



2016 - 2017 ANNUAL REPORT

PRESENTED TO THE
40TH ANNUAL GENERAL MEETING
JUNE 15TH, 2017





CONTENTS

4 Letter from the Executive Director & President

5 2017 Strategic Directions

6 Overview / 40th Anniversary

7 Adult Services

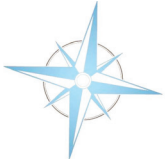
8 The Ottawa Drug Treatment Court & Youth
Probation Programs / St. Mary's Home

9 Youth Services

10 Rideauwood in the Community

11 Financial Overview

12 Funders & Partners



LETTER FROM THE ED & BOARD CHAIR

MARION WRIGHT, EXECUTIVE DIRECTOR & STEVE BELL, PRESIDENT

This year, Rideauwood celebrated 40 years of service to the Ottawa community! On November 22nd, more than 250 members of our community, comprised of past and current Board and staff members, many community partners and current and former clients came together to celebrate our collective successes and renew relationships. The event was characterized by good food, singing and wonderful personal stories of recovery by clients. Our dedicated volunteers were greatly and personally recognized and our staff awarded medallions to the many clients from all programs that achieved this honour and graduated from our service. Our many programs across the broad age span continue to flourish. Last summer, Rideauwood staff and management began a comprehensive re-design of all of our services. Guided by a Board approved set of guiding principles, there were five implementation teams set up across the agency. Participation on these teams was voluntary. Implementation teams were comprised of over 30 staff across all programs and all levels of the organization. Our focus is to put our clients at the centre of all our work offering more choices and treatment options and decreasing wait times for service. Building on evidence of emerging and best practices, many changes have been implemented already and are being evaluated for client satisfaction, outcomes and effectiveness. Rideauwood staff has demonstrated their continuing commitment to service quality and effectiveness. More changes will follow!

Over this past year, our work with youth has increased substantially as Ottawa experienced a crisis in opioid related overdoses and deaths. These were highly publicized in our local media. Whereas Rideauwood has been working with opioid addiction in all age cohorts, the death of two young school aged youth shone a spotlight on this crisis. We strengthened our partnerships with the Public (OCDSB) and Catholic (OCSB) school boards, Ottawa Public Health and the Ottawa Police Services, as together with other treatment centres, we responded to the spreading crisis in our community. All staff across the agency responded professionally and compassionately to the increasing demands placed upon us by this crisis. Several weeks ago, Rideauwood staff were recognized as partners in the STEP program, -an innovative



community development initiative as STEP (Support, Treatment, Education and Prevention) was awarded the COMMUNITY BUILDER AWARD by the United Way of Ottawa. This partnership is a youth focused addiction initiative with a broad mandate and several community partners. Our drug treatment court celebrated ten (10) years of continued services in the Ottawa community. Our youth justice services offer treatment support to youth with a complex needs who are involved in the justice system. Our problem gambling services demonstrates continuing positive results for people and their families across Ottawa. Our Board of Directors developed a comprehensive Good Governance handbook. This will serve as a guide for many years to come. They refreshed the strategic plan and are committed to the development of a new plan in the fall of 2017. Our dedicated staff, our many volunteers, our committed management team and our key community partners are proud to serve our many clients and families. We wish to express our continuing gratitude to all our funders without whom we would not be able to serve our many clients and their families. After 40 years of success for Rideauwood, we will continue to strive to uphold our commitment to quality services for another 40 years!

Respectfully submitted,

Steve Bell

President

Marion Wright

Executive Director

2017 STRATEGIC DIRECTIONS

By “living” our values as we speak to transform the lives of those affected by substance use, Rideauwood commits itself to deliver on initiatives under two (2)

broad strategic objectives that are closely linked to longer term objectives that were set several years ago.

Strategic Objective 1 Building Foundations: Staying the Course	
2012-16 Strategic Objectives	Current Initiatives (that Align With and Complement 2012-2016 Strategic Objectives)
Attract the right people to Rideauwood.	Service Redesign: Focus on lateral integration of Rideauwood programs.
Retain the right people within Rideauwood.	Human Resources stabilization.
Prepare for the future by establishing a formal talent/succession management process and plans.	Solidify/strengthen new management structure.
Maximize organizational strength by becoming an “Employer of Choice.”	Continue to measure staff satisfaction and to implement actions in response to weak scores. Reassess Rideauwood’s Core Values: What should they be given current environment? How will Rideauwood be accountable to ensure they are “lived” on the job? Explore feasibility of Rideauwood moving towards accreditation within the next 5 years (with a goal of completion of accredited primer within 3 years).
Strategic Objective 2 Preparing the way for growth: Intentional fostering of partnerships and collaborations (seeking service efficiencies in terms of what is offered and how Rideauwood serves clients).	
2012-16 Strategic Objectives	Current Initiatives (that Align With and Complement 2012-2016 Strategic Objectives)
Enhance efforts to collaborate and work in partnership with other systems, agencies and stakeholders.	Continue to develop and expand partnerships and collaborations in the addictions and mental health community.
Enhance the visibility of Rideauwood.	Improve existing communication strategies and vehicles (e.g., website). Develop a social media strategy.

RIDEAUWOOD 2016-2017 BOARD



From Left to Right: Lynn Davies, Nicole Poirier, Brenda Buchanan, Don Sweet, Steve Bell, Mary Donaghy, Colin Wiltshire, Bruno Carchidi, Brenda Valente

Absent: Anderson Joyce, Martin Thompson

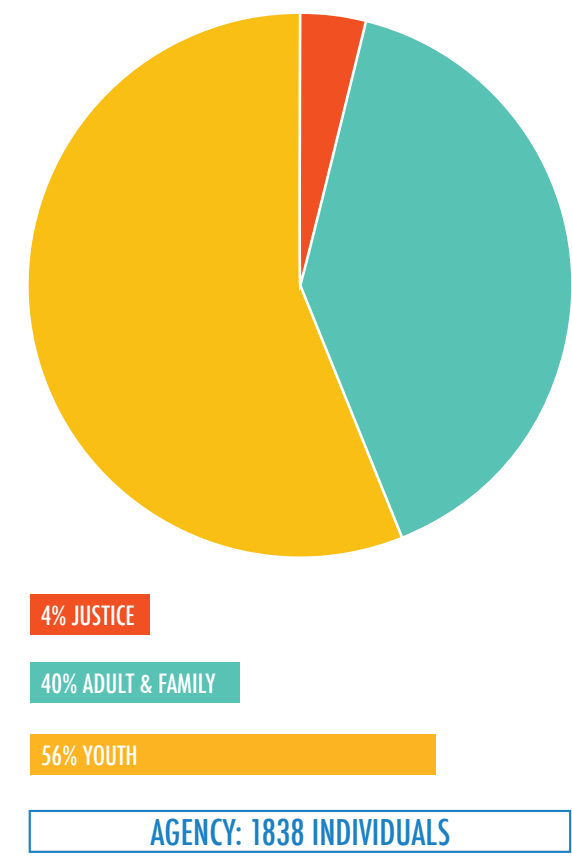


OVERVIEW OF RIDEAUWOOD

Overview

Rideauwood Addiction and Family Services has served youth, adults and families struggling with problematic substance use and gambling in the Ottawa region for over 40 years. Clients of Rideauwood receive both individual and group counselling, in addition to screening, assessment and referrals. Additionally, in the interests of prevention and increased public education, Rideauwood offers frequent education and information sessions to clients, family members, students and the community. In the past year, Rideauwood was able to provide support to over 1,800 people directly enrolled in our programs (Fig. 1).

Fig. 1
INDIVIDUALS SERVED BY
RIDEAUWOOD - 2016-2017



40th Anniversary Update

In 2016, Rideauwood Addiction and Family Services marked 40 years of service to the Ottawa Community. Over the past 40 years, Rideauwood has transformed itself on many occasions, grown by multitudes of its initial size and yet in some ways, remained unchanged as staff and Board members are still passionate and committed to the community that we serve!



The 40th celebration on November 22, 2016 provided a chance for former Board members and staff to renew relationships and reconnect. Many community partners joined us and together we reminisced about Rideauwood's past and continued growth and success. Our social committee excelled by decorating the hall at Ron Kolbus Centre in the traditional Rideauwood colours. Candles and table decorations were all crafted by our staff. Nonetheless, the main highlight of the evening was the amazing stories of recovery provided by three former clients. We laughed together, cried together and celebrated 40 wonderful years. We even had a therapy dog on stage! Over eighty clients were recognized for their successes and graduation with medallions. We applauded twenty-five volunteers, all of whom had given their time and passion to assist our clients and families in their recovery journey. Rideauwood traditionally has celebrated the many successes of our clients through the awarding of medallions at our bi-annual Medallion nights. Although all are individually special, this night's awards were quite remarkable. All staff are to be recognized, not only for their clinical and administrative work over the years, but also for the wonderful sense and spirit of camaraderie that characterized this wonderful evening.

ADULT SERVICES

Rideauwood Adult Services are funded by the Champlain Local Health Integration Network, Ministry of Attorney General and Ministry of Child and Youth Services. In addition to these main funders, Rideauwood continues to maintain successful partnerships with the City of Ottawa, Children's Aid Society, Algonquin College, The Canadian Mental Health Association (Ottawa Branch) and the Department of National Defense. Adult Services comprise 44% of Rideauwood clients in the past year. The Adult Services consist of: Adult Program (Adult, Ontario Works (OW), Department of National Defence (DND), and Algonquin), Family & Parent (Children's Aid Services (CAS)), Drug Treatment Court, Youth Probation Program and Gambling.

Adult Program

The Adult Addiction Program provides treatment to adults who experience mild, moderate or severe substance use issues. The treatment length of stay may vary between one-week to one-year, and can be administered in collaboration with one or several other community partners. Among the many different formats and structures, clients will have access to education, system navigation, crisis intervention, stabilization services, skills development, individual counselling, group counselling and day programming. In this past year, driven by evidence based practices with a focus on client centred care, the Adult Team re-designed their existing modules to increase access, reduce barriers to services and improve autonomy in the client's treatment pathways. What's more, the program offers multiple streams, wider module choices and varying lengths of stay. The addition of the new streams and modules permits clients to have also the choices in establishing harm-reduction, moderation and abstinence based goals. As well as long standing modules such as "Get Ready", "Up Front", "Stabilization", "Preparation", "10 Day Intensive" and the "After Care", the Adult Program has now added a "Smart Recovery Group" and "Choices and Changes Program." Under the umbrella of the Adult Services, Rideauwood offers tailored services to the City of Ottawa (OW Program), DND, Algonquin College (consultation services, education, and counselling). These programs are stand-alone programs that benefit from service integration with the adult team, in addition to their knowledge and expertise.

The Ontario Works Program is in its eleventh yearly renewal, and has experienced several redesign processes to continue aligning with clients' needs. The DND program in partnership with axillary military medical programs continues to offer services to both military personal and their families affected by problematic substance use. We are also proud to announce that The Algonquin Program renewed for a consecutive two years agreement to continue offering consultation, education and counselling. In this past year, the Adult Program served 173 clients. During the next year, the Adult Team is excited with the new changes and expects to have shorter wait times and increase the number of clients supported.

Family and Parent Programs

The Family and Parent Programs provide a range of programs and services designed to address individuals that are indirectly affected by substance use and problem gambling. The programs offer education, skills development, crisis support, individual counselling and group counselling. In this past year, the Family and Parent team have recognized the need to expand Rideauwood services and improve both wait times and access. As a result, and while maintaining the integrity and quality of the services, the programs developed multiple streams and flexibility in treatment options. As of September 2017, the harmonization of programs and integrated service approach will also include the Family Gambling Program clients. Rideauwood would also like to thank the Family and Parent team for their response to the current Fentanyl crisis. The team utilized their knowledge and expertise to along with the School Boards, Ottawa Public Health and Ottawa Police Services to develop and offer the Parent Quick Response Service (PQRS).

Problem Gambling Program

Rideauwood Gambling program supports clients directly affected with gambling issues, identified pathological gamblers and their significant others. The program is group based and offers the opportunity to its participants for: education, prevention, skills development, group and individual counselling. The length of stay varies between 1 week and 1 year. In the past year the program has served a total of 150 clients.



THE OTTAWA DRUG TREATMENT COURT AND YOUTH PROBATION PROGRAMS

These programs run independently under the Rideauwood Justice Service umbrella and are funded by the Ministry of Attorney General and Ministry of Child and Youth Services.

These programs support clients 12 years of age and older that have become involved with the justice system. While youth are served under The Youth Probation Program, adults are served by the Ottawa Drug Treatment Court.

Both programs offer specific intensive services to individuals who experience complex needs and are involved with the Justice System. For the success of these programs, clients rely on the services offered by multiple partnering agencies that contribute with education, housing, employment activities, social and health recreational activities.

Services are offered by case managers and counsellors within our centre, in the courts and most recently at the probation offices.

The Ottawa Drug Treatment Court (DTC) is a program that is designed for people as an alternative to being

in custody and provides the rehabilitation opportunity within the community. The program accepts non-violent, repeat offenders who experience mild to severe substance use issues and are willing to participate in an intensive treatment program. The program has a minimum of 9 months duration and goals such as reintegration, recovery, engagement and substance use reductions are expected and indicators of success.

The Youth Probation Program offers clients with the opportunity for education, skills development, crisis intervention, referral, system navigation, individual and group counselling. Length of stay varies from one week to several years.

In the past year and to best assist clients' needs, the program co-locates its services at Probation offices in the East and West ends of Ottawa as well at our Centre.

"The DTC Program has helped me in so many ways. Today, I am 8 months clean, sober and crime free. DTC has given me strength and hope and helped me believe in myself."

- Candace B., 2011

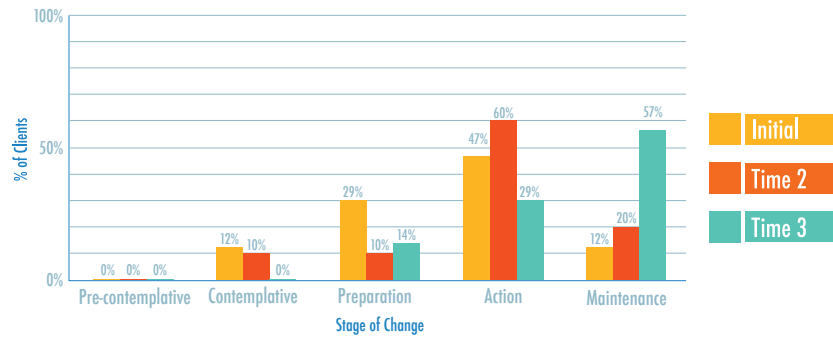
ST MARY'S

"Funded by the Champlain Local Health Integration Network (LHIN), Rideauwood and St. Mary's Home maintain a partnership that offers pregnant and parenting youth support to address substance use and its related issues.

The program offers services to clients ranging in age from 16 to 28 years old. In collaboration with other community providers, the program addresses issues related to: housing, education, employment, parenting, child welfare, health care, mental health and substance use.

The program has reported high rates of complex needs and co-occurring disorders. Upon 3 months of treatment, clients have shown positive gains in these several domains: reduction of risk behaviour, education, daily functioning, mental

Fig. 2
COMMUNITY PARTNERSHIPS: ST MARY'S HOME, CAS, CMHA, MAISON FRATENITÉ, DAVE SMITH YOUTH TREATMENT CENTRE



*As measured by the Global Needs and Appraisals Screener (GAIN SS)
** As measured by the Child Assessment of Needs and Strengths Pregnant and Parenting Youth (CANS PPY)

health, overall health, decreased substance use, youth and caregiver strengths.

Furthermore, while participating in the program, clients have also shown good progression through the 'stages of change' and have become increasingly engaged in their own success (Fig. 2).

YOUTH PROGRAMS

Rideauwood in partnership with the Ottawa Carleton District School Board, Ottawa Catholic School Board, Champlain Local Health Integration Network and the United Way "Project Step", offers services in 47 High-Schools, over 50 Elementary Schools and at our centre to youth ages 12-24.

Youth Services comprise 56% of the clients Rideauwood served last year and it hopes to continue to find new ways of supporting youth in the years to come.

The Youth Services consist of: School Based Program, including The Rideauwood Prevention and Education Program's (RPEP), and Centre Based Programs.

School Based Programs

The Youth Services Team is comprised of School Based Counsellors and Centre Based Counsellors.

Based on best practices, the Youth Services deliver education, prevention and counselling services. The services not only support youth with their own substance use but also the substance use related issues caused by someone else in their life.

In the High Schools, Elementary Schools and at our centre, Rideauwood has approximately reached to 1000 youth struggling with substance use related issues. In addition, in the last year all 3 programs combined delivered over 550 presentations and reached to a total



Amazing Youth Worker Race 2016

of 13,339 students and families from grades 7-12.

The Rideauwood Prevention and Education Program's (RPEP) main focus is to offer education to grades 7 to 8, in addition Rideauwood provides navigation and other required referrals (e.g. Rideauwood and community counselling services).

Schools have continued to respond positively with feedback such as the following:

"RPEP has been an invaluable part of our intermediate teams' healthy living and student success program. Not only have students benefitted from the program, but teachers and parents as they have seen Rideauwood having strong community connection in Ottawa. The school program not only allows students to be engaged during the presentation and ask questions, but we have been able to direct students and parents to the services offered at Rideauwood. "

-Teacher

Centre Based Counselling Program

Rideauwood Centre Based Services (The Youth and Young Adult Team) is dedicated to youth ages 12-24, the services are offered at our agency and comprised of individual counselling and group counselling. Moving forward and exciting news is that The Youth and Young Adult Team have been working on implementing a variety of program changes, including a more specialized stream of programs for emerging adults (TAY), as well as for individuals under the age of 18 that are not able to access school based services.

Over the past year, in total this program supported 115 youth.

Thank You!

Rideauwood would like to thank all the efforts taken by the many staff in the many different programs for their enthusiasm and initiative within their designated implementation teams. These ongoing working sessions not only allowed for open flow of knowledge and expertise but also time to further collaborate across teams.

Rideauwood is also proud to announce that the majority of the counselors in the multiple programs are now either accredited or have applications pending with the College of Social Workers, The College of Registered Psychotherapists of Ontario (CRPO) and Canadian Addiction Counsellors Certification Federation.



RIDEAUWOOD IN THE COMMUNITY



“A few of Rideauwood’s staff in the community, walking in the parade at Ottawa Capital Pride 2017”

Rideauwood staff has taken a role in the leadership of the Ottawa system of mental health and addiction agencies. As the addiction representative on the AMHN-C (Addiction and Mental Health Network of Champlain), Rideauwood has joined the families, clients and mental health and addiction agencies to plan and recommend to the LHIN solutions to some of the regions’ key issues and pressures.

As a key participant in the Champlain Addiction Coordinating Body, (CACB) we have worked collaboratively with our other addiction providers to address common issues of client and family member access, wait times and integration for key services for people with addiction needs.

As the Opioid crisis has increased the profile of our work in Ottawa, we have become members of the Ottawa Opioid Overdose Task Force, working with our partners to assist our community.

TRAINING INITIATIVES

Rideauwood understands that ongoing training and personal development are essential for the organization and staff. In conjunction with staff, efforts continue being made to maintain standards of practice and staff personal development goals. In addition to maintaining CPR, First Aid, Health & Safety and ASIST, Rideauwood has offered staff training in Naloxone, Eating Disorders and Substance Use and Motivational Interviewing.

Currently, Rideauwood is in its third year of implementation of the EDSU training (Eating Disorder and Substance Use training) that is funded by the Community Foundation of Ottawa to deliver training and equip staff with the knowledge and skills that is required to treat these particular disorders. The training is delivered by Anchor Psychology services and available to all staff, as well as to a number of

community partners. The training is designed to develop internal capacity and create sustainability. In total, Rideauwood has 19 staff members engaged in ongoing training and supervision.

In the community, Rideauwood continues to offer training in Addiction 101, Unpacking Addiction, Harm-Reduction and Motivational Interviewing.

Rideauwood is also pleased to announce that the majority of the counsellors in the multiple programs are now either accredited, or have applications pending with the Ontario College of Social Workers and Social Service Workers, the College of Registered Psychotherapists of Ontario and Canadian Addiction Counsellors Certification Federation.

FINANCES

OVERVIEW OF THE AUDITED FINANCIAL STATEMENTS

Review of the statement of operations for the fiscal year ending March 31st 2017 indicates a total revenue from all direct sources of \$3,814,351. In addition, Rideauwood’s share of net revenue from 1 Community Place, our shared tenancy agreement of \$7,091 brings the total to \$3,821,442.

Our Expenditures for the same time period totalled \$3,705,151 resulting in a net revenue of \$116, 291 for the fiscal year. This amount has been applied to the unrestricted net assets of the agency.

Full copies of the audited financial statements are available upon request and will be available at the Annual General Meeting.

Fig. 3
RIDEAUWOOD REVENUES
FISCAL 2017

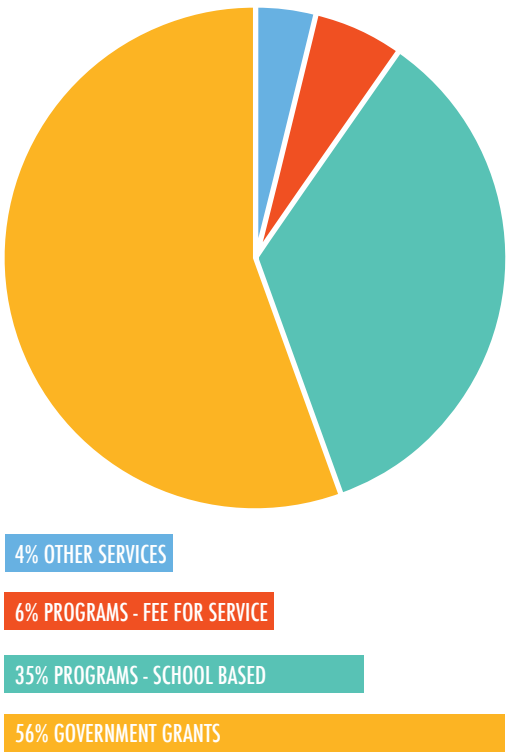
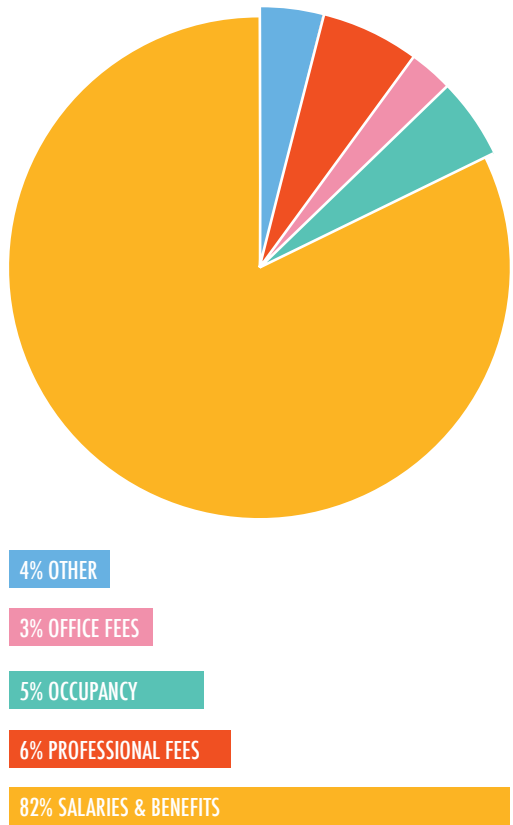


Fig. 4
RIDEAUWOOD EXPENDITURES
FISCAL 2017



RIDEAUWOOD FINANCIAL SUMMARY:

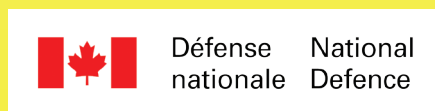
TOTAL REVENUE \$3,814,351

TOTAL EXPENDITURES \$3,705,151

We would like to thank the continued support of our Funders:



As well as the continued support of our Partners:



Rideauwood Addiction & Family Services
312 Parkdale Ave, Ottawa, ON K1Y 4X5
613.724.4881

If you would like to make a donation,
please visit our website at www.rideauwood.org