



## who we are

The Jean Tweed Centre is a safe and supportive environment that offers a wide range of services for women experiencing problems related to substance use and/or gambling.

Recognizing the diversity of women's experience in today's society, our programs seek to address a range of issues in a woman's life that may contribute to substance use and gambling problems. Understanding each woman's experience within the broader physical, emotional, social, cultural and gender framework, we provide a client-centred approach to healthy recovery. Our services help a woman develop insight and life skills to reinforce healthy choices, now and in the future.

## our mission

We provide excellent care to support women and their families in the pursuit of health and well-being.

## our vision

To be leaders in the delivery of innovative, accessible, and effective services that address substance use, mental health, and/or problem gambling experienced by women and their families.



# APRIL 2015-MARCH 2016

## Jean Tweed Centre Board and Staff

### Management and Staff

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# Chair and Executive Director's Report

The Jean Tweed Centre offers a full range of women-centered services to women and families affected by substance use, mental health and problem gambling. Established in 1982, this has been the Centre's driving force for more than three decades. "Excellent Care" that reflects the experiences of women and children and that is rooted in both evidence and practice wisdom is key to ensuring that the Centre continues to respond to ongoing and emerging needs

Our Centre has been and continues to be a 'community leader'. We are proud of our history of fostering and promoting collaborative leadership and currently engage with 15+ community partners in the planning and delivery of services; these partnerships allow us to build on one another's mandate and expertise and contribute to a more seamless system that enables women to access services with fewer barriers.

To this end, our board and staff share a vision with our funders -- one that is inclusive, effective and innovative. We look forward to building on past successes and creating a future together, with our community partners, and with the women whose voices teach us every day. We are grateful for this collective wisdom.

In 2015/16, nearly 1500 women and their families accessed support in a variety of services from early intervention to permanent housing; 163 children attended our Child Development Centre.

## **Some examples of the agency growth and expansion in the past year include:**

- Of particular note is the completion of the agency's strategic plan. In the face of significant growth and development in the agency and the many challenges facing health care in general, it was an ideal time to review our future direction. We began with a review of system-wide trends, critical input from all stakeholders (women & their families, community agency partners, referral agencies, and funders), and our own analysis of client data to inform our discussions and ultimately to develop key priorities for the next four years. Innovation, Sustainability, Knowledge Translation and Mandate Advancement emerged as clear priorities for the future.
- In keeping with our priorities, we have pursued advanced training and skill building to support the unique needs of women in the LGBTQ, youth, and aging population as well as furthering our competencies working with acquired brain injury and fetal alcohol spectrum disorder. These groups have historically not been well served and frequently met with barriers such as stigma or programming that is ill equipped to respond to population specific needs. By building greater competency and ensuring that the messaging from the Centre is both accommodating and inclusive, we were prepared to approach community partners to explore and create opportunities for enhanced service in the areas identified. Shared groups, agency partnerships, participation in cross sector networks and targeted outreach have all been put in motion in an enthusiastic effort to better serve the populations we work with.
- The agency continues to play a leadership role in the training and delivery of trauma informed practice. The demand for knowledge and skill in this area continues to grow in this sector and beyond. Building capacity is essential and staff have responded with enthusiasm and a willingness to mentor others across the agency and across the mental health and addiction system. Our Trauma Informed Guidelines and related training have been shared in other sectors, i.e. physicians, family services, child welfare, justice, and with other provinces as well. What was once limited to a part-time counsellor within the agency has evolved to a 'trauma team' with a full range of services and training capacity.

- Our supportive housing services continue to grow and indicators show that the impact has been highly effective. After four years, many of the original tenants remain in their units, visits to emergency rooms have dropped by more than 90% and all women are connected to primary care. The missing link in our housing continuum was transitional housing until recent negotiations with the former 'Nazareth House' (which provides temporary accommodation for women and infants). The plan to transfer this service to Jean Tweed is in the final stages and we are delighted with the seamless service this will provide women as they move forward.
- As a final highlight, the ongoing expansion of our Urban Telemedicine initiative is particularly promising. The use of outreach to meet the needs of a marginalized population has changed the way service is offered and telemedicine has played a significant role in linking primary care to this practice shift. When Telemedicine was initially introduced, we were able to make our Nurse Practitioner 'available' on site in our partner agencies. As a result of additional mobile technology, women can engage in support and primary health care from their own homes. This is uniquely helpful to young mothers and those women with challenges such as transportation, and/or mental health needs and has increased utilization significantly.

## OUR BOARD

The Board of Directors of the Jean Tweed Centre is a very diverse board with many active committees. The Board governs the affairs of the Centre while the day to day management is the responsibility of the Executive Director and a skilled team of committed professionals consisting of 48 full-time and 51 part-time individuals.

Members of the Board represent many different vocations and interests and serve the agency well in their ability and capacity to provide guidance and direction. The enthusiastic commitment of all board members in the development of a strategic plan for the agency is an excellent example of their collective expertise and ongoing contribution to the agency overall.

## GRATITUDE

So much of what the agency offers is enriched and, in some cases, made possible by the generosity of our volunteers. Whether its gardening, accompanying a client to an appointment or helping out at reception, we are immensely grateful for their support. Our gratitude also extends to our many donors who so generously support our work and are excellent examples of a community that cares.

Our funders, the City of Toronto, The Ministry of Children and Youth, and our primary funder, the Ministry of Health and Long Term Care through the Toronto Central LHIN, make it possible for us to operate within a framework of integrated care, accessibility and accountability. Because of this support, we were able to provide service to approximately 1500 women and children in 2015/16.



**Erin Keleher, Chair of the Board of Directors  
and Lucy Hume, Executive Director.**

# MYSTORY

## Krista

My name is Krista. My involvement with Jean Tweed started in 2008. I absolutely love Jean Tweed. I continue to participate in programs now like Strengthening Families. I drive from Pickering to Etobicoke every Tuesday because of the love and passion I have for everyone at Jean Tweed. The staff helped me through my lowest times in life and taught me that I'M WORTH IT. I have done numerous amazing programs at Jean Tweed and they have all served different purposes. They have helped me grow giving me tools and educating me on a variety of subjects and coping skills.

I have done the Mom and Kids 2 program twice, I have done individual counselling, Pathways, Building Resilience, Seeking Safety, Parenting through Trauma, Family counselling and After Care. I am now proud and happy to say I have been clean and sober from my choice of drug and lifestyle for 3 years. I have 4 wonderful and beautiful children at home with me and my husband. It was an uphill battle for sure but with my determination, faith and the support of the Jean Tweed Centre I am alive, sober and actually enjoying life.

- Krista





# Program and Services Report

The past year at the Jean Tweed Centre was one of both growth and stability. We continued to provide a range of programs that improve the health and well-being of women and their families. At the same time, we have expanded our housing services with 16 new permanent units (in partnership with Mainstay Housing) and continue to pursue the addition of transitional housing for women and children. With these two services, we will be in a much better position to provide seamless support for substance use and mental health concerns while also addressing underlying issues such as housing instability and poverty and parenting. Another milestone reached this year is the incredible restoration of Cumberland House residence thanks to the City of Toronto. Cumberland House has provided a safe haven for women in treatment since the agency's inception 34 years ago.

## **The following is a list of our services:**

- Stabilization & Support/Assessment & Service Planning
- Day & Residential Program (3 week intensive)
- Day Programming for Mothers & Children: Mom and Kids Too" (7 weeks, flexible)
- Outpatient Services: Individual Counselling, Family Programming, Trauma Services & Continuing Care
- Outreach Services: JAM (justice and co-occurring mental health/substance use), Reaching Out to Women (trauma-informed community counselling) , and Pathways (counselling/case management support for pregnant & parenting women)
- Child Development Centre (licensed, therapeutic child care)
- Urban Telemedicine Primary Health Care (available at three partner agencies via the Ontario Telemedicine Network)
- Supportive Housing (in partnership with Mainstay Housing and the YWCA Toronto)

## **Here are some brief highlights from some of our service activities this past year:**

The JTC's supportive housing partnerships continue to provide safe, permanent housing to women with complex substance use and/or mental health concerns. The Addiction Supportive Housing (ASH) program, in partnership with Mainstay Housing, has continued to expand with an additional 16 units added to the original 32. Most of the new units have been secured and the new clients have started moving in affording them the opportunity for stable housing with intensive supports.

Both the ASH and Elm (in partnership with the YWCA) supportive housing programs continue to see clients experience dramatic decreases in visits to the Emergency Department and Withdrawal Management Services, as well as an increase in connection to health care providers - currently 100% of housing clients identify a primary health care provider. This is significant as typically women experiencing homelessness struggle to maintain connection to primary health care providers.

The JTC continues to provide a range of trauma and trauma-informed services both on-site and in the community. Community partners include organizations focused on supporting women who may be experiencing homelessness, involvement with the street, and/or involvement with the criminal justice system. The trauma team has also continued their partnership with Women's College Hospital (WCH) to co-facilitate their Trauma and the Body workshop for both JTC and WCH clients.

In addition to the services offered, the trauma team continues to build capacity and raise awareness through training and workshops for both professionals in the field as well as primary care providers.



A special episode of "Toronto Speaks: Gambling Addiction" on Rogers TV featured one of our Trauma Therapists. This segment provided an excellent opportunity to showcase some of our problem gambling services for women. To watch the full episode, please follow this link:

**[www.youtube.com/watch?v=endGbNTezhs&feature=em-upload\\_owner](http://www.youtube.com/watch?v=endGbNTezhs&feature=em-upload_owner)**

Together, our Pathways outreach service, Mom & Kids Too program, and our Child Development Services (CDC), offer a full spectrum of flexible and innovative services to pregnant and parenting women. The CDC offers respite care on site so that mothers can attend medical appointments, legal appointments, and/or pressing errands. New this year, the Centre was able to offer respite to mothers of children with special needs (e.g. FASD, Autism, etc.).

Below is a photo of our CDC staff raising awareness during an FASD Awareness Day event on September 9th (the 9th day, of the 9th month).



The JTC's Urban Telemedicine program remains in high demand and our Nurse Practitioner (NP) is available in person and via videoconferencing to address the wide range of acute health issues women are facing. In the past year, the program has seen an increase of use in its videoconferencing in our outreach programs, allowing women in the community greater access to and more flexibility in their primary health care. The following story exemplifies the benefits of facilitating access to a Nurse Practitioner to our outreach clients:

*Our Nurse Practitioner was able to connect with Andrea (not her real name), a woman from our Pathways program who is currently in her second trimester of pregnancy and at home with two young children, both under the age of 3 years. This mother was experiencing extreme social anxiety and isolation which made it difficult for her to leave her apartment. Her JTC Pathways worker, who visits Andrea at home, was able to connect her to the NP via videoconferencing for consultation regarding smoking cessation. They were able to connect virtually for smoking cessation support, including nicotine replacement therapy. Through this intervention Andrea has successfully quit smoking. In addition, the NP was able to assess Andrea's mental well-being and quickly refer her to the Mount Sinai Perinatal Mental Health Program. Having the NP available via OTN allowed Andrea to access the care she needed by working around the challenges posed by her anxiety and childcare responsibilities.*

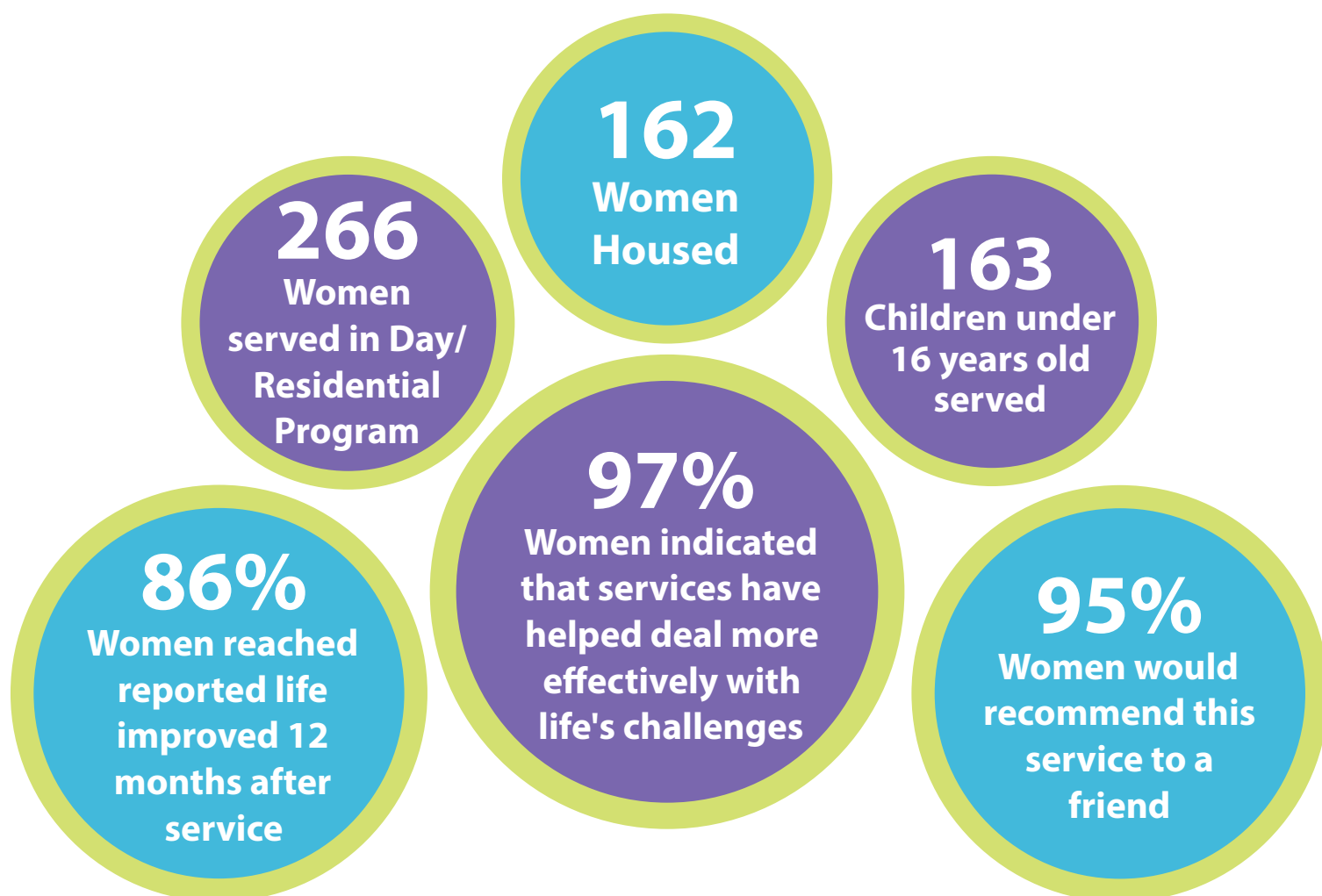




Our wraparound services (Family, Individual Counselling, Trauma, and Continuing Care) continue to support women and their families as they navigate through the process of reaching their goals related to substance use and mental health. These services allow women and their families' flexibility and seamless support during a time when stability can be difficult to maintain.

**"Over 85% of women that were contacted for a phone follow-up survey 12 months after completing programming at the JTC reported that their life had improved. "**

In addition to the services noted, our administrative team has provided immeasurable support in the past year. This team ensures that the agency runs smoothly and that the daily operations are taken care of. They are also often the first contact for women walking through the front doors or who call the agency by phone. Women accessing JTC often comment on the warm, non-judgemental greeting that they receive from welcoming staff members at reception.



# Data Highlight

## Jean Tweed Gets “Honours” for Data Quality

The Jean Tweed Centre, like all community substance use treatment agencies funded by the Ontario Ministry of Health and Long-Term Care, is required to collect specific information regarding our clients and the services they access. The quality of this information is important both at the agency and system levels to better understand the needs of the women in our communities, to help ensure the programs and services delivered are of the highest quality, and to direct resources to the appropriate places. To meet these goals, the Jean Tweed has made data quality a strategic priority and has invested dedicated resources to support data collection and reporting.



These investments have paid off. Each year, the provincial Drug and Alcohol Treatment Information System (DATIS) conducts an external review of the quality of the information that agencies collect. Each agency is scored on several categories of data quality and is expected to meet or exceed a minimum overall score of 65%. Scores above 80% are considered “honours”. For the second year in a row, the Jean Tweed Centre has received an honours rating. Our score – 84.5% - is significantly higher than both the Toronto Central LHIN average (60%) and the province as a whole (69%). We continue to look for opportunities to further increase our capacity for quality data management and have also begun to share our developing expertise with community partners and the system as a whole.

## Words from women...

“Staff are exceptional, courteous, professional, and most of all, it is clear to me and my son that they love the children. I'm so thankful for this [child development] centre - without it, I would not be able to fully participate in my programs. It is always hard for my child to leave!” - *CDC client*

“I have learned to like myself better than when I first came here. I don't feel as isolated and I feel like I can handle my emotions in a healthy way. I am better at setting boundaries and have more self awareness. - *Reaching Out to Women client*.” - *Reaching Out to Women Client*

“[The Jean Tweed Centre] was really supportive of me. They put some things into place for me to secure my housing. They then gave me tons and tons of support” – *Supportive Housing Client*

“The support and stabilization groups were great. It was nice because we were learning new things, discussing it and getting advice from the group. It was also wonderful to know that we are not alone when we are going through this and that there is support.” - *Support and Stabilization Client*

# Financial Statement

## Statement Of Operations Year Ended March 31, 2016

					2016	2015
	TC LHIN	Non-TC LHIN	Fundraising	Capital asset fund	Total	Total
<b>Revenue:</b>						
Operating Grants	\$4,608,334	\$473,491	\$ -	\$ -	\$5,081,825	\$4,611,612
One-Time Funding	-	-	-	-	-	41,054
Donations and Fundraising	-	-	209,145	-	209,145	537,764
Child Care Subsidies	67,383	-	-	-	67,383	66,185
Interest Income	-	-	10,427	-	10,427	9,668
Transfer to Capital Fund	-	-	-	-	-	-
	4,675,717	473,491	219,572	-	5,368,780	5,266,283
<b>Expenses:</b>						
Salaries	3,151,758	338,331	39,273	-	3,529,362	3,237,703
Employee Benefits	479,638	51,800	8,599	-	540,037	512,587
Office and General	633,225	83,360	4,008	-	720,593	785,024
Rent and Utilities	268,242	-	-	-	268,242	282,607
Special Projects	-	-	75,240	-	75,240	76,668
Fundraising Activities	-	-	74,962	-	74,962	63,500
Amortization	-	-	-	29,763	29,763	39,756
	4,532,863	473,491	202,082	29,763	5,238,199	4,997,845
Funds due to TC LHIN	142,854	-	-	-	142,854	2,579
<b>Excess (Deficiency) of revenue over expenses</b>	<b>\$ -</b>	<b>\$ -</b>	<b>\$17,490</b>	<b>(\$29,763)</b>	<b>(\$12,273)</b>	<b>\$265,859</b>

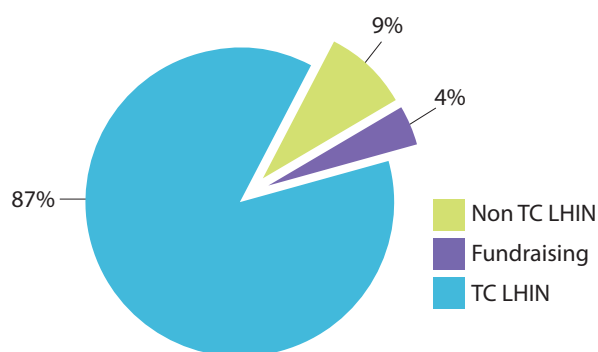
### Toronto Central (TC) LHIN Funds

Program	\$	%
Operating Fund	\$1,836,057	40%
Pathways to Healthy Families	791,124	17%
ASH Supportive Housing	509,040	11%
YWCA Supportive Housing	594,490	13%
Reaching Out to Women (ROW)	215,000	5%
Ontario Telemedicine Network	126,200	3%
Nazareth House	400,000	9%
Problem Gambling	108,242	2%
Sessional Fees	28,181	1%
<b>Total</b>	<b>\$4,608,334</b>	<b>100%</b>

### Non-Toronto Central (TC) LHIN Funds

Program	\$	%
Central West Pathways	\$187,500	40%
City of Toronto Investing in Neighbourhoods	61,628	13%
Criminal Justice Initiative JAM	93,600	20%
Black Creek Pathways	35,000	7%
Strengthening Families	91,463	19%
Central West Trauma Training	4,300	1%
<b>Total</b>	<b>\$473,491</b>	<b>100%</b>

### Funding Sources



### \*\*Total Number of Unique Individuals Served by Agency

2016 # of People	2015 # of People
1,492	1,394

### Individuals Served by each Program

NOTE: Many clients access more than one program.

Program	2016 # of People
Substance Abuse	1669
Problem Gambling	65
Supportive Housing	38
Supportive Housing YMCA	99
Supportive Housing Palmerston House	44
Reaching out to Women	142
Ontario Telemedicine Network	319
<b>**Total</b>	<b>2,376</b>

\*\* Total number of individuals served by each program is higher than the number of unique individuals served by the agency because most clients access more than one program.



# OUR DONORS



## KRG - Children's Charitable Foundation

Every year the Jean Tweed Centre receives many donations from individuals, corporations and foundations to be used for women and children who access the Centre. For example, this past year the Child Development Centre (CDC) received two large donations from the KRG Children's Charitable Foundation and the Christina Mary Hendrie Trust Foundation. Both have had a significant impact on the CDC and the children who attend the Centre.

KRG Children's Charitable Foundation is committed to creating a better world for Canadian children. The foundation has been helping thousands of children lead happier, healthier and more proactive and productive lives. For almost 20 years, the KRG Foundation has been dedicated to raising awareness and much-needed funding for children facing obstacles.

The Jean Tweed Centre has an outdoor playground for children in our services. However, the surface material of the playground cracked and needed to be replaced. The Centre was completely reliant on private funding for this large expenditure. KRG provided funding and the Centre is incredibly grateful for the replacement. As a result, the playground is back in daily use.



## The Christina Mary Hendrie Trust for Scottish and Canadian Charities

The Christina Mary Hendrie Trust supports the "young and old of Scotland and Canada". The Foundation's trustees are Hendrie family members from both sides of the Atlantic. They distribute funds in accordance with what they understand to have been the wishes of the Trust's namesake, Christina Mary. In 2015, the Christina Mary Hendrie Trust generously provided funding for an additional large piece of equipment in our CDC snoezelen room.



Snoezelen is a therapeutic model of a controlled multisensory environment for those with developmental challenges, autism, brain injury or attention deficit in general; it very succinctly produces a calming effect on the children. The Centre was able to purchase this equipment known as the 'snoezelen' with the Trust's donation. This is now available to all children in the care of the Centre and has already shown to have made a difference in the lives of the children in our care. This directly and positively enhances the lives of the children in our programs and would not have been possible without the generosity, care and concern of the Christina Mary Hendrie Trust.

## Other Donors

Many other donors, continued to support JTC, including all those who attended and/or sponsored events at our 17th Annual Staying on Course golf tournament; Mining for a Heart of Gold event where JTC has been the charity of choice for their annual evening of entertainment for the past 7 years; local businesses, service clubs and school groups like the graduating business class from Anderson College who made JTC the benefactor of their 'Legacy' event. Last, but certainly not least, are the individual donors who have been directly or indirectly affected by substance use, mental health or problem gambling. We are all touched by your kindness.



Shaun Ruddy

Anonymous Golfer

# 2016

## Volunteer Recognition

We are grateful to our volunteers as they selflessly offer the women, children and the Centre their time, efforts and dedication. Their contribution makes a tremendous difference in the work we undertake each day. We thank each and every volunteer for being a special part of The Jean Tweed Centre.

Alana Bordin	Karen Pitter
Anne Roche	Lisa Hanshar
Ashley Baker	Nanci Harris
Barbara Michaud	Rachel Hundert
Carol Garry	Rajal Patel
Christine Gordon	Rhonda Brodflieb
Clare Sheedy	Sophia Heath
Ela Bielski	Steve Davidson
Evan Thompson	Suzanne Reid
Geraldine Rochefort	Tony Dickinson
Joan Singh	Trisha Napper

"I am so grateful for all the help and support I received. I went through some difficult choices and felt very comfortable with asking for help. This program has given me hope and gratitude again." - *JTC Client*

"...a really balanced environment, one in which I have never encountered in any recovery or treatment programs in the past." - *JTC Client*

### More words from women...

"Every single day I learned something new about myself/my recovery. Jean Tweed has been the best thing I decided to do for myself." - *JTC Client*

# Our Locations

*The Jean Tweed Centre day/residential programs and outpatient services operate out of 215 Evans Avenue and Cumberland House.*

## 215 evans avenue, toronto

This location functions as the agency (administrative and program) headquarters for all services including childcare. This facility is wheelchair-accessible and is readily accessible by public transit. Parking is free.



## cumberland house

This Victorian brick house has been 'home away from home' for women attending residential programs at the Centre. Two-and-a-half stories high, with a gable roof and roundhead windows, Cumberland House has been identified as an important heritage structure by the Ontario Heritage Foundation, and is listed in the Canadian Inventory of Historical Buildings. It was designed by Kivas Tully, a 19th century provincial architect, who also designed Victoria Hall, Cobourg (1860), the former Trinity College (1852) and numerous other buildings across Ontario. The house was named in honour of the first superintendent of the Lakeshore Asylum, who resided there during his tenure.



## pathways partnership sites

- Rosalie Hall, 3020 Lawrence Avenue East, Toronto Ontario
- Robertson House, 291 Sherbourne Street, Toronto Ontario
- Massey Centre for Women, 1102 Broadview Avenue, Toronto Ontario
- Native Child and Family Services of Toronto, 156 Galloway Road, Scarborough Ontario
- Central West Pathways, 60 West Drive, Suite 110, Brampton Ontario
- Black Creek Community Health Services, 1 Yorkgate Blvd., Toronto Ontario

## telemedicine partnership sites

- Mainstay Housing, 180 Sudbury Street, Toronto Ontario
- YWCA, 87 Elm Street, Toronto Ontario
- Toronto Western Hospital, 399 Bathurst Street, Toronto Ontario

## supportive housing partnership sites

- Mainstay Housing, 180 Sudbury Street, Toronto Ontario/ Office, 358 Dufferin Street, Suite 100, Toronto Ontario
- Addiction Supportive Housing (Mainstay Partnership) Main Office at the Parkdale Activity Recreation Centre, 1499 Queen St. West, Toronto, Ontario with housing units across the city.
- YWCA, 87 Elm Street, Toronto Ontario

## reaching out to women partnership sites

- Elizabeth Fry, 215 Wellesley Street East, Toronto Ontario
- Sistering, 962 Bloor Street West, Toronto, Ontario
- YWCA-First Stop, 80 Woodlawn Avenue, Toronto Ontario
- Fred Victor, 145 Queen Street East, Toronto Ontario



# Cumberland House Restoration

For over three decades, Cumberland House has provided more than 7000 women with a safe and nurturing 'home away from home' during their stay at the Jean Tweed Centre. Time took its toll however, and Cumberland House eventually needed an 'intervention'. In 2011, the City of Toronto created a comprehensive plan to fully restore Cumberland House including the addition of many high efficiency improvements and safety measures. Because Cumberland House has such deep historical roots in the City, the restoration and renovation followed specific heritage guidelines. From top to bottom, inside and out, Cumberland House has been treated with TLC and this restoration led to an award nomination with Heritage Ontario. JTC is grateful to Judy Monk, our Property Manager, and the City's Project Manager, Joe Bandl, along with all the staff at Cumberland House for their success in maintaining a calm and welcoming environment during this time. This beautiful Victorian home is once again a fine example of the City's early history and a place where many have found hope.



**"From top  
to bottom,  
inside  
and out,  
Cumberland  
House has  
been treated  
with TLC"**



**"Cumberland House has  
provided more than 7000  
women with a safe and  
nurturing 'home away  
from home'"**

"They never gave up on me and  
they never let me give up on myself."

# Believe in New Beginnings

The Jean Tweed Centre provides services for substance use,  
mental health and problem gambling to women aged 16 and  
over and their families.

The Jean Tweed Centre



For Women & Their Families

215 Evans Avenue, Toronto ON M8Z 1J5

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[www.jeantweed.com](http://www.jeantweed.com)

