



Métis Addictions Council of Saskatchewan Inc.

Annual Report

2012-2013

Be Willing, Be Inspired

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2012-2013 Annual Report
Be Willing, Be Inspired
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Highlights of 2012-2013

Strengthened Leadership Practices

Balanced Budget

Improved Skills for Counsellors

Increased wages for front line Addictions Workers

Launch of 2013-2016 Strategic Plan

Collaboration with Community Partners

Being a valued Métis organization

About our theme—Be Willing, Be Inspired

This past fiscal year required that each of us on the MACSI team be willing and be inspired. We needed to be willing to carry on when faced with challenges, willing to take risks and willing to persevere in our quest to reach our vision of a world for all people free of the harmful effects of addictions. As a team we needed to be inspired. Where each of us finds our inspiration may be quite different; for some it may be in the voice and story of a fellow human being seeking recovery, again. For some inspiration may come from our own success while for others, our inspiration is from the wind in our hair or the first dandelion of spring. The team at MACSI works each day to reach our vision, first we must be willing and be inspired.

MACSI's Board of Directors

Our Board of Directors



What inspires you?

As a charitable not for profit agency, Métis Addictions Council of Saskatchewan Inc. (MACSI) is led and governed by a volunteer Board of Directors. The Board of Directors, guided by a set of governance bylaws, policies and protocols, assumes responsibilities for oversight in the development and application of the vision, mission, values and policy. The Métis Nation-Saskatchewan (MN-S) appointed Chair and other board members represent varying perspectives and regions. Throughout the year the Board of Directors gathers for meetings. Members use their unique set of skills and knowledge to direct the path of substance addictions services in our province. The leadership of the Board of Directors is invaluable and contributes to the successful functioning of MACSI.

Members of our Board of Directors

Role	Member Name
Chair	Glen McCallum
Vice Chair	Jackie Kennedy
Treasurer	Lawren Trotchie
Secretary	Vacant
Director	Lloyd Shoenthal

Executive Director's Message

submitted by Shauna Lafontaine

In preparation for Métis Addictions Council of Saskatchewan Inc. Annual General Meeting, I have had the chance to ponder the achievements, challenges and lessons learned over the past year. In this, the final year of our inaugural Strategic Plan, I am pleased to say that we addressed all deliverables in that plan. We built a strong foundation, aligned ourselves for growth and readied ourselves for the next steps.

So, what did all the building, aligning and readying look like in the past year? What follows, and throughout this report, are the answers to that question:

Quarterly meetings for all Core and Regional Directors promoted **strengthened leadership practices**. These meetings are central to leadership and involve management orientation and training, team building, problem solving, discussion and decision making.

Training and implementation of an **onboarding plan** to address recruitment and retention issues.

July through January saw a full time position dedicated to research, data collection, generating statistical evidence, analysis and application of findings and initiating program evaluations.

Key **partnerships** were developed with Health Regions and a new role within MACSI leadership team demonstrates a commitment to improved **community relations and collaboration**.

Settlement of the **collective agreement** was a major task and accomplishment.

Successful application for funding through the Ministry of Social Services allowed us to grant a 7% **wage increase for front-line addictions workers**. The purpose of the funding was to invest in front-line employees who serve the vulnerable citizens of our province, including those with mental health and addictions issues.

A **knowledge exchange project** with a focus on launching the Clinical Principles for Alcohol and

Drug Services in Saskatchewan was successfully completed. Funding for this project came through the Health Canada Drug Treatment Strategy and Saskatchewan Ministry of Health. MACSI was involved in a review of clinical principles for several years and was pleased to be a part of the provincial roll out of the final Clinical Principles. The Final Report of this project will influence the work of MACSI in the coming months and years.

consistent and organized approaches between and among core office and three treatment facilities were established. One such example is the development of master rotations for all facilities.

Launch of MACSI's Strategic Plan 2013-2016: We Weave a Thread of it Each Day. The three-year plan identifies **four strategic priorities** in organizational accountability, diversity of funding, community outreach and honouring Métis culture.

Claiming space as a **valued Métis organization** and leader in substance addictions treatment.

As Executive Director of Métis Addictions Council of Saskatchewan Inc. it is my privilege be a part of the quest to imagine a world free of the pain of addictions. I am both willing and inspired to foster excellence in all we do. Every step of the way I support and guide the MACSI leadership team and all MACSI employees. I am grateful to the Board of Directors for their ongoing dedication. Together, our team has worked to rebuild MACSI and to honour our relationships with Government of Saskatchewan Ministry of Health and Métis Nation-Saskatchewan.

Throughout the course of the day I am often reminded of the importance of the work we do. Let us continue to be willing and be inspired to improve the lives of individuals and families facing substance addictions. Let us be willing and be inspired to help communities promote safer and healthier environments and nurture those on a recovery journey.

With regards,

Shauna Lafontaine

Community Partners

The problems associated with substance addictions are far too complex and vast to be faced alone. We value the community connections and partnerships that help us reach our vision and mission.

Métis Nation–Saskatchewan (MN-S) is a valued community partner. MN-S represents the province’s Métis citizens and affiliated agencies. The MN-S Legislative Assembly has the authority to enact legislation and resolutions regarding the



affairs and conduct of the Nation. MACSI is a proud affiliate of the MN-S and appreciates this connection with the Métis people of our province.

Saskatchewan Ministry of Health provides financial support that allows MACSI to provide a continuum of addictions services. With three locations and a unique model of service delivery MACSI plays an important role in addictions services in our province. The Ministry has provided MACSI with annualized funding since 1972. Additionally, as a committed service partner to the people of our province, the Ministry offers guidance, direction and consultation services. The team at MACSI has made considerable gains in strengthening our partnership with the Ministry of Health in recent years and looks forward to continued positive relations. In receipt of over 3 million dollars annually, MACSI has applied rigorous financial management, adherence to reporting requirements and open communication in order to demonstrate professionalism and growth as an agency.

Saskatchewan
Healthy people
A healthy province

“ Community partners are a valuable resource to those recovering from substance addictions. We are eager to strengthen existing partnerships and forge new ones. ”

MACSI has numerous other important connections in rural areas, towns and cities across the province, but especially in the cities where we have treatment centres: Prince Albert, Regina and Saskatoon. Whether it is the inpatient, outpatient, field services, stabilization, family or day program, each service offered at our treatment centres is improved by the contributions of other community organizations. For instance, an important partnership has been developed with the Regina Qu’Appelle Health Region Transitional Outreach Team, we have established a working protocol with Prince Albert Parkland Health Region to ensure client needs are met, and a strong relationship with Regional Psychiatric Centre (RPC) in Saskatoon has improved services to clients transitioning from RPC.

Community partners are a valuable resource to those recovering from substance addictions. We are eager to strengthen existing partnerships and forge new ones. This will ensure that those with substance addictions can access a full range of services and supports to foster a safer and healthier life free of the harmful affects of addictions.

About Métis Addictions Council of Saskatchewan Inc.

Métis Addictions Council of Saskatchewan Inc. (MACSI) is a provincial community based addictions agency with three treatment centres across the province, one in each Saskatoon, Regina and Prince Albert. We welcome all Métis, First Nations and Non Aboriginal people who are seeking support to live safer, healthier lives free of the harmful effects of addictions.

The problems and harms associated with substance addictions are most often devastating. Individuals, families, friends, neighbours and community members tell stories of lost opportunities, lives gone astray, pain and heart-ache brought on by the grip of addictions. However, they also speak of recovery and tell stories of hope. For over four decades MACSI has influenced these stories and has supported countless Saskatchewan citizens to seek safer, healthier lives free of addictions.

MACSI's programs are unique. They are informed by a spectrum of influences. This includes knowledge of our Métis heritage, traditional Aboriginal teachings, the 12 step recovery model, Saskatchewan's Clinical Principles for Alcohol and Drug Services, up-to-date research and emerging trends in the field of addictions. Programs are offered in a warm and welcoming space for recovery.

Qualified addictions counsellors and addictions workers at each centre help individuals to find the service and support that fits best. MACSI offers individualized treatment, hope and empowerment through inpatient treatment, outpatient services, drop-in day programming and community field services for youth and adults.

MACSI has built a reputation over the years characterized by organizational growth, steadily increasing numbers of individuals served and increased knowledge of substance addictions. MACSI is proud of a 43 years of service delivery to the present day and is pleased to be holding our Annual General Meeting on June 8, 2013, the first in our organization's history.

Our Vision

MACSI values our Métis heritage, embraces our future and envisions a world for all people free of the harmful effects of addictions.

Our Mission

To empower individuals to make healthy choices in our communities through a continuum of addictions services including education, treatment and after care to restore a balanced harmonious, productive lifestyle.

Our Strategic Directions

1. Enhance Organizational Accountability
2. Establish Community Outreach
3. Develop Dynamic Funding Strategy
4. Honour our Métis Culture

Our Values

Client-Centred Practice - We put the client at the centre of what we do.

Family Sensitive - We recognize the needs of families and their critical role supporting people with mental health and addictions problems.

Holistic View of Health - We believe in understanding and helping the whole person in ways that are holistic and focused on recovery.

Respect - We believe that treating people with respect is a key guiding principle for any effective and healthy organization.

Continuous Learning - We foster creativity, discovery, learning and sharing of ideas.

Partnership - We build respectful, collaborative and effective partnerships.

Evaluation and Accountability - We will improve, monitor and evaluate services. We will be accountable to our stakeholders.

MACSI's Leadership Team

Within MACSI, leadership of the team comes from an Executive Director along with Directors Finance and Administration, Programming, Human Resources, Community Relations and Outreach and Regional Directors at each of the three treatment centres.

The leadership team provides guidance to a full complement of office staff, addictions counsellors, addictions workers and a host of support staff. As a collective, the entire team works together to ensure that each facility runs smoothly and client needs are addressed.

“ Leadership is about guiding others toward a common goal and supporting team members to use a set of strengths, skills and talents for the good of the organization.

”

Current Leadership Team

Shauna Lafontaine, Executive Director

Adon Hoffman, Director of Finance and Administration

Gwen Glagoloff, Director of Programming

John Welden, Director of Human Resources

Beverly Palibroda, Director of Community Relations and Outreach

Colleen Rudderham, Regional Director, Prince Albert Centre

Lorena Bear, Assistant Regional Director, Prince Albert Centre

Lana Blondeau, Regional Director, Regina Centre

Jessica Gordon, Regional Director, Saskatoon Centre

Pauline Whitehead, Assistant Regional Director

Finance and Administration submitted by Adon Hoffman

MACSI is a community-based not for profit agency with a budget of over 3 million dollars. We are proud of a strong partnership with our funder, the Saskatchewan Ministry of Health. We will continue to build on this foundation in order to serve our province well into the future.

As an agency, MACSI must balance a client-centred financial philosophy along with a measure of financial restraint. As such, MACSI implements rigorous financial measures to ensure we meet client needs, employee needs, maintain our facilities and show a balanced budget at year-end. Challenges faced in this fiscal year served to illuminate the need for improved communication and greater transparency in financial matters. As a result, MACSI gained confidence in the efficacy of our existing financial processes and were alerted to areas needing improvements, some of which are identified in this report. Evidence of MACSI's sound financial practices, implementation of uniform financial policies and balanced budget is illustrated in the audited financial statements that accompany this report.

Facility Administration

In addition to ensuring a balanced budget, the Director of Finance and Administration plays a key role in the day to day functioning of three busy treatment facilities and a core office. What follows is an overview from the past year of accomplishments in facility administration:

- ◇ We are currently mortgage free as all three treatment centres are fully owned by MACSI. In order to maintain and enhance these valuable properties MACSI has allocated funds to improve all facilities. Upkeep of the

facilities is important in providing a healthy, safe environment that supports recovery.

- ◇ Advanced security systems were installed and are in use at all facilities. The security systems are an asset to ensure the safety of individuals accessing MACSI services as well as employee, visitors and community partners.
- ◇ Prince Albert Centre received upgrades to bathrooms, flooring on two levels, stainless steel kitchen cabinet upgrades and improvements to the electrical system. Frontal signage was purchased in order to identify the treatment centre and promote our services in the community.
- ◇ Most renovations were completed in the previous fiscal year at the Saskatoon Centre, with roof repairs being completed this year. The Saskatoon centre has been fully operational and the upgrades to the facility have increased functional and efficient use of space.
- ◇ Regina Centre received upgrades to flooring, telephone and electrical systems and air conditioning units were installed in each of the client bedrooms. Again, client needs, safety and comfort were the focus of the upgrades.
- ◇ Overall MACSI's facility maintenance and repair is over budget this year. Not uncommonly, during renovations to the Prince Albert and Regina centres several issues that required additional repairs were discovered.

Programming and Service Delivery Costs

Delivery of a continuum of substance addictions services is a costly endeavour. A significant portion of the budget is allocated to for food, shelter, recreation, transportation and programming needs for inpatient, outpatient, stabilization, field services, family and day programs. The following examples from the past fiscal year illustrate the range of expenses in this area:

- ◇ MACSI purchased a fifteen passenger van for the Saskatoon centre. Having safe and adequate transportation allows clients to attend community meetings, a variety of recreational activities and to access methadone maintenance treatment. With this purchase we also saw an increase in insurance costs, however this is an unavoidable cost.
- ◇ Computers were purchased for core office and the treatment centres to replace those that were out-dated and inefficient.
- ◇ A cost analysis revealed that in-office printing was a practical and productive way to meet MACSI's need for print materials. Therefore MACSI entered a contract for a colour photocopier in our Core office.
- ◇ Program costs, office supplies and transportation were over budget this year, although this can be attributed an increase in employees, additional programming initiatives and an increase in community based recreation and activities.

Employee Wages and Training Costs

MACSI works diligently with the Union and the funder to offer fair and competitive wages and benefits for all employees. Clearly, when considering allocation of budget, these costs comprise a major portion but are essential to our organization. The 2012-2013 fiscal year saw several vacancies and replacements in positions thus resulting in overall being under-budget in wages. The positions included Regional Director, Assistant Regional Director and Field Educator. However, even with personnel changes, MACSI continued to offer our full slate of services and meet all reporting requirements. One result of vacancies was the ability to recruit an out of scope position to assist with MACSI's Strategic Plan and other core office tasks.

The Director of Human Resources and Director of Finance and Administration have been working together to identify trends in employee wage and training costs. Improved planning and decision making around overtime usage has resulted in a decrease in overtime costs that will ultimately benefit the organization.

Core was over budget in wages and training this year. These over budget costs can be attributed to the reinstatement of the Director of Human Resources position in order to negotiate a Collective Bargaining Agreement and complete Strategic Planning activities. Members of Core office attended training sessions throughout the year to adequately prepare for these tasks.

The Field Educator department is under budget at this time due to not being fully staffed during the fiscal year. MACSI has officially filled all positions in the department and anticipates being on budget in the coming year.

In the upcoming year MACSI is looking to make advancements in the area of finance and administration. For instance, we plan to develop additional financial policies as well as establish a budget committee and an audit committee. The policies and committees will serve to improve financial accountability and transparency. We are excited for the involvement of additional team members in these undertakings.

“ As an agency, MACSI must balance a client centred financial philosophy along with a measure of financial restraint.

”

Program Report

submitted by Gwen Glagoloff

It has been a busy year in the area of programming resulting in many significant changes and improvements. MACSI continues to work on creating a consistent, effective program and the healthy environment necessary for recovery from substance addiction. As an agency, we strive to identify and implement best practices in the field of substance addictions and maintain focus on the needs of clients.

Program Content

Individuals who access MACSI services not only struggle with substance addictions but also lack of a sense of who they are and where they want to go in life. Due to limited connections and a history of family dysfunction, they most often face their addiction with limited resources and a great deal of pain.

With this in mind, MACSI has taken initiative in our approach to programming to meet our clients' healing journey. Programming concentrates on how we can help individuals become who they want to be-- instead of who they think they are today. MACSI's program addresses mental, physical, emotional and spiritual client needs. All program materials and program delivery focus on a holistic approach influenced by both Métis and Aboriginal teaching concepts. For instance, counsellors use tools like the Medicine Wheel and the Seven Teachings.

Individual Counselling

Inpatient clients participate in individual counselling sessions two times each week. All counsellors are trained in Motivational Interviewing and most come with additional training so they are able to incorporate a variety of established counselling techniques. The Program Director is responsible to ensure counsellors are prepared to address client issues, is available for discussion of complex issues as well as discussion of possible therapeutic

approaches. Over the past year the Director of Programming reviewed client files at each centre and supported counsellors to maintain accurate records and progress notes related to individual counselling. The Director of Programming supports counsellors to complete recovery plans aimed at helping clients move forward.

Group Programming

In the previous fiscal year, the entire MACSI program manual was reviewed and revised by the Director of Programming. The program manual serves as a guide to the educational component of treatment. In addition to addictions basics, topics covered include self-discovery, residential school issues, sexual abuse, core beliefs, self-esteem, relationship issues, anger, social learning as well as co-dependency. Two sessions that meet the specific needs of MACSI clients are Historic Trauma and Grief. This past fiscal year involved launch of the revised program manual and training on specific sections as required by each centre.

Community Support

The Director of Programming is responsible to encourage the development of a community support network at each centre. According to program guidelines, each treatment facility establishes partnerships with outside community services. Additionally, should clients require specialized care, the Director of Programming is a valuable resource in identifying community supports and an appropriate course of action. Some common needs include sexual abuse counselling, self-harm, intervention or treatment for mental health issues or accessing methadone treatment as a harm reduction method.

In the coming year MACSI will continue to improve processes and positively influence our clients in their healing journey so they may leave treatment with a sense of accomplishment and self-pride.

Promoting Programming Excellence

MACSI programming and service delivery relies on consistent practices from one facility to the next. As a follow-up to the review of program content, a consistent program schedule was developed and initiated in each centre. The program schedule is now posted on the wall of each facility. This posted schedule serves as a reference for the clients, the MACSI team a whole and builds in elements of routine, structure and accountability in programming.

Another way the Director of Programming fostered excellence this past year was through regular on-site visits. This past year involved a number of onsite visits with the Regional Directors and Counsellors. This is an on-going best practice and gives ear to concerns or areas of need for improved services. Regional Directors are also welcome to connect with the Director of Programming for guidance in clinical matters and program delivery. This practice helps to equip them for the challenges of providing substance addictions treatment.

Improved Processes

It is important that MACSI develops processes that address the needs of our clients. Improvements that create efficiency for our staff also positively impact client experience. To accomplish this:

MACSI now has standardized forms used at all centres and although initially there were some growing pains all department have adjusted. A forms binder was compiled and issued to each centre.

To meet community needs, MACSI out patient departments work with agencies who do not use the Provincial Primary Assessment continue to use the original MACSI Assessment.

Conducting client file reviews continues to be an ongoing practice. It is important to ensure files are completed and processed in a timely manner. File closures in the out patient department guards

“ We strive to identify and implement best practices in the field of substance addictions and maintain focus on the needs of clients. ”

against heavy caseloads. This allows counsellors more time to offer support to individuals who need to access their services. Closing files within 60 days if a client has not received service also eliminates excessive wait times. This ensures an enhanced continuum of care.

All centres will continue to monitor inpatient files as it is important to maintain consistent and precise documentation. These practices are fundamental in coordinating the continuum of the quality of care.

Another component that promotes the continuum of care is to ensure clients have connected to the out patient department before discharge. If Client is not from the same service area contact will be made with their referral agent.

It is also important to note that MACSI requires all clients to have any medication whether it is prescribed or non-prescribe bubble packed. This leaves little room for error and creates a safer distribution process when our staff has to dispense any type of medication.

In order to better address the needs of our client base MACSI is now offering intake services daily. There is still a standard intake date when the majority admissions are processed. However, we will accept clients on a daily basis as appropriate.

Program Report

Day Program, Stabilization, Field and Family Programming

The Director of Programming holds responsibility for overseeing a continuum of care in addictions treatment. What follows is an overview of the specific services offered at the centres:

Since the launch of the Day Program in 2010, the Director of Programming has offered guidance and support. The Day Program counsellor uses a program manual to guide all presentations and the program continues to run smoothly and serve as an innovative model of treatment.

The Stabilization Unit at the Prince Albert Centre provides clients with the opportunity to have a safe place to re-establish and enhance their commitment to sobriety. The Director of Programming is available for consultation and discussion should issues arise.

Regina centre invites family members of inpatient clients to attend a week of programming. This has been a valuable program at the Regina Centre. Working with the entire family is an important component that endorses the concept of healing the whole family dynamic and is a need that is often missing in recovery. Family programming is an area for expansion and program development.

Field Education services are offered at all three facilities with Saskatoon and Prince Albert having a youth focus and Regina an adult focus. New materials were ordered this year to enhance the youth programming and maintain current knowledge of approaches suited to the learning needs of youth and youth at risk.

Training

The field of substance addictions continues to evolve. It is important that MACSI's counsellors, addiction workers and all employees have opportunities to access new information. The Director of Programming identified a number of training needs and opportunities. MACSI has instituted a range of training that is required for employees. The following are a few highlights of required as well as optional training accessed by MACSI employees over the past year:

Required Training

- ◇ WHMIS Workplace Hazardous Materials Information System
- ◇ ASIST-Applied Suicide Intervention Skills Training
- ◇ Motivational Interviewing
- ◇ 1st Aid, CPR and Food Safe

Needs Based Training

- ◇ Historic Trauma
- ◇ Post Traumatic Stress Disorder: Practical Strategies and Techniques
- ◇ Trauma and Anxiety
- ◇ Working with Angry and Resistant Youth
- ◇ Addictions and Mental Health
- ◇ Concurrent Disorders
- ◇ Counselling Skills Workshop
- ◇ City Police-Dart Program-Drug Identification Workshop
- ◇ Online training through Centre for Addictions and Mental Health
- ◇ Facilitator Training
- ◇ Lateral Violence



Spotlight on Two Key Accomplishments

Two examples of key accomplishments in the area of programming include MACSI's involvement in a Knowledge Exchange and Program Review Project and a Counsellor Training Initiative launched in Saskatoon.

The Director of Programming and the Director of Community Relations and Outreach worked together on this project with the Health Ministry. The project involved introducing the new Clinical Principles to each MACSI centre. The Director of Programming was involved in a Government Lean Committee initiative that helped develop the new Clinical Principles so this project was an important step in seeing several years of work come to realization.

The Counsellor Training Initiative held at the Saskatoon Centre involved a number of weeks of training and support from the Director of Programming. The goal of this training was to have the counsellors become more confident in the delivery of a therapeutic program. Training materials were developed and counsellors had ample time to practice their skills. Throughout the training counsellors explored their belief systems, identified their own knowledge, skills, values and attitudes. They were challenged in how they resolve personal inner conflicts. The counsellors were also supported to explore personal wellness issues and participate in team building exercises. This varied approach helped counsellors to recognise their own strengths and struggles as well the strengths and struggles of team members. Self-care emerged as a key issue requiring a commitment from each of the counsellors.

Human Resources submitted by John Welden

The Director of Human Resources holds responsibility for MACSI's greatest asset, the employees of our organization. With three treatment facilities and a core office, MACSI employs approximately 65 individuals who capably deliver a range of substance addictions programs and services.

In the area of Human Resources, the past year has been both rewarding and demanding. A review of employee records shows that MACSI has several long term employees who have been an important part of our organization for 10 years and more. The long term commitment of these employees is encouraging. In contrast, the demands have come from a need for continual recruitment, selection, hiring and orientation for the three treatment facilities. This series of activities is commonly referred to as onboarding and is a substantial element in the day to day work of this department. In the coming year the Director of Human Resources will improve the onboarding process in order to address problems and concerns around employee recruitment, retention and well-being.

What follows are selected key outcomes of the past year:

Bargaining

MACSI's employees who provide direct services and support are part of the Service Employees' International Union West (SEIU). These positions include Counsellors, Addictions Workers, Custodians and Food Service personnel. In early 2013 after a lengthy process, the collective agreement was bargained and ratified. The terms and conditions have been negotiated to meet both the employer and employee needs.

Organizational Policies

Organizational policies are in place for the benefit of employees and the organization. Ensuring accurate and current knowledge of policies is important. Throughout the year managers and employees were regularly informed about existing organizational policies. In addition, a number of policies have also reviewed and developed in the past year.

Personnel Management

The current labour market in our province makes it a challenge to address current and future staffing needs. Given labour market trends and a booming economy, convincing employees that MACSI is an employer of choice will be a critical goal for the coming year.

A concrete measure of MACSI's effectiveness in the realm of recruitment and retention is gained through a review of funds dedicated to employee orientation. For instance, if orientation costs are low this indicates good employee retention and a low need to recruit and replace employees. Alternatively, if orientation costs are high this indicates poor employee retention. While other similar employers in Saskatchewan spend approximately .75% of straight time payroll on orientation (training) for new employees, MACSI pays out 3.5 times that average.

In the coming year employee onboarding, recognition programs and clear policies and procedures are at the top of the Human Resources agenda.

Regina

The Regina treatment centre is stable in relation to long term employees and long term management.

“ In the coming year employee onboarding, recognition programs and clear policies and procedures are at the top of the Human Resources agenda. ”

This stability offers several advantages to ensure a well run facility, effective program delivery and precise budget management.

Saskatoon

Over the past year the Saskatoon treatment centre experienced disruptions in management. Fortunately, during this time this centre had a good level of stability in other roles and Core Directors were able to fill in throughout the time of transition. Employees were supported to carry on and deliver exceptional service. Due to this transition, a need for improved counsellor training and support was identified. This need was addressed through training and mentoring. More detailed information about this Counsellor Training Initiative can be found in the Programming Report.

Prince Albert

Prince Albert centre experiences many challenges related to staff shortages and a small employee

market from which to draw. For the coming year the real issue to be addressed is attracting and keeping employees in key positions. Incorporating an onboarding program should help to address this ongoing challenge.

Strategic Plan

2012-2013 was the final year of a three-year strategic plan. In this final year, MACSI established a temporary position to collaborate with the Director of Human Resources on the strategic planning process.

From July 2012-October 2012, MACSI accomplished five strategic planning activities intended to gather information to build on the existing strategic plan and move MACSI into the future.

Upon completion of a literature review, collection and analysis of agency statistics, environmental scan, collection of community and client feedback and hosting a board and management planning event MASCI had a wealth of information necessary to develop the 2013-2016 Strategic Plan. Four strategic priority areas emerged and over the next three years, MACSI will achieve outcomes in organizational accountability, diversity of funding, community outreach and honouring our Métis culture. The 2013-2016 Strategic Plan: *We Weave a Thread of it Each Day* can be downloaded on our website at www.macsi.ca.

Community Relations and Outreach submitted by Beverly Palibroda

A New Role within the MACSI Team

MACSI is a provincial agency with responsibilities to the people of all regions of our province. During the strategic planning activities that took place in the past year, a clear need for MACSI to reach out to the people of our province emerged. Consequently, MACSI's 2013-2016 Strategic Plan: *We Weave a Thread of it Each Day*, identifies four priority areas, one of which involves improved community outreach.

In order to achieve improved community relations and outreach, MACSI established a new role called Director of Community Relations and Outreach. MACSI's Board of Directors and leadership team welcomed the launch of this position in February 2013. Primary responsibilities of this position are to enhance community partnerships, improve communication initiatives, coordinate outreach and fieldwork, promote information and education as well as explore options for research, program evaluation and community needs assessment. With the development of this position, MACSI looks forward to the upcoming fiscal year and the efforts that will be made in the realm of community outreach.

Knowledge Exchange and Program Review Project

One of the first tasks for the Director of Community Relations and Outreach was to take the lead on a Knowledge Exchange and Program Review project. MACSI was invited by Saskatchewan Ministry of Health to participate in the delivery of information related to the newly revised Clinical Principles for Alcohol and Drug Services in Saskatchewan. Essentially the project was intended to assess MACSI's program and service

delivery and evaluate how well our organization incorporates the best practices identified in the document, *Clinical Principles for Alcohol and Drug Services in Saskatchewan*. All project activities were completed from February 2013 —March 2013.

This project required collaboration between the Director of Programming and Director of Community Relations to conduct site visits to each treatment centre. Through a series of questions and interactive discussions the views and perspectives of counsellors were gained and recorded. Based on the site visits, a final report was prepared with discussion and analysis of MACSI's programs, identified gaps, areas of concern, recommendations and project evaluation results.

The project was a unique opportunity to consider the rewards of merging MACSI's organizational vision, mission and values along with the framework set out by the *Clinical Principles for Alcohol and Drug Services in Saskatchewan*. In the end, we identified common ground and a mutual good fit between MACSI's program and the seven clinical principles. MACSI's program and service delivery model and the clinical principles are complementary; taken together they will ultimately improve outcomes for the individuals, families and communities of our province.

Other Community Relations and Outreach Activities

A number of additional activities occurred in the two inaugural months of this position. Some of which will be ongoing in the next fiscal year while others will be completed and new activities initiated. What follows is a brief overview of these activities:

- ◇ Review and updates to MACSI’s website. In the coming year the website will be updated regularly and will be used to share documents and information with individuals, families, professionals and communities. Efforts will be made to use the website to our full advantage.
- ◇ Development and launch of a Day Program evaluation process. Preliminary evaluation results have been collected and offer valuable evidence to support the effectiveness of the Day Program model. For instance, 57% of respondents indicated that since coming to Day Program they use less often while an additional 35% indicated they never use. Furthermore, 97% strongly agree or agree that Day Program helps them live a safer and healthier life. Results will be compiled in a formal report by June 30th.
- ◇ Development and launch of an outpatient evaluation. MACSI has not previously assessed this program, however it is a highly accessed program comprising 40% of the services accessed through MACSI in the past year. For these reasons we look forward to gaining new insight into the outpatient model of service delivery and applying evaluation results to our daily practice.
- ◇ Distribution of 2013-2016 Strategic Plan: *We Weave a Thread of it Each Day*. The strategic plan will serve as guiding document for our agency and will be an important means of sharing information about MACSI and the work we do.
- ◇ Ongoing data collection and statistical analysis of client information gained from the intake into all services offered by MACSI (ADG forms). This process has allowed MACSI to be more responsive to community and client needs, de-

“ Primary responsibilities of this position are to enhance community partnerships, improve communication initiatives, coordinate outreach and fieldwork, promote information and education as well as explore options for research, program evaluation and community needs assessment. ”

velop plans and make decisions based on current evidence rather than out-dated evidence or assumptions.

- ◇ Participation in Directors’ Meetings. Involvement in leadership meetings has been a good orientation to the role and has created an understanding of how this role fits within MACSI as a whole.
- ◇ Review and assessment of MACSI’s Fieldwork program and initiatives. Initial work has been done and will be a priority in the coming months.

Prince Albert Treatment Facility

Submitted by Colleen Rudderham and Lorena Bear

As the year began, Prince Albert MACSI faced many new changes, challenges and goals surrounding organizational effectiveness in the areas of programming, staffing and building renovations.

Clients Served

Inpatient	97
Outpatient	107
Stabilization	107
Total	311

Client numbers in the PA Centre were relatively stable throughout the year; however we do experience “downtimes” during specific times of the year such as through the warmer summer months and the winter holiday season. We also experience lower numbers when there are staff shortages as staffing numbers influence intake, and successful program delivery in all areas.

Program Delivery

Prince Albert MACSI offers inpatient, outpatient, stabilization and new to our centre this fiscal year, field services. This year, successful program delivery has been a focus in all areas of service delivery. We have worked to ensure that program counsellors have the skills and tools necessary to provide exceptional learning experiences to help the clients gain a better understanding of addiction.

We currently host a 16 bed, 28 day Inpatient Program. On successful completion, clients receive a certificate of achievement. Through our inpatient programming we offer a Flex Bed service. This service is for clients who need to stay for an extended period of time after they

finish treatment. This additional time allows clients to become more independent and gain control of their life by seeking housing, work or continue programming if they feel they need more support.

Our Outpatient Program provides a range of services. A primary responsibility of the outpatient counsellor is the provision of one to one counselling with clients. These appointments are booked during the day, Monday to Friday. In addition, the outpatient counsellor does intakes, after care, referrals, assessment review, follow up and works closely with the inpatient and stabilization counsellors to provide one on one counselling with their clients should they require assistance.

Unique to our Prince Albert facility is the Stabilization Unit. From this unit we operate a 6 bed treatment program for clients who require stabilization from their substance use. Clients are offered programming and one to one counselling to address issues they are facing and can leave treatment at any time when they feel they are stable. The program for Stabilization is based on the Inpatient Program but is modified for a shorter treatment stay and for the specific needs of those in stabilization. The Stabilization Unit since its inception has experienced issues and concerns some of it related to not having a consistent counsellor. Because the nature of the department is to stabilize a client and the length of the client stay is so variable ranging from one – fourteen days or longer there is a great deal of variability in this environment. Even though programming is tailored to the needs of stabilization clients for those experiencing more serious withdrawal or other symptoms program time can be a challenge.

In September 2012, Prince Albert MACSI expanded the range of services available in our region by establishing the role of Youth Field Educator. The

“ This year, successful program delivery has been a focus in all areas of service delivery. We have worked to ensure that program counsellors have the skills and tools necessary to provide exceptional learning experiences to help the clients gain a better understanding of addiction. ”

Youth Field Educator provides youth with education on drugs, substance use, addictions and one to one counselling. With the launch of this position it was important to develop relationships and community connections. Meetings were held with agencies such as Prince Albert Friendship Centre, Ranch Ehrlo and the STD Clinic. The greatest advancements of this new position were made within the school system. The Field Educator delivered weekly information sessions at several locations. In the coming year, effort will be made to enhance field programs and services in order to reach both youth and adults and extend our services into the Prince Albert community and surrounding areas.

Programming for the all departments requires ongoing examination, specifically in identifying information that is relevant to client and community needs. We have identified issues such as the influ-

ence of addictions on the family, addictions, incarceration and its root causes, pregnancy and substance addictions (to name a few) that would be an integral part of our programming and worth looking into.

Lack of outside resources has been a concern in the area of programming. It has been a challenge to secure consistent Elder involvement and involvement from other community resources and agencies in our program delivery. Through a review, we identified improved processes to book community resources to come into the centre and now we have community resources booked into the fall. Additional community involvement will also likely address this gap.

Successful programming relies on the program counsellors with ongoing training and professional development a necessary component of quality service delivery. A key piece of training this past year was the opportunity for all counsellors to attend training in motivational interviewing. Other training this past year included training in mental health issues, suicide intervention training and other in-house training. Professional development and training will remain an important issue.

Events & Activities

Community involvement and partnerships were not considerable this year as it is important to create stability within our centre prior to creating partnerships and engage in the community. This will however, be an important component in the next fiscal year's work plan.

The PA Centre participated in activities such as "Communities Against Family Violence" and

Prince Albert Treatment Facility

“Addiction Awareness Walk”. As we connect and network further with the community next year, I am certain that we will participate in additional events and activities.

The Youth Field Educator met with a range of organizations in Prince Albert and surrounding areas promoting our youth program. The Youth Field Educator worked diligently in endorsing our provision of services.

Facility Maintenance

Copious amounts of work on the treatment centre were completed this past year. Fortunately all work was done with minimal interruptions to the running of the treatment centre. The upgrades included:

- ◇ A new MACSI sign outside of the building
- ◇ Flooring installed on the 3rd floor
- ◇ All bathrooms were upgraded
- ◇ Furniture was purchased for the clients’ recreation room
- ◇ The kitchen was painted and all counters and countertops were constructed with stainless steel.

In the coming year we hope to see additional upgrades to our centre. A retaining wall is required in the back parking lot due to erosion which is causing the lot to sink. Due to the age of the building, we would also like to see the inside and outside of the building painted and upgrades to the windows as screens are missing throughout. These upgrades would improve the facility.

Clients Served

Regina MACSI centre continues to be a steady presence in a city characterized by growth and change. In the past year our centre has opened its doors to 298 individuals seeking treatment services through inpatient, outpatient, transition beds, field services and family program.

Regina Services Accessed	
Inpatient	86
Outpatient	161
Transition	16
Family Program	4
Field Program	11
Total	278

Program Delivery

Our year began with the development of an important partnership and unique approach to service delivery in the Regina area. MACSI employees met with staff from Regina Qu'apelle Health Region (RQHR) to discuss a new program, Transitional Outreach Team (TOT). The purpose of this program is to provide clients with strategies for effective life transition and stabilized environmental supports through client advocacy and empowerment.

Because many individuals transitioning through addiction recovery are experiencing difficult times TOT provides an intensive level of outreach support for a clients. The intensive support for the client aims to help:

- ◇ Reduce the harm of the client's addiction
- ◇ Improve community function
- ◇ Improve quality of life

For many, their struggles with recovery are ham-

“ Our year began with the development of an important partnership and unique approach to service delivery in the Regina area. The purpose of this program is to provide clients with strategies for effective life transition and stabilized environmental supports through client advocacy and empowerment.

”

pered by a lack of adequate living circumstances. Therefore a partnership with MACSI was proposed and through a \$20,000 annual contract MACSI provides beds for 3 women and 3 men. The individuals benefit from the stable living environment provided by MACSI and have access to the intense outreach support of the Transitional Outreach Team. Through this arrangement their chances of recovery are improved.

We are excited for this new project as we think it is needed in our community, we look forward to working with Regina Qu'apelle Health Region and the clients we serve.

Ensuring Elder services in our centre has been a challenge. After phone calls to other community agencies for recommendations, we were able to connect with and gain the services of two Elders. Unfortunately medical issues have once again

Regina Treatment Facility

left us with minimal Elder involvement throughout the year. We are working on plans for Elder involvement and approaches to cultural programming.

Inpatient services have benefitted from a revised version of the inpatient program. The counsellors have offered feedback and the program is running smoothly. Directors from Core office met with counsellors to discuss *Clinical Principles for Alcohol and Drug Services in Saskatchewan*.

Community Involvement and Partnerships

Throughout the year we had a number of opportunities to network and meet with others in the community. A few highlights include:

Discussions with an agency called Human Solutions. They are interested in referring clients to all three MACSI centres. They are seeking an intensive outpatient program for clients needing to return to work.

Attendance and display table at an annual barbecue with Core Ritchie Neighbourhood Centre, along with the United Way Day of Caring on June 7. It was a great turnout and hopefully next year we will get invited back.

Counsellors met with Regina Qu'appelle Health Region, about a new support program for pregnant women and they wanted information from our centre and a tour of the facility. Once this project is in place we will work towards a partnership to help the clients that we serve in our community.

The Regional Director and Counsellors met with a new guest speaker agency that we have invited once per month to attend the centre so they can present their programs to our clients. The agency is called Work Prep Centre and they have many different programs that our clients can utilize. We gave them a tour of the centre and we shared with them the services that MACSI offers. We are all excited with this new partnership and look forward to working together.

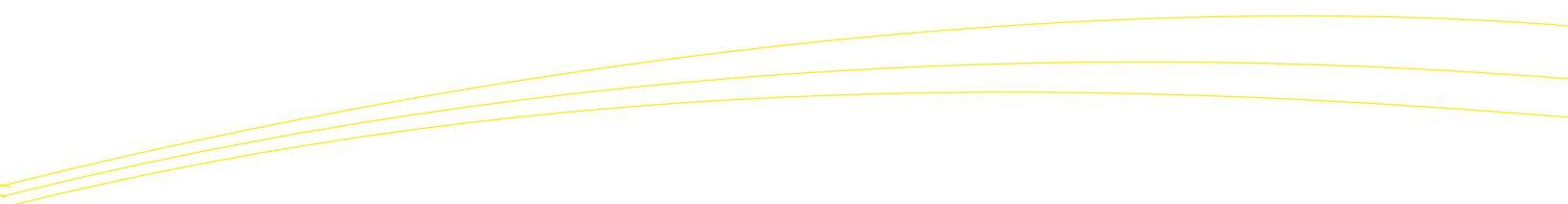
Our relationship with Wakamow Detox in Moose Jaw has been strengthened. Representatives from Wakamow toured MACSI and met with the Regional Director. This was a good chance to meet them and to share information about each other's programs. We do get a lot of referrals from this agency and we have a good working relationship with them.

MACSI has had a longstanding partnership with the University of Regina – Faculty of Social Work. This past year we had two students complete their practicums between January to April/2013. We also had a student from the U of R – College of Nursing complete a practicum. This is the first practicum student from the College of Nursing. The student did very well and gained important information that she can use in the work force.

Events and Activities

We had our annual Public Health Inspection on May 22/2012 and there were a few minor items that we needed to fix or purchase as a result of this inspection, no major issues. The Head Cook and the Maintenance Worker had been working together to make sure these items get addressed.

Staff and clients went to pick sage with our Elder, Leo again this year and they went to Big Muddy



again on July 10. The Elder taught staff and clients the protocol of picking sage, once back at the centre the Elder showed how to wrap and dry the sage out. They said it was a great experience for them as this was the first time many of them had picked sage.

A Strategic Plan meeting with staff was held in August 29 that was presented by two Core office staff, John and Bev. The meeting went well, and the information they gathered will be put together once all three centres have been done. The information collected will be shared to all staff and MACSI Board members to see what the next steps will be for MACSI. MACSI Board of Directors and Managers met on October 19 – 21 to work on our new Strategic Plan in Saskatoon. All information was collected and we came together to prioritize the issues to see where MACSI's focus will be within the next few years.

On October 31 clients had fun carving out pumpkins that were given to the centre as the Regional Director was at a grocery store and they were giving them away free. The clients did a really good job with the carvings and they were placed outside the centre that night for others to see. The best part was that the clients had fun doing this!!

Saskatoon Treatment Facility submitted by Jessica Gordon

Clients Served

The Saskatoon Centre is located on a quiet street in Saskatoon's core. People from all across Saskatchewan come to Saskatoon centre seeking recovery. This past year 582 services were accessed through inpatient, outpatient, day program and field services.

Inpatient	103
Outpatient	213
Day Program	280
Youth	2
Total	598

Inpatient Program Highlights

The MACSI Inpatient Program takes clients through intensive programming developed to help work through the many barriers to sobriety. Clients have an opportunity to address past trauma, unresolved issues, and identify the triggers to their pattern of substance use. The program also offers a holistic way of healing and coping with addictions through the sharing of traditional knowledge and teachings.

The weeks of treatment are set up in themes such as Coping with Loss, Coping with Feelings, Coping with Self, Coping with Others. Some of the programming concepts delivered are; Progression of disease, social learning, grief, denial, anger, defense mechanisms, anger, historic trauma, tipi teachings, boundaries, family roles, relapse prevention and craving management.

The Inpatient Program utilizes an Elder half a day on a weekly basis. This service is also offered to Day Patient program participants if they choose

to sign up. Everyone is enjoying the Elders presence and this consistency has been marked by genuine connections with the clients.

The clients of the Inpatient Program are offered the opportunity to engage with their community and participate in the various events that happen throughout the year. Leisure and recreational activities are an important part of recovery. Every Friday the clients spend their afternoons at the YMCA gymnasium where they have full access to the pool, work-out rooms, and steam rooms.

MACSI Saskatoon also has established resources from the community to come in to our facility to provide information relating to their respective mandates. Some of the organizations we have come in are; Saskatoon Tribal Council PALS Program (Providers of Aboriginal Life Supports) Sexual Assault and Information Centre, Canadian Mental Health Association, The Friendship Centre, Avenue Community Centre, presentations on FASD as well as many others.

Outpatient Program Highlights

MACSI provides outpatient services that consist of addictions screening, client assessment, pre-treatment, education, individual counselling, relapse prevention, after care and referrals to other agencies. Often individuals who have completed the 28-day inpatient treatment program will seek the one-to-one counselling services provided through the outpatient services. The outpatient counsellor helps clients to navigate their way through a myriad of socioeconomic issues that are often coupled with addictions. For instance, the outpatient counsellor assists clients with finding clean and sober housing options like McLeod House, or can help connect them with other supports including local AA or NA

“ Leisure and recreational activities are an important part of recovery. Every Friday the clients spend their afternoons at the YMCA gymnasium where they have full access to the pool, work-out rooms, and steam rooms.”

meetings. The Outpatient counsellor utilizes counselling techniques that are client centered. The outpatient counsellor concurrently develops treatment plans with clients that are reflective of the client's cultural, emotional, physical, and spiritual needs.

Day Program

MACSI runs a Day Program called Tools of Discovery. The curriculum is based on a best practice model of addiction support that is both client centered and holistically responsive to the needs of our clientele. The Day Program consists of one-to-one counselling in the morning and group programming the afternoons. The program is facilitated by an addictions counsellor and operates on a 6 week rotating basis. Each week the facilitator presents a specific component of living with addictions and includes the following:

- Week 1 - Addictions
- Week 2 - Relapse
- Week 3 - Grief

- Week 4 - Relationships
- Week 5 – Historic Trauma
- Week 6 - Social Learning

Clients accessing this program are also able to utilize the one-to-one on site counselling supports offered at MACSI as well as transfer over to the Inpatient Program if it becomes a part of their treatment plan.

The Day Program has built a solid reputation in the Saskatoon community for being able to respond to the complex needs of those suffering from an addiction and helping individuals to attain sobriety. This reputation is exemplified through the increased propensity of the Saskatchewan Provincial Courts to mandate the Day Program as part of an individuals' conditional release into the community. The Day Program counsellor liaises with the staff from Probation Services to aid in the goal of rehabilitating criminal behaviours often induced by addictions through documenting program participation.

The Day Program works closely with many community based organizations in order to offer a comprehensive set of resources for the clients. In a six week rotation the Day Program brings in Saskatoon City Police, STR8 UP, The Saskatoon Sexual Assault Center, AIDS Saskatoon, AL anon speakers, and a nutritionist. We also work with systems and community based organizations in a referral based capacity. The Day Program currently receives referrals from Health, Mental Health and Addiction Services, Probations, as well as the Saskatoon City Police. In addition we receive referrals from the Friendship Inn, Friendship Center, Saskatchewan Tribal Council, and various private sector employers. In summary we have seen that a good system of collaboration between MACSI and various community

Saskatoon Treatment Facility

organizations located in Saskatoon have contributed to a rounded experience for client education. This collaboration has produced an outcome where clients are more aptly informed on the supports available to meet their needs.

A notable development in the Day Program usage has been identified in that the mining sector and trades have demonstrated a keen interest in the services that MACSI provides. This trend highlights that employers are acknowledging substance use in the work-place and promoting treatment options to their employees. It is our hope that this precedent will work to reduce the stigma that addictions often carries and hopefully make it easier for those struggling with addictions in the work-place to come forward for help.

Youth Field Educator Program

The scope of this position is to offer education and support to Saskatoon youth regarding drug and alcohol use. This is our newest program, implemented last year. The Youth Field Educator currently hosts drug information groups at Oskayak High School, Kilburn Youth Detention Centre and Core Neighbourhood Youth Co-op. The topics discussed within groups range from the Relationships, Boundaries, Trust & Supports, Family of Origin, Grief/Loss/trauma, 7 teachings/ Medicine Wheel/, Family Roles, and HIV/STI's. There is also education provided surrounding positive supports and opportunities available within the community.

The Youth Field Educator also conducts one-to-one counselling and is involved in the community. This position is essential in building partnerships, sharing information related to drug and alcohol use and supporting community members

to access to services.

The most recent development in group programming is a partnership with Whitecap Dakota Nation in running a youth summer program. This initiative offers education on drugs & alcohol, relationships, family, sexual education, trust & support systems and stress.

Community Involvement

In an effort to create awareness surrounding addictions and increase our capacity to support clients we continuously establish partnerships with community organizations and stakeholders. The following list demonstrates the variety of successful partnerships of the past year:

- ◇ Mental Health and Addictions Services
- ◇ Calder Centre
- ◇ Central Urban Metis Federation Inc. CUMFI
- ◇ White Buffalo Youth Lodge
- ◇ Saskatoon Tribal Council
- ◇ Core Neighbourhood Youth Cooperative
- ◇ Brief and Social Detox
- ◇ Westside Clinic
- ◇ Probation Services
- ◇ Networking Luncheons held monthly at Saskatoon Friendship Centre
- ◇ Regional Psychiatric Centre

MACSI has also hosted 2 practicum students this year. Hosting practicum students is a mutually beneficial experience as they provide outside feedback about the Treatment Centre and the programs while MACSI can contribute to the future workforce.

Métis Addictions Council of Saskatchewan Inc.

A New Beginning

Métis Addictions Council of Saskatchewan Inc. (MACSI) is a provincial community based addictions agency with three treatment facilities one in each Saskatoon, Regina and Prince Albert.

We serve all Métis, First Nations and Non Aboriginal people who want to live safer, healthier lives free of the harmful effects of addictions.



If you, or someone you know, is seeking help for substance addictions, call MACSI for more information.

Our services are free, private and offer a safe place to begin the journey to recovery.

Toll Free 1-800-236-5204