survey to Family and Adult clients since January 2015. The OPOC-MHA was developed by CAMH and piloted by more than 1800 clients across a wide variety of Ontario treatment facilities, including our own. This validated tool assesses client perception of the services and environment we offer and identifies areas for improvement. The measure consists of 32 items ranked on a scale of 1 to 4, or needs not met to happy with care. Currently the OPOC-MHA is being collected early into admission and later near program completion in order to better understand our clients' initial impression of Rideauwood as well as to collect input on client experience of the full program.

The OPOC results shown below indicate that our programs are perceived as useful and well delivered. At both collection points, results indicate high levels of satisfaction. The three categories ranked highest by clients were a positive perception of our counsellors, strong client outcomes, and the high quality of service. Clients also felt counsellors were sensitive, respectful and accommodating to cultural needs.

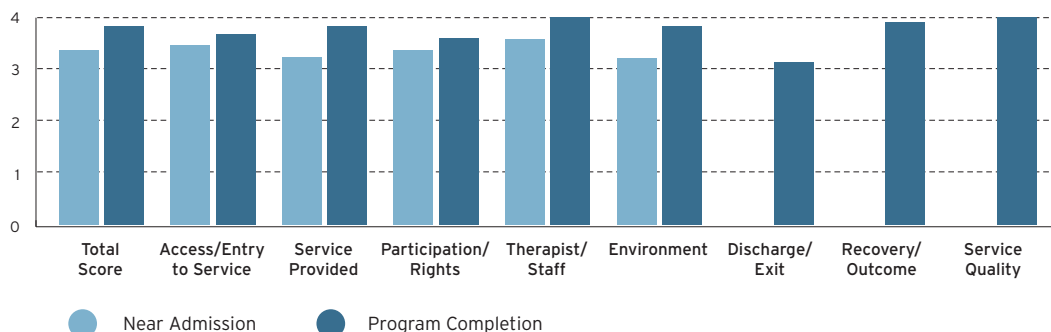
Both groups indicated lower ratings early in treatment regarding referrals out to alternative programs. Also preliminary results in the Family Program indicated that some clients may have some discomfort around leaving the program. Individual item analysis found that some clients felt the wait for service was too long. Currently the volume of need for many of our programs necessitates wait lists.

The Adult team has responded to this challenge through the formation of an "Up-Front" program. This group provides a brief introduction to the Adult Program while awaiting admission. By understanding client treatment needs, individuals deemed appropriate will move on in the Adult program and those who require other services are referred and guided accordingly. Early engagement and active streaming places clients in appropriate services sooner and reduces time spent waiting in the "wrong line".

Adult Program OPOC Results



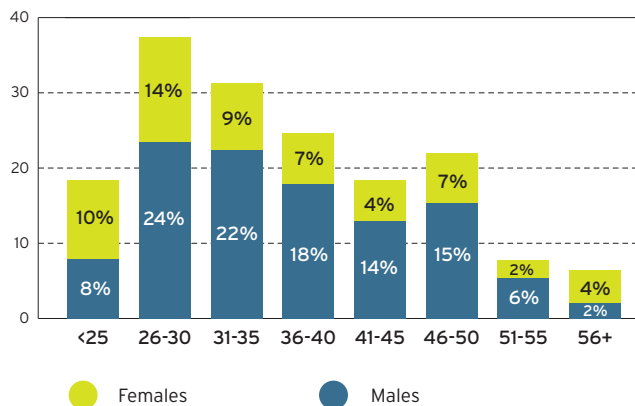
Family Program OPOC Results



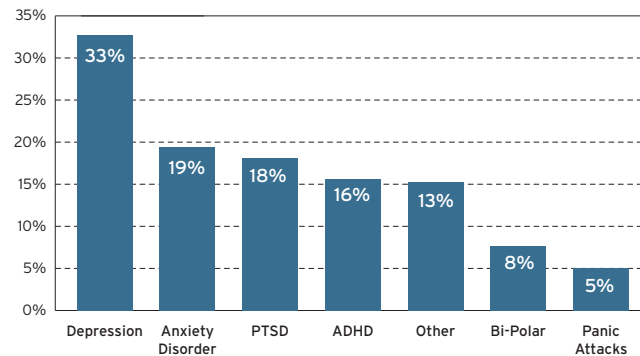
A TYPICAL CLIENT WITH THE OTTAWA DRUG TREATMENT COURT

The Ottawa Drug Treatment Court (DTCO) provides intensive day treatment services to some of the highest need members of our community. Since we began taking detailed records of our clients in 2008, the DTCO has screened more than 400 clients and admitted more than 180 men and women of all ages our intensive day treatment program. All the clients who access this program have long standing addictions to crack/cocaine and/or opiates, are consuming drugs on a daily basis and have histories of nonviolent, addiction related crime. Most of the criminal charges clients face are for breaches of administration of justice. These charges are additional to the crimes that clients have committed and add length to the sentences they face. Most struggle with concurrent mental health disorders and have generally poor physical health. In addition, most clients are not able to meet their most basic needs such as stable housing and food. See below for more information about our clients' profiles at admission.

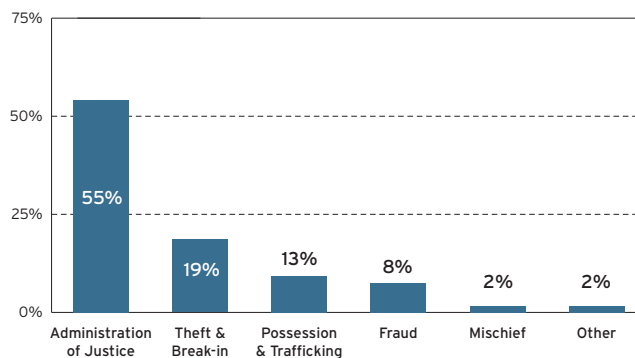
Age and Gender



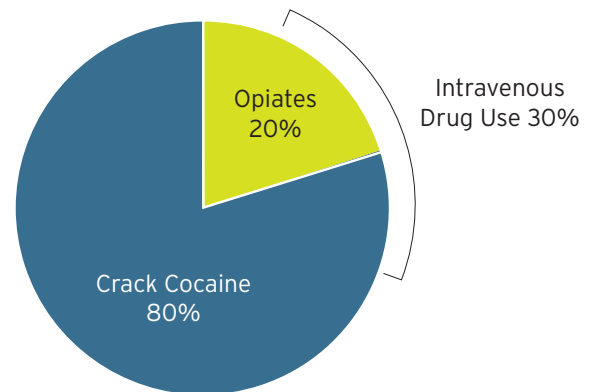
Diagnosed Mental Health Disorders



Charges at Admission



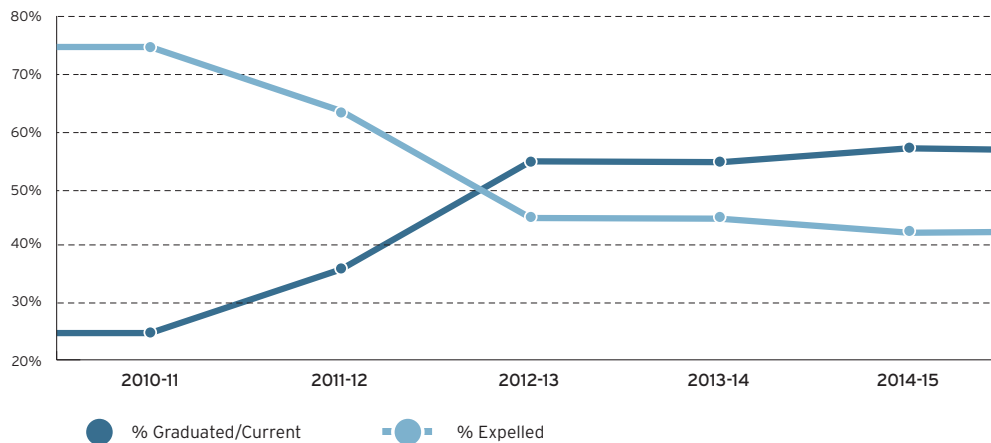
Drugs of Choice



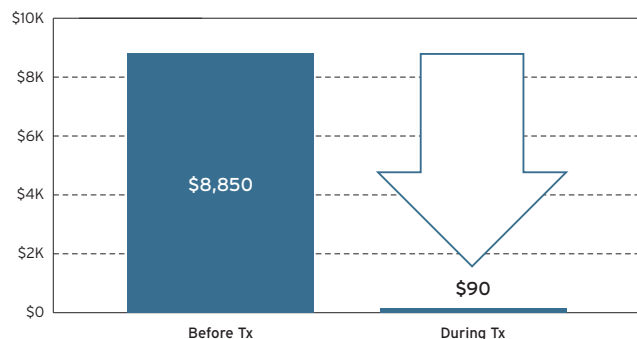


Despite the severity of issues faced by the DTCO clients, more than half of the clients who were admitted in the last three years were able to find suitable housing, find work, return to school or begin volunteering, commit no new crimes, comply with the rules of the program and abstain from drugs and alcohol for not less than 6 months (level I) or 3 months (level II) and graduate. Graduation is also not the only measure of success; two thirds of the clients who are homeless at admission are placed in housing by the end of their very first week of treatment, average consumption of drugs is reduced from \$8,800 worth of substances down to \$90 per month while in program, finally more than 2/3rd of urine drug test results in the past year were found to be clean. For some, these outcomes represent the first periods of abstinence and stable housing in years. Even short of completing the program these can be large improvements in the daily lives of our clientele.

DTCO Client Success Rates



Average Dollars Spent Each Month Per Client



Visit our research and evaluation page at www.rideauwood.org for our 2015 DTCO Outcomes report.

FUNDERS AND PARTNERS

- A special thanks to our platinum corporate sponsor, **Clean Water Works Inc.**
- Ministry of Health and Long-Term Care
- Champlain Local Health Integration Network
- Health Canada
- Department of Justice Canada
- Ministry of Community and Social Services
- City of Ottawa - Ontario Works
- Ottawa Public Health
- Ottawa-Carleton District School Board
- Ottawa Catholic School Board
- The United Way
- Ottawa Network for Education
- Canadian Mental Health Assoc.
- Ottawa Police Services
- Somerset West Community Health Centre
- John Howard Society of Ottawa
- St. Mary's Home
- Ontario Centre of Excellence for Child and Youth Mental Health
- Youville Centre Ottawa
- The Children's Aid Society of Ottawa
- Maison Fraternité
- University of Ottawa
- CHEO
- Sick Kids Hospital
- Ontario Community Outreach Program for Eating Disorders
- Ottawa Withdrawal Management Centre

PROGRAM INFORMATION

Founded in 1976, Rideauwood addiction and Family Services is a registered charity serving adults, youth, parents, and family members who are, or have been affected by addictions and related mental health issues. We provide non-residential, group and individual treatment, public education, training, and consultation.

ADULT TREATMENT AND FAMILY MEMBER SERVICES

- Ottawa Drug Treatment Court
- Adult Addiction Treatment Programs
- Family Member Programs
- Problem Gambling Treatment and Family Programs
- Ontario Works Addiction Services Program
- Concurrent Disorders Program, in partnership with Canadian Mental Health Association
- Family of Origin Program
- Family Spiral
- Children's Aid Society Training and Consultation
- Intern Program

YOUTH ADDICTION TREATMENT AND PARENT SERVICES

- School-based Program (49 area high schools and 46 senior elementary schools)
- Parent Programs
- Youth Mental Health Court Addiction Treatment
- Youth and Young Adult Substance Abuse Program
- Youth Continuing Care Program
- Pregnant and Parenting Young Women partnered at St. Mary's Outreach Home

ADDICTION PREVENTION AND AWARENESS

- Provide teachers with Prevention and early intervention education and training.
- Provide students with addiction awareness prevention education.
- Provide parents with addiction prevention education.

FACT/

Addiction affects every socio-economic class more or less in equal proportion. Differences among income groups are not seen in rates of addiction but in the drugs of choice.

TESTIMONIAL/ "The impact our Rideauwood Counsellor has made can easily be seen in our school. I see it as Grads pass across the stage or when a student's health improves, or when a student stays clean and sober, and students meeting their potential. I have met former clients who tell me how much they appreciated this service. It helped them through difficult times." **Family & Children's Services of Renfrew County**

"Great topic... very relevant for students these days. Great tips and hopefully some will be more aware. I know I will!"

A Teacher from our Grades 7 & 8 Prevention Program

**IF YOU WOULD LIKE TO MAKE A DONATION,
PLEASE VISIT OUR WEBSITE AT WWW.RIDEAUWOOD.ORG**



RIDEAUWOOD ADDICTION AND FAMILY SERVICES

FINANCIAL STATEMENTS
MARCH 31, 2015

INDEPENDENT AUDITORS' REPORT

To the Members,
Rideauwood Addiction and Family Services:

We have audited the accompanying financial statements of Rideauwood Addiction and Family Services, which comprise the statement of financial position as at March 31, 2015, and the statements of changes in net assets, operations and cash flows for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's responsibility for the financial statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditor's judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our qualified audit opinion.

Basis for Qualified Opinion

In common with similar organizations, Rideauwood Addiction and Family Services derives revenue from donations, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of this revenue was limited to the amounts recorded in the records of the organization and we were not able to determine whether any adjustments might be necessary to revenue, excess of revenue over expense for the year, assets and net assets.

Qualified Opinion

In our opinion, except for the possible effects of the matter described in the Basis for Qualified Opinion paragraph, the financial statements present fairly, in all material respects, the financial position of Rideauwood Addiction and Family Services as at March 31, 2015, and the results of its operations and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

OHCD LLP

OUSELEY HANVEY CLIPSHAM DEEP LLP

Licensed Public Accountants

Ottawa, Ontario
June 8, 2015





RIDEAUWOOD ADDICTION AND FAMILY SERVICES

STATEMENT OF FINANCIAL POSITION AS AT MARCH 31, 2015

	2015	2014
CURRENT ASSETS		
Cash	\$ 821,770	\$ 1,073,633
Accounts receivable	256,175	204,049
Prepaid expenses	5,077	16,832
	1,083,022	1,294,514
INVESTMENT IN 1 COMMUNITY PLACE (note 5)	400,042	386,933
PROPERTY AND EQUIPMENT (note 6)	98,416	94,251
	498,458	481,184
	\$ 1,581,480	\$ 1,775,698
CURRENT LIABILITIES		
Accounts payable	\$ 244,636	\$ 382,183
Government remittances payable	-	53,051
Deferred revenue (note 7)	29,000	170,452
	273,636	605,686
DEFERRED FUNDING OF PROPERTY AND EQUIPMENT (note 8)	15,099	21,570
NET ASSETS		
Invested in property, equipment and 1 Community Place	483,345	459,616
Unrestricted	809,400	688,826
	1,292,745	1,148,442
	\$ 1,581,480	\$ 1,775,698

Approved on behalf of the Board :


 _____ Director

 _____ Director

RIDEAUWOOD ADDICTION AND FAMILY SERVICES

STATEMENT OF CHANGES IN NET ASSETS FOR THE YEAR ENDED MARCH 31, 2015

	2015	2014
NET ASSETS INVESTED IN PROPERTY, EQUIPMENT AND 1 COMMUNITY PLACE		
Balance beginning of year	\$ 459,616	\$ 479,112
Property and equipment acquired	35,471	29,538
Investment in 1 Community Place	13,109	(8,365)
Increased deferred funding of property and equipment	-	(10,000)
Amortization of deferred funding of property and equipment	6,471	4,959
Amortization	(31,322)	(35,628)
Balance end of year	\$ 483,345	\$ 459,616

UNRESTRICTED NET ASSETS

Balance beginning of year	\$ 688,826	\$ 504,455
Net revenue for the year	144,303	164,875
Change related to property, equipment and 1 Community Place	(23,729)	19,496
Balance end of year	\$ 809,400	\$ 688,826



RIDEAUWOOD ADDICTION AND FAMILY SERVICES

STATEMENT OF OPERATIONS FOR THE YEAR ENDED MARCH 31, 2015

	2015	2014
REVENUE		
Government grants	\$ 2,232,508	\$ 2,607,859
Program - School based	1,415,957	1,472,157
Program - Fee for service	233,153	191,813
Donations	92,673	99,295
Fundraising	54,608	52,534
Interest and other	10,428	68,651
Amortization of deferred funding of property and equipment	6,471	4,959
	4,045,798	4,497,268
EXPENDITURE		
Salaries and benefits	3,314,108	3,374,604
Occupancy (note 4)	202,402	200,753
Office	108,405	145,841
Staff development	29,711	21,710
Professional fees	59,378	63,973
Partner agencies services	56,544	347,270
Telephone	29,604	29,769
Amortization	31,322	35,628
Equipment	13,067	13,839
Insurance	10,213	9,687
Travel	50,812	64,437
Advertising	9,038	16,517
	3,914,604	4,324,028
OPERATING REVENUE FOR THE YEAR	131,194	173,240
Share of net revenue (expenditure) - 1 Community Place	13,109	(8,365)
NET REVENUE FOR THE YEAR	\$ 144,303	\$ 164,875

RIDEAUWOOD ADDICTION AND FAMILY SERVICES

STATEMENT OF CASH FLOWS FOR THE YEAR ENDED MARCH 31, 2015

	2015	2014
CASH PROVIDED BY (USED FOR)		
OPERATING ACTIVITIES		
Net revenue for the year	\$ 144,303	\$ 164,875
Non cash items:		
Non cash adjustment	(16)	26
Amortization	31,322	35,628
Amortization of deferred funding	(6,471)	(4,959)
Changes in non cash working capital items:		
Accounts receivable	(52,126)	168,265
Prepaid expenses	11,755	(11,161)
Accounts payable/Government remittance payable	(190,598)	70,406
Deferred revenue	(141,452)	(48,546)
	(203,283)	374,534
INVESTING ACTIVITIES		
Investment in 1 Community Place	(13,109)	8,365
Deferred funding of property and equipment	-	10,000
Acquisition of property and equipment	(35,471)	(29,538)
	(48,580)	(11,173)
Net change in cash	(251,863)	363,361
Cash beginning of the year	1,073,633	710,272
CASH END OF YEAR	\$ 821,770	\$ 1,073,633



RIDEAUWOOD ADDICTION AND FAMILY SERVICES

NOTES TO FINANCIAL STATEMENTS MARCH 31, 2015

1. NATURE OF OPERATIONS

Rideauwood Addiction and Family Services is incorporated under the laws of Ontario. The Organization was established in 1976 in order to provide treatment services for alcohol and drug dependency, and education and counselling for families, adults and youth.

The organization is a registered charitable organization and as such, is not subject to income tax.

2. SIGNIFICANT ACCOUNTING POLICIES

These financial statements have been prepared in accordance with Canadian accounting standards for not-for-profit organizations and include the following significant accounting policies:

Property and equipment

Property and equipment is recorded at cost. Amortization is provided at the following rates:

Furniture and equipment	20% declining balance
Computer hardware	30% declining balance
Computer software	100% declining balance

In the year of acquisition, amortization is pro-rated for the number of months that the asset is available.

Revenue recognition

The organization follows the deferral method of accounting for revenue. Revenues related to general operations are recognized in the year in which they are received or receivable once the related services have been provided. Grant revenues not fully spent by year end are deferred to match expenses of the subsequent year, or are considered to be refundable to the supporting organization.

Use of estimates

The preparation of these financial statements in conformity with Canadian accounting standards for not-for-profit organizations requires management to make estimates and assumptions that affect the reported amounts of assets and liabilities and disclosure of contingent assets and liabilities at the date of the financial statements and the reported amounts of revenues and expenses during the reporting period. Actual results could differ from those estimates. These estimates are reviewed annually and as adjustments become necessary, they are recorded in the financial statements in the period in which they become known.

3. FINANCIAL INSTRUMENTS

The organization's financial instruments consist of cash, accounts receivable, investment in 1 Community Place, accounts payable and government remittances payable. Financial instruments are measured at the initially recognized amount less appropriate allowances. Unless otherwise noted, it is management's opinion that the organization is not exposed to significant interest rate, currency, credit, liquidity or market risks arising from its financial instruments and the carrying amount of the financial instruments approximate their fair value.

RIDEAUWOOD ADDICTION AND FAMILY SERVICES

NOTES TO FINANCIAL STATEMENTS MARCH 31, 2015

4. RELATED PARTY TRANSACTIONS

Occupancy and debt servicing costs of \$182,701 (2014 - \$182,701) have been paid to 1 Community Place for Rideauwood's pro-rata share of these costs.

5. INVESTMENT IN 1 COMMUNITY PLACE

In 2000 the organization entered into a co-tenancy agreement with two other social service agencies and acquired a property known as 1 Community Place.

The organization follows the equity method of accounting for its interest in 1 Community Place so that the proportionate share of operating profits or losses is reflected (41.32%). Since formation of the co-tenancy additions have been made to the property plant and equipment paid by disproportionate contributions from the co-tenancy members that created changes to the organizations proportional changes to the property plant and equipment (2015: 37.38%). Since the formation of the co-tenancy one of the co-tenants paid down its principal owed on the mortgage. As a result, this created changes to the organizations proportional changes to the mortgage payable (2015: 48.05%) The 1 Community Place co-tenancy also has a year end at March 31. Its financial position and results of operations to March 31, 2015 and Rideauwood's proportionate share are summarized as follows:

	1 Community Place	Rideauwood %
ASSETS		
Cash	\$ 101,143	\$ 41,792
Investments	78,204	32,314
Accounts receivable	7,482	3,092
Prepaid expenses	6,635	2,742
Property and equipment	1,987,725	743,025
	2,181,189	822,964
LIABILITIES		
Accounts payable	20,470	8,458
Mortgage payable	717,815	344,945
Deferred funding of property and equipment	168,245	69,519
	906,530	422,922
NET ASSETS	\$ 1,274,659	\$ 400,042
REVENUE AND EXPENDITURE		
Revenue	\$ 421,421	\$ 174,131
Expenditure	355,373	146,840
Income before interest	66,048	27,291
Interest	29,577	14,182
NET REVENUE FOR THE YEAR	\$ 36,471	\$ 13,109



RIDEAUWOOD ADDICTION AND FAMILY SERVICES

NOTES TO FINANCIAL STATEMENTS MARCH 31, 2015

6. PROPERTY AND EQUIPMENT

	Cost	Accumulated Amortization	Net Book Value 2015	Net Book Value 2014
Furniture and equipment	\$ 215,376	\$ 165,027	\$ 50,349	\$ 50,398
Computers	247,689	205,098	42,591	43,853
Software	53,782	48,306	5,476	-
Totals	\$ 516,847	\$ 418,431	\$ 98,416	\$ 94,251

7. DEFERRED REVENUE

Deferred revenue consists of \$29,000 (2014 - \$170,452) of advance payments for program service fees.

8. DEFERRED FUNDING OF PROPERTY AND EQUIPMENT

During fiscal year 2006 the organization received funding from the Ministry of Health for the development and furnishing of space for the Drug Treatment Court program. During the 2014 fiscal year, a further \$10,000 (2014 \$10,000) was received from the Champlain LHIN. These funds were used to purchase a server upgrade along with other computers. All funds used to acquire these assets have been deferred and will be amortized to revenue at the same rate as the assets are depreciated, but on a straight line basis.

	2015	2014
Balance of funding beginning of year	\$ 21,570	\$ 16,529
Additions	\$ -	\$ 10,000
Funds amortized during the year	(6,471)	(4,959)
Balance of deferred funding end of year	\$ 15,099	\$ 21,570

RIDEAUWOOD ADDICTION AND FAMILY SERVICES

NOTES TO FINANCIAL STATEMENTS MARCH 31, 2015

9. COMMITMENTS

The organization provides pension benefits for its staff through Manulife Financial. Its share of the annual contribution to the plan is charged to operations in the year in which the contribution is made. Defined contribution pension plan expenses for the year were \$95,677 (2014 - \$90,479).

The organization has a line of credit facility of \$120,000 with its bank. This is secured by a general security agreement over all assets of the organization. No amount is in use as at the year end.

The organization has lease commitments of approximately \$11,000 per year for office equipment for the 2016 fiscal year.

10. FUNDING PROVIDED BY ONTARIO MINISTRIES

The organization has service contracts with the Ontario Ministry of Children and Youth Services (MCYS). Reconciliation reports, prepared by management, summarize, by service, all revenues and expenditures and identify any resulting surplus or deficit that relates to the service contracts. A review of these reports shows that there is no surplus or deficit position for any of the programs.

11. COMPARITIVE FIGURES

Certain comparative figures have been reclassified to conform to the current year's financial statement presentation.



CLEAN WATER WORKS INC.

Clean Water Works is proud to once again sponsor Rideauwood Addiction and Family Services. We believe many people are not aware just how serious drug and alcohol abuse has become in our community. It could be a loved one, a friend or a co-worker who needs the treatment and support that Rideauwood provides. As Ottawa continues to expand, Rideauwood must continue to develop resources and infrastructure to keep pace with our city's growth—and can only do so with generous contributions from individuals, foundations and corporations.



CWW chooses to support Rideauwood because of their leadership in addiction services for over 35 years. We understand that the demand for their services far outweighs what they are financially capable of delivering.

In a lifetime, it is likely that someone we know, or even ourselves will develop some sort of substance abuse issue. Through donations and fundraising events, Rideauwood is able to provide the education, services, and accessibility to cost-effective and compassionate treatment.

CEO and President, John Brule

THANK YOU TO CLEAN WATER WORKS INC.!

Rideauwood Addiction and Family Services is extremely fortunate to have a partner such as John Brule and Clean Water Works Inc. Into his third year of partnership, John Brule continues to remain steadfast in his support of Rideauwood by donating \$5,000 once again. What started as a casual meeting has turned into a great partnership that Rideauwood greatly appreciates.

Thank you John and Clean Water Works for all that you do and continue to do.

Sincerely,

Paul Welsh, MSW RSW
Executive Director



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