



BANYAN HOUSE

FOR DRUG & ALCOHOL REHABILITATION

2014-2015

Annual Report



Forster Foundation for Drug &
Alcohol Rehabilitation
Incorporated
Trading as Banyan House

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A Main Man's Mentality

©by brother Jay

All I hear is Murder, Murder

On the wall

Who's the hardest of them all

Scared boys and trigger toys

I'm sick of the pain

I'm sick of the games

I'm sick of hearing "I put him to shame"

Every day is the same as the last

Fight hard

Run fast

Fighting for a house that's not my home

All for blood that's not my own

Good and Evil rest on each shoulder

Gets harder to break when you get older

Still inside, I feel insane

But now

I've killed the keeper that holds my chain

This isn't the man I'm meant to be

For what I once was, doesn't work for me

The change inside is changing my mind

That's different between you and me

I don't want this mentality

Or its pain

All its shame

And all the shit that comes with games

I want to be free from this mentality

For this drug has actually consumed me

I want blood that are my own

And a house to call my home

For I was born a soldier, I'll die a fighter

And now everyday shines a little brighter

For the words I speak are strong and true

So let the light shine out of you

For this is what I want you to see

Because now, THIS is my mentality.



Acknowledgements

The Forster Foundation would like to acknowledge the Australian Government Department of Health for their financial support under the Non-Government Organisation Treatment Grants Program and the Substance Misuse Service Delivery Grant; as well as the Northern Territory Government Department of Health for their financial support under the Alcohol and Other Drugs Residential Rehabilitation Project.

We also wish to acknowledge the invaluable input from individual Board Members and specifically all the staff of Banyan House for their dedication and hard work towards providing the services and delivering the various programs to our residents.

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Banyan House

Our Vision

To lead the way in rehabilitation - developing emotionally strong, healthy individuals, families and communities free from the effects of substance misuse

Our Mission

To understand and reduce the harm to people, families and communities caused by substance misuse and any co-occurring mental health disorders

Our values

Community	Encompassing collaboration, participation and fellowship with others
Respect	Prejudice free consideration of the rights, values and beliefs of all people
Transparency	Openness in relation to the decisions affecting others and any limitations on such decisions
Self-Improvement	To be the best we can be



Contents

Contents.....	5
Chairman's Report.....	6
Message from CEO.....	7
Clinical Operations Manager's Report.....	12
Corporate Services Manager's Report	17
Current Projects	24
Financial Report.....	25



Chairman's Report

2015 has been a rewarding year for the Foundation. The Board and Management of Banyan House revisited and adjusted the 2014-2016 Strategic Plan towards developing the 2015-2017 Strategic Plan. This financial year saw the second 12 months of its implementation. This plan informs Banyan House's key priorities, outcomes and measures of progress and success. It outlines ways in which our organisation will achieve its objectives within the community. In contrast with the previous reporting period, Banyan House has shown significant progress and improvement in meeting its priorities set for this financial year.



The new Clinical Operations Manager position was vacant for some time due to the organisation's requirement to fill the position with a suitably qualified person working in the Therapeutic Community (TC) environment. After a rigorous search, this position has now been successfully filled. Richard Michell commenced duties in November 2014, being recruited from Melbourne in Victoria.

We've also been successful in recruiting Chris Franck from his previous role as Clinical Director for the Central Queensland Medicare Local in the role of Chief Executive Officer. The Board welcomed Paul Gibbs, Judy Chan and Dr. Bernard Westley (GP) as new Board members. The Board has commenced working on a new Board Charter, and established a Clinical Governance Sub-Committee with Paul Gibbs as Chairman. A Finance, Audit, Risk and Governance Sub-Committee was also established with Clem Barratt (Treasurer) as Chairman. Dee Robinson was appointed as Deputy Chairperson of the Board. Three Board members with three senior managers attended the Australian Institute of Company Directors (AICD) In-Board Room Governance Training organised through NTCOSS.

Banyan House has again been challenged this year with relatively low bed occupancy. We have had the House 100% full at times, however the nature of our service – accommodating clients who undergo treatment voluntarily – makes it difficult to plan client numbers. Quite often voluntary clients decide to leave without prior notice. To fill vacant beds with residents on the waiting list can take three to four weeks – adding to the challenge of low bed occupancy rates. Notwithstanding, we are proud of the major achievements mentioned in this report.

Finally, I would again like to thank members of the Forster Foundation Board and the Foundation Staff for their hard work and creative input into the success of the Foundation's programs in 2015 and wish them all the best in their endeavors for the rest of the financial year.

Best wishes
A/Prof Robert Parker
Chairman



Message from CEO

Our Chairman, A/Prof Parker has indicated in his Chairman's Report that Banyan house had a challenging yet exciting year, taking on all the challenges with positive energy and initiative. Following what was reported as a tumultuous second half of 2014 (first half of the 2014/15 Financial/Reporting Year), Banyan House started the second half of the financial year on shaky legs in January 2015. I had the privilege of being successful in applying for the position of Executive Director/Chief Executive Officer and started my exciting journey of leading this great organisation on 3 February 2015. We have since faced some uncertainty of funding negotiations and the subsequent restructuring of our staffing to be able to constructively meet our funding obligations, as well as our commitments to the Community in taking care of people in need of our services. Through the uncertain times all our staff were able to maintain their focus on quality and continuous improvement, demonstrating that we are a quality organisation delivering excellent services to our residents and other clients.



In March 2015 Banyan House had the privilege of welcoming His Honour the Honourable John Hardy OAM Administrator of the Northern Territory as our Patron. In July we had His Honour and Mrs Hardy visited Banyan House to have lunch with our residents and staff, and to open the Rotunda, the newly renovated guard tower, which is now being used as a quiet retreat for residents.



His Honour the Honourable John Hardy OAM, Administrator of the Northern Territory and Mrs Marie Hardy opening the Rotunda

Governance and Leadership

As part of our strategic direction to redevelop the Board from a (primary) health focused forum towards a Skills Based Board, we had the additional benefit of three new board members joining us in March 2015 – Mr Paul Gibbs, Dr Bernard Westley and Ms Judy Chan.

Through invitation from NTCOSS, we were able to secure six places in the Australian Institute of Company Directors' In-House Program: NTCOSS – Governance Foundations for Not-for-Profit Directors. Paul Gibbs, Dr Bernard Westley and Judy Chan attended as Board Members, whilst Richard, Madhur and I attended as staff representatives.

Following briefing papers to the Board, it was accepted to develop and implement two additional governance structures and a clinical advisory capacity. The Finance, Audit, Risk and Governance Sub-Committee of the Board was subsequently implemented with our Treasurer, Mr Clem Barratt, as Chairman. This Sub-Committee has met once thus far and we are excited about the value this forum will bring to the Forster Foundation. The Clinical Governance Sub-Committee was formed with Paul Gibbs as Chairman and has also met once thus far. This forum will take ownership of establishing a Clinical Advisory Council in the next year. The envisaged Clinical Advisory Council will not have decision making powers but we are seeking a number of professionals external to Banyan House and its immediate milieu to participate in this forum providing professional clinical advice to the Board and Foundation.

Banyan House provided a submission to the Northern Territory's Legislative Assembly's Ice Taskforce, was invited to present at the Taskforce which was followed by an on-site visit by the members of this Forum. We were also chosen to host a visit by the National Ice Task Force under the guidance of Prof Murray following our attendance of the Taskforce's consultation session in Darwin.

Banyan House continued to offer a 12-52 week Residential Rehabilitation Program including:

- Extensive Life Skills Education,
- Facilitated access to Work Programs in partnership with APM Employment Services,
- Aftercare Program following SMART RECOVERY Training,
- Co-managed Residential AOD Withdrawal,
- Integrated Therapy for Dual Diagnosis clients including a Mental Health/Psychology Clinic,
- Facilitated access to Primary Care and Allied Health Services,
- Clinical Assessments,
- Parenting Program and Financial Counselling in Partnership with Catholic Care NT,
- Family Inclusive Practice with family support,
- Community Education and Awareness,
- Legal and Court Reports, and
- Pre-court and Police Diversion Program - counselling and education.



Services were delivered to 345 individual clients over the past year with the following primary drugs of concern:

- Alcohol 36%
- Methamphetamine 31%
- Cannabis 23%
- Amphetamine 6%
- Morphine 1.5%
- MDMA 0.6%
- Heroin 0.3%
- Other 1.6%

We have received referrals from the following sources:

- Self-referral 39%
- Non-residential AOD Treatment Agency 18%
- Police Diversion 10%
- Employer/Workplace/School 9%
- Community Based Corrections 6%
- Community Mental Health/Psychiatric Hospital 4%



Staffing

Banyan House remains committed to improving and supporting professional development within the workforce by providing continuous development opportunities. All staff receive financial support as well as professional development leave to continue developing themselves. A number of staff have been supported to obtain the minimum qualification required for their positions, such as the Cert IV in Alcohol and Other Drugs. Four members of staff have been nominated to do a certification course through Odyssey House (Melbourne) in working with clients being admitted for addiction to Methamphetamine type substances.



Monique Bevis, Richard Michell, Arran Barker, Joanne Pereira, Chris Franck, Salas Abraham

Banyan House increased its casual pool of TC Support Workers to bolster our after-hours team. We have welcomed the following new casual staff during this reporting year:

- Ms Carmel Lightowler
- Ms Jillian Martin
- Ms Sharon Lee Parker
- Ms Lauren Walker.

Michael Aldenhoven and Rose Dos Reis were moved from our Casual pool to part time employment, and the following full time staff members have been welcomed into our great team:

- Richard Michell – Clinical Operations Manager
- Chrystal Benson – Clinical Nurse Specialist

We unfortunately had to farewell Ms Jean Gaunt, AOD Clinician who has decided after four short months that the Darwin weather proved to be a big hurdle for her and her family. Peter Pender also left our Casual Support Worker Team to pursue full time employment elsewhere.

Standards and Quality Improvement

Banyan House obtained full accreditation with **bsi** Quality Management System – ISO 9001:2008 on 10 June 2014 and was successful in maintaining accreditation following the first annual review. The implementation of LOGIQC as our quality management system has played a huge role in supporting quality improvement initiatives and maintaining our high standard of service provision.

We have sold off an ageing car and leased two new vehicles, and have reviewed the value of our fixed assets with positive results for our financial report.

Major Achievements

- Confirmed His Honour the Honourable John Hardy OAM, Administrator of the Northern Territory as our Patron,
- Culture change from strict traditionalist TC context towards contemporary rehabilitation service following TC Principles,
- Integrated Dual Diagnosis Programs managed by a Mental Health Nurse and Psychologists,
- Encompassing Government and Private Business Stakeholder relationships leading to a significant increase in partnerships and collaborative initiatives,
- Implemented Automated Client Database/Management System,
- Facilitated advanced university placements (Psychologists),
- Facilitated Business Certification Traineeship,
- Developed excellent relationships with the Media,
- Hosted the NT Government's Special Task Force on Ice,
- Hosted the Australia Government (Federal) Special Ice Task Force upon visiting NT,
- Supported key members of staff to complete the Odyssey House Certificate Course in managing clients rehabilitating from Methamphetamine addiction,
- Successful change from high percentage Corrections/Mandated clientele to high percentage voluntary clients,
- Change Board from Health-oriented representation to a Competency/Skills based Board,
- New Board members and senior management team attended Australian Institute for Company Directors' In-Boardroom training,
- Significant increase in capacity to respond to community needs,
- Embarked on a rebranding and marketing exercise that will result in a changed logo and colour scheme, corporate style guides and updated, contemporised and interactive website,
- Employed a new CEO, Clinical Services Manager and Clinical Nurse Specialist,
- Increased bed occupancy in comparison to the previous year,
- Implemented two additional governance structures – Finance, Risk, Audit and Governance Sub-Committee and the Clinical Governance Sub-Committee.



Interesting Observations:

Over the past year we have observed a shift in demographics of people seeking treatment towards females – over the past 4 months Banyan House averaged 50-60% female residents. There was also a significant change in demographics towards younger people accessing the service – observing a developing trend towards younger females seeking help to rehabilitate. Although not explicitly funded for ATSI populations, we average 25% clients from Aboriginal descent and 1.7% from Torres Strait Island origin.

Leading all of the changes, additional activities and progression - along with careful monitoring and budget control - have allowed the Forster Foundation to end the year in a relatively strong position. This was not possible without the support of a great Senior Management Team who lead and encourage our inspirational staff to higher levels of achievement.

I wish to thank Madhur Evans, our Corporate Services Manager who acted in the role of Executive Director for the three month period the position was vacant. She did a sterling job preparing Banyan House for my arrival – making the transition easier.

I would like to take this opportunity to thank the Forster Foundation Board and Senior Management Team - Clinical Operations Manager Richard Michell, Corporate Services Manager Madhur Evans, as well as our Finance and Administration Officer Rebecca Vale, Acting Support Worker Team Leader Joanne Pereira, Clinical Nurse Specialist Chrystal Benson, AOD Clinician Salas Abraham, Therapeutic Community Support Workers Samantha Czoloszynksi, Monique Bevis, Rose Dos Reis, Michael Aldenhoven, Carmel Lightowler, Sharon Parker, Jillian Martin and Lauren Walker for their unwavering focus and great team work.



Clinical Operations Manager Report

Throughout the 2014/2015 year Banyan House staff have been working through significant changes, these being changes in management structure as well as the development of new directions within the therapeutic framework. Banyan House has focused on a more responsive client focused framework which includes increased emphasis on families and those with co-occurring illness, such as mental illness and Acquired Brain Injury (ABI). Our programs are continuing to develop the capacity to deliver family sensitive practice that supports the families and significant others involved in the recovery process of each client. Management have been working hard to form partnerships and collaborative relationships with peak agencies who have expertise in best practice mental health and drug and alcohol service provision.



In May 2015 we signed an agreement with St Vincent's Hospital Melbourne (Nexus) to deliver training for staff in the delivery of the Optimal Health Program. This program will further strengthen the capacity of Banyan House to offer programs that provide information, skills and strategies for residents towards enhancing their journey to recovery. Banyan House staff have undertaken training during 2015 which enables us to provide after care support through SMART Recovery, a cognitive behavioral program which supports people to deal with addiction post residential rehabilitation.

Banyan House staff have been active in re-establishing relationships with service providers to further enhance the capacity of our service to deliver family and parenting programs which will operate in 2015 / 2016 and beyond. We have continued to develop opportunities and partnerships with universities and other agencies to provide employment and education opportunities for residents.

To aid in our service delivery, Banyan House is working with new intake and assessment frameworks and are in the process of implementing a new electronic client management system. The new system will further enhance our practice by providing accurate client records and allow management and staff access to statistical and comprehensive information, and current data reporting capacity and excellent standards in relation to quality management requirements.



Morning Meeting – Staff



Staff continue to hold morning clinical meetings from 8.35am to 9.00am every day of the week. During the meeting, an overview of the last 24 hours is provided and any issue arising are discussed and tasks allocated to individuals for the day. These meetings are opportunities for presenting assessments that have been completed and for staff to discuss the support needs of the client and any issues that may impact on their recovery if entering the program.

Morning Meeting – Residents

Resident's morning meetings are held from 8.40am to 9.00am. This meeting creates opportunities for residents to discuss the duties for the day, how they are feeling and any issues that need to be raised. The meeting is an opportunity for peers to provide support to those who may be new to program or finding the process difficult.

Education Group

Over the 2014/ 2015 year we have been fortunate enough to continue to have provisional psychologists from Charles Darwin University School of Psychology providing group-work and individual counselling. The CEO has worked hard to cement this arrangement into our process and the psychologists add great value to the recovery process for residents. Psychology students facilitate cognitive behavioural groups as well as provide individual counselling sessions. Residents have accessed these opportunities well and report that these groups have benefited them.



Psychologist Group

Mr. Jay Lamech, Psychologist in Private Practice, provided fortnightly psychoeducational groups on Tuesday mornings. However, this has ceased due to Jay having increased work load in his practice and the availability of CDU students doing their final clinical psychology placements. Jay continues to provide psychological counselling when required to some of our residents who may require additional support.



Clinical Review

Clinical review occurs weekly and residents' treatment plans, progression and issues impacting on their recovery are discussed. Staff work through the client individual treatment plans and formulate strategies to aid in the resident's recovery. This is a very effective measure to develop appropriate intervention strategies and monitor the effectiveness of any such strategies already in place.

Encounter Group

Encounter Therapy is a methodology to encourage residents to raise issues relating to behaviors of other residents that have impacted on them or are not in line with Banyan House program rules or guidelines. The aim of encounters is to support individuals to express their thoughts and feeling in relation to the event. By expressing their feelings and concerns, and using positive communication strategies often relieves frustration and dispels anger when utilised constructively in the group process. This process helps develop self-esteem and encourages positive assertion for individuals and the community.



Group Therapy

Group therapy is available to residents twice a week. This facilitates opportunities where residents can explore their behaviours, thoughts and feelings in a supportive environment. Clinicians facilitate these sessions and groups will often discuss the origins of drug use and other issues relating to addiction and recovery. These groups regularly work through complex issues relating to drug use, and the effects on the individual and others. . These groups generally go for two hours and confidentiality is emphasised as part of the process.

Work Group

Banyan House program involves the use of residents to keep the program and its facilities operating - from the kitchen to the gardens to the cleaning of the buildings. Work groups are a large part of keeping our facilities in good condition. The residents continue to do an excellent job in keeping the facility operating in good condition and should be congratulated for their work ethic. The work groups provide a sense of responsibility and develop work culture for those who have not had such a structure in their lives. Many residents gain a sense of achievement from their work while in Banyan House and are proud of their efforts - as is Banyan House staff.



Community Meeting

Community meeting with all residents occurs at the end of each week to retrospectively evaluate the achievements and trials of the week. It is a time when staff will check that all new residents are feeling welcome and safe, that they are being encouraged and supported by their peers and are adjusting well. Staff will use this opportunity to show appreciation and acknowledge the hard work residents have put in throughout the week. Residents who have progressed through the program will be invited to submit applications to move to the next phase of the program and take on the responsibilities associated with that phase.

Medical

Banyan House residents continue to access medical support through General Practitioners at Arafura Medical Clinic, Casuarina. This practice has offered a great deal of support and time to our residents throughout the year, and with a new Banyan House dual diagnosis nurse being employed in August 2015, we will be focusing on working closely with medical services to improve our capacity to support those with medical and mental health issues.



Activities

Banyan House is actively working to deliver holistic care for residents that includes positive role modeling around activities such as exercise, health and nutrition. We have purchased new gym equipment and encourage activities to stimulate both the mind and body. We continue to encourage resident's participation in use of the gym, morning walks and community games.

Weekend Outings

Banyan House appreciates that being isolated on site 24 hours a day, 7 days a week, can be a big ask for anyone. In response to this we provide opportunities for staff to take the residents to outings such as movies, water parks, beaches and parks for a picnic lunch or BBQ. These are activities valued by the residents and staff as they provide different environments for staff to communicate with the residents.

