

The Jean Tweed Centre



For Women & Their Families

hope. help. healing.



**Annual Report
2016-2017**

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.

HOPE



Jean Tweed Centre Board and Staff

Management and Staff

| | |
|------------------------|---------------------|
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| Dr. Jan Dowsling | Natasha Busic |
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| Hortensia Puentes | Rosemary DiFranco |
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| Jennifer Linthwaite | Shannon Fedoruk |
| Jennifer Smith | Sonali Sagare |
| Jessica Dafel | Stephanie Hill |
| Jessica Manley | Stephanie Huls |
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| Josette Marshall | Susana Dougherty |
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| Kathryn Mettler | Virginia Benson |
| Kathryn Weiser | Zahara Basti |
| Katie Dunnigan | Zuhra Hodzic |
| Katy Leroux | |
| Katya Dunn | |
| Krystal Lawrence | |

Board of Directors

Chair: Erin Keleher
Vice-Chair: Mary Jane Cripps
Secretary: Jan Lackstrom
Treasurer: John Culbert

Katherine Devlin
Ross Gascho
Ian Genno
Sheila Lynett
Lara Root
Tony Scala
Carolyn Ussher



Chair and Executive Director's Report

The Jean Tweed Centre continues to offer a comprehensive range of women-centered services to women and families affected by substance use, mental health and problem gambling. In keeping with the vision of "Excellent Care for All" legislation, enacted by the Province in 2010, the Centre strives to ensure that all women and children receive the highest quality of service rooted in evidence-informed practice and client centered care.

Key to our work is our Strategic Plan; our priorities which run parallel to those of our key funders, allow us to map our way forward, while also reflecting on past achievements and their impact.

This year, on the eve of our 35th Anniversary, the Centre has provided service to a total of 2415 individuals across programs (including family members and children). Our Child Development Centre welcomed 83 children and 163 women accessed housing (both transitional and permanent). We have also built capacity and knowledge in our community, the province and nationally by providing training and consultation to 20+ organizations both within and external to the mental health/substance sector.

These are significant achievements, yet we are faced with some of the greatest challenges yet in our ability to reach those most vulnerable.

To this end, we, the Board and Staff at JTC, will continue to work collaboratively with our funders, our partners and the women who seek our help to build a responsive, innovative and inclusive system we can all be proud of.

Our Board:

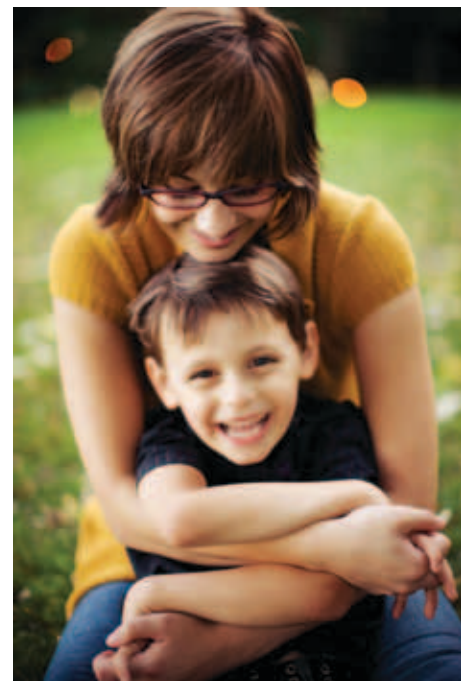
The Board of Directors governs the affairs of the Centre while the day to day operations are the responsibility of the Executive Director, a leadership team consisting of managers for each program area and 51 full time and 45 part-time individuals.

Members of the board bring a range of professional affiliations, personal commitments and community spirit that collectively ensures that we have an abundance of expertise guidance and support.

The Jean Tweed is fortunate to have an amazing team of dedicated and competent staff who come to work every day committed to providing a 'culture of care' that goes beyond skills and programs to offer a place of safety and respect. At JTC, everyone plays a role and every role is part of a larger community experience.

Appreciation:

The ongoing commitment of our funders, the City of Toronto, the Ministry of Children and Youth, our primary



funder, the Ministry of Health and Long Term Care (via the Toronto Central LHIN), make it possible to reach across mandates and deliver integrated and holistic care in response to a multitude of needs.

So many of our unique initiatives, programs and services have come by way of many generous donors and volunteers. Without them, innovative ideas like Mom & Kids programming and our playground would just be a “good idea”. Our tranquility garden wouldn’t exist, many women would not have received warm winter clothing or a ‘start-up’ basket of necessities for someone who is no longer homeless. It might be a Holiday gift and dinner, a friend to accompany a woman to an appointment or just a Tim Horton’s card to get someone through the day. These are all acts of kindness that go beyond our mandate or job descriptions and we are only able to offer them because of the many generous donations and contributions to JTC. We are in your debt.

On behalf of the Board and Staff, we wish to acknowledge the collective actions of those noted to ensure that the services of the Jean Tweed Centre continue to be available to women and children.

Thank you,



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



MYSTORY



My name is Candice and I have a son who is 5 years old. My involvement with Jean Tweed started a few years ago with the Justice, Addiction and Mental Health (JAM) program where I was supported by being connected to a safe house, a detox service, relapse prevention support, shelters, and a referral from the JAM program to the another community organization that offers stable housing for four years and a two year college education. I was also referred to the Pathways to Healthy Families program at Jean Tweed where I have continued my work on relapse prevention, parenting, emotion regulation, boundary development, self-awareness and self-compassion. I continue to attend counselling with my Pathways to Healthy Families counsellor weekly.

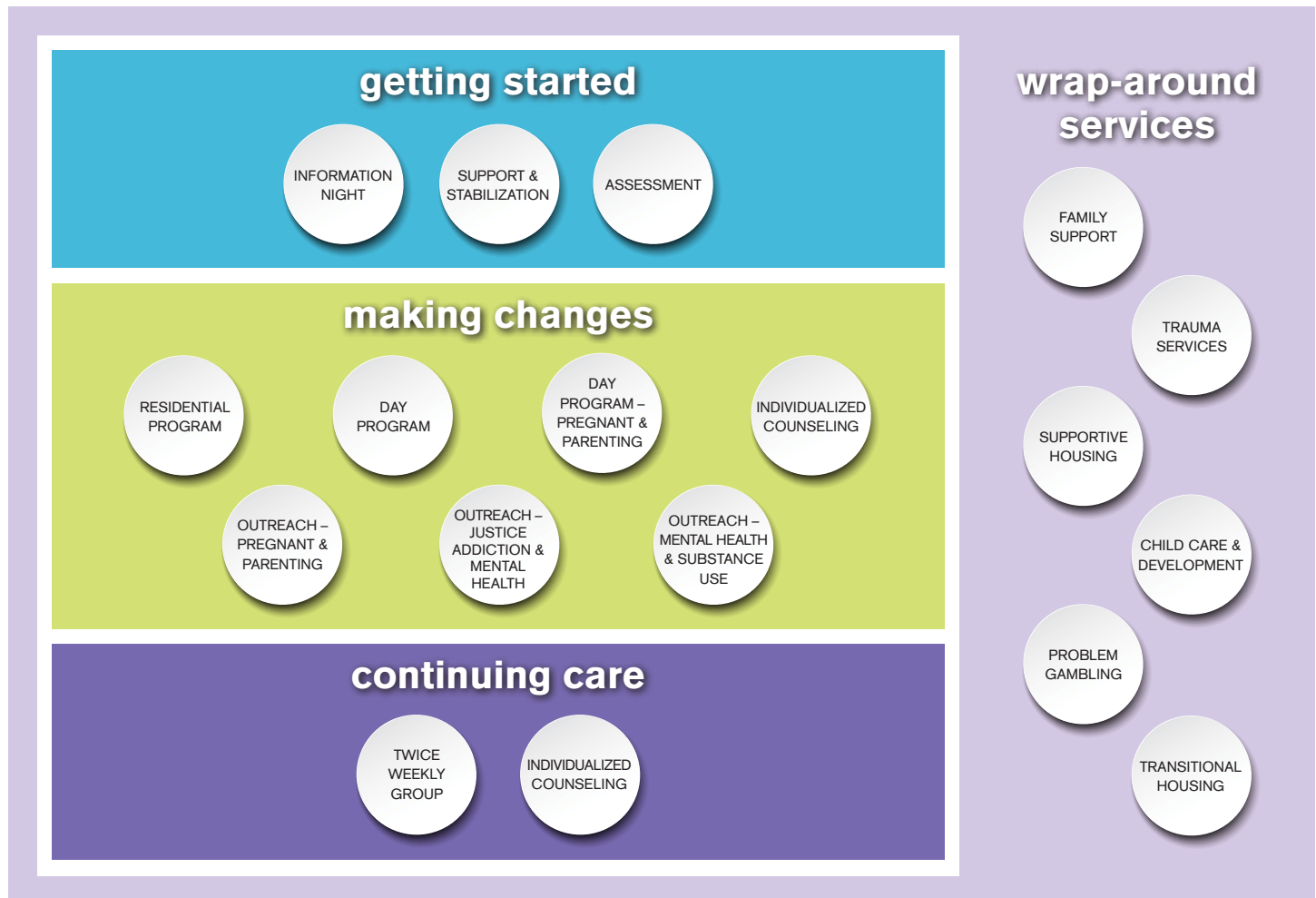
Staff at The Jean Tweed Center have taught me about how to cope, what a trigger is, how to

manage relationships, manage my sons behaviours, develop boundaries, and build my confidence again. Importantly, I have learned how to advocate for myself and my son so he gets the proper supports he needs in school and life in general.

I am a person who is pulled to help those in need. Processing my hardships with the staff at Jean Tweed has helped me find meaning and made me able to help myself so I can help others.

I am currently in my second year in a college program to help me reach my goal to gain employment in an immigration or criminal law firm and to be economically and emotionally stable. I also strive to raise a kind, empathic young man with educational and recreational opportunities. In the future I'd like to work or volunteer with young women who are experiencing poverty and homelessness.

The Jean Tweed Centre's Programs and Services



Programs and services highlights

Over the past year, the Jean Tweed Centre continued to grow and provide high quality services to women and their families. One major development was the voluntary 'Transfer of Assets' of a long-standing transitional housing program, formerly known as Nazareth House, to the Jean Tweed Centre. Now known as Palmerston House, this transitional housing for women and their infants compliments the JTC continuum of care offered and adds an important temporary housing dimension that creates a bridge between treatment and permanent housing. Both organizations saw this as a means to build on the concept of seamless care for women and young children.

Supportive housing programs continue to grow, with a total of 183 funded apartment units for women and their families, as well as our transitional housing program with 11 beds for women and 4 beds for infants at Palmerston House. As of the time of this report, the supportive





The Jean Tweed Centre's Child Development Centre

Families for the Future (SFF) program for African Caribbean families. The Strengthening Families Program is an evidence-based prevention program for parents and children ages 6-11 in higher risk families that practices parenting skills, children's life skills, and family skills over 14 weeks. The sessions start off with a family meal to allow time to gather as a family and informally

housing programs are nearing six years of operation, with the average length of stay for current tenants reaching just over four years. This is significant, given that all of these women identified experiencing homelessness and facing barriers to stable housing upon entry to the program. Furthermore, women continue to report a 90% reduction in visits to hospital emergency departments, now that they have safe, stable housing, and support.

Our outreach programs continue to adapt to meet the needs of the community. Our Reaching Out to Women (ROW) program, which offers a trauma-informed counselling service for women with substance use and/or mental health concerns, expanded its reach by offering services onsite at the Barbra Schlifer Commemorative Clinic. This new location, which offers specialized legal representation, adds to the ROW presence within organizations that provide shelter, drop-in services, and support within the criminal justice system. In addition, our Justice Addiction and Mental Health (JAM) program (funded through a partnership with Reconnect Mental Health Services) provided case management services to women in the community. The program offered a new onsite group that has increased program capacity for a high need/high risk population.

Our parenting programs continue to thrive and serve many families throughout the year. The participation in our Mom and Kids Too program is consistently high and continues to receive positive feedback from the mothers that complete the program. Our Pathways to Healthy Families outreach program supported over 150 pregnant and parenting women in communities across Toronto. Over the year, at least 10 births were reported and, with the support of their Pathways counsellor, mothers were able to collaborate with child welfare to prevent apprehension and babies were able to go home with their mothers after delivery.

This past year, the JTC partnered with the Toronto Children's Aid Society to provide a Strengthening

practice the skills being learned.

Further collaboration with the CAS allowed the JTC to provide training for front-line CAS staff and management on trauma-informed practice. This training has created an opportunity to enhance knowledge and skills related to trauma-informed practice and further strengthen relationships between child welfare and community supports.

Over the past year, the JTC's Day and Residential program provided over 300 women the much needed gender-specific intensive day programming to support women in learning about the impact of substance use and/or gambling on their life, relationships, and health, and ways to move towards their goals in addressing these issues. Residential clients spend their evenings participating in activities or relaxing at the newly renovated Cumberland House. Clients at the JTC reported higher scores than the Ontario average through the Ontario Perception of Care Survey that the services they have received have helped them deal more effectively with their life's challenges.

Through the JTC's trauma services, advanced trauma-informed practice training on stabilization skills was offered to a range of different community organizations through the Central West Concurrent Disorders Network. The trauma team continues to meet the growing need for trauma care by running several groups reflecting the stages for trauma recovery, along with individualized counseling.

Our problem gambling program continues to be accessible to women across the stages of change and continuum of programs provided at the Centre while at the same time, we are actively promoting the program in the community. Our family program continues to provide groups and family support while we seek opportunities to engage more families in the process of change.

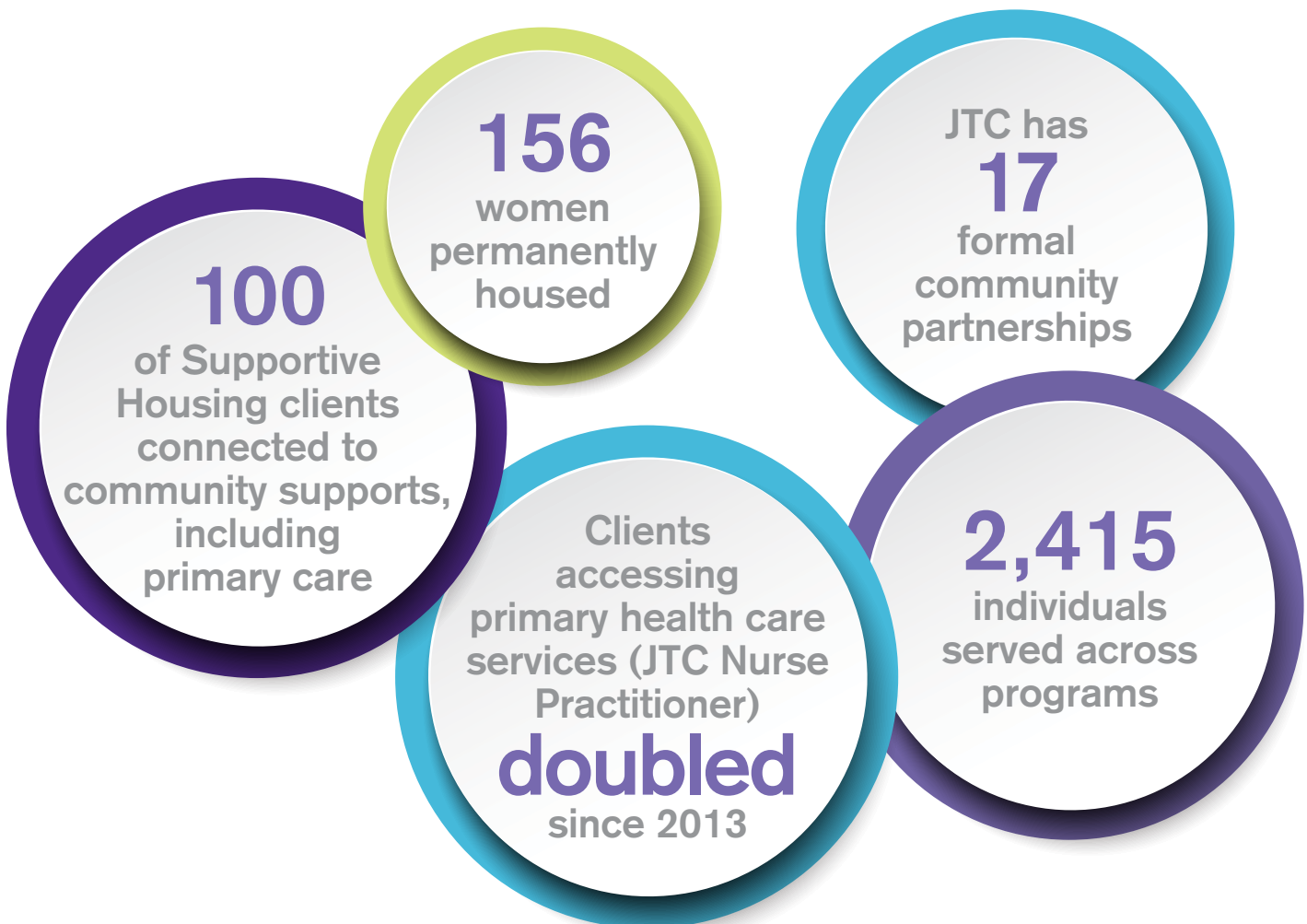
Sector-Wide Initiatives

The Jean Tweed Centre has also been present in sector-wide initiatives, including helping to incorporate a trauma-informed perspective into a new provincially-mandated assessment tool, the GAIN (Global Appraisal of Individual Needs). In addition to providing guidance on the tool itself, the JTC has been invited to provide training across the sector regarding a trauma-informed approach to administering the tool.

In addition, the JTC has been collaborating to enhance continuing care supports across Toronto. “Recover means different things to different people...(it should) facilitate improved health, social connections and enhanced personal well-being”. The availability/accessibility of continuing care supports in Toronto was raised by the Addiction Service Providers Working Group (ASPWG) as an issue deserving attention. Service providers describe the current continuing care supports as a “patchwork across the city with little consistency in available resources...”. With support and direction from the ASPWG and the Provincial System Support Program (PSSP) group from CAMH, service providers were asked to explore this issue with stakeholders with a view to identifying and implementing solutions.

JTC was invited to participate and we have been particularly active with the Executive Director, our Program Lead for Continuing Care and a Continuing Care client contributing to discussions as well as providing access to continuing care focus groups. This work is ongoing and it is anticipated that recommended services will be less tied to agencies and more to populations in need. This work is key to recognizing the shift to a chronic lens in substance use verses a more acute response. Continuing care has historically been under recognized as a key component on the recovery continuum.

The Jean Tweed Centre also participated in the E-QIP – the Excellence through Quality Improvement Project. E-QIP is a collaborative initiative of Addictions and Mental Health Ontario (AMHO), Canadian Mental Health Association (CMHA Ontario), and Health Quality Ontario (HQP). Together these organizations are supporting Ontario’s community mental health and addiction service providers to make care better by enhancing a sector-wide culture of Quality Improvement (QI). The Jean Tweed Centre focused on increasing access to primary health care for outreach clients by carefully applying QI processes.



Statement of Operations Year Ended March 31, 2017

| | TC LHIN | Non-TC LHIN | Fundraising | Capital Asset Fund | 2017 Total | 2016 Total |
|---|------------------|----------------|----------------|--------------------|------------------|------------------|
| REVENUE | | | | | | |
| Operating Grants | 4,713,982 | 464,028 | – | – | 5,178,010 | 5,081,825 |
| One-time Funding | 19,016 | – | – | – | 19,016 | – |
| Donations and Fundraising | – | – | 180,242 | – | 180,242 | 209,145 |
| Childcare Subsidies | 57,705 | – | – | – | 57,705 | 67,383 |
| Interest Income | – | – | 8,179 | – | 8,179 | 10,427 |
| Transfer of Palmerston House | – | – | 897,000 | – | 897,000 | – |
| Transfer to Capital Fund | – | – | (897,000) | 897,000 | – | – |
| | 4,790,703 | 464,028 | 188,421 | 897,000 | 6,340,152 | 5,368,780 |
| EXPENSES | | | | | | |
| Salaries | 3,345,024 | 331,631 | 58,229 | – | 3,734,884 | 3,529,362 |
| Employee Benefits | 515,053 | 47,086 | 11,836 | – | 573,975 | 540,037 |
| Office and General | 683,758 | 85,311 | 6,971 | – | 776,040 | 720,593 |
| Rent and Utilities | 242,548 | – | – | – | 242,548 | 268,242 |
| Special Projects | – | – | 58,423 | – | 58,423 | 75,240 |
| Fundraising Activities | – | – | 35,407 | – | 35,407 | 74,962 |
| Amortization | – | – | – | 29,209 | 29,209 | 29,763 |
| | 4,786,383 | 464,028 | 170,866 | 29,209 | 5,450,486 | 5,238,199 |
| Funds due to TC LHIN | 4,320 | – | – | – | 4,320 | 142,854 |
| Excess (deficiency) of revenue over expenses | – | – | 17,555 | 867,791 | 885,346 | (12,273) |

| Toronto Central (TC) LHIN FUNDS | | |
|---------------------------------|-----------|------|
| | \$ | % |
| 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 | 28,080 | 1% |
| Total Funding | 4,608,233 | 100% |

| Non-Toronto Central (TC) LHIN Funds | | |
|---|---------|------|
| | \$ | % |
| Central West Pathways | 187,500 | 40% |
| City of Toronto-Investing Neighborhoods | 51,191 | 11% |
| Criminal Justice Initiative JAM | 93,600 | 20% |
| Black Creek Pathways | 35,000 | 8% |
| Strengthening Families | 91,463 | 20% |
| Central West Trauma Training | 2,300 | 0% |
| Best Practices/Trauma Funding | 2,974 | 1% |
| Total Funding | 464,028 | 100% |

| **Total Number of Unique Individuals Served by Agency | | |
|---|-------------|-------|
| | # of People | |
| | 2017* | 2016 |
| | 1,488 | 1,492 |

| Individuals Served by Each Program NOTE: Many clients access more than one program | | |
|---|--------------|--------------|
| | # of People | |
| Program | 2017 | 2016 |
| Substance Abuse | 1,577 | 1,669 |
| Problem Gambling | 59 | 65 |
| Supportive Housing | 49 | 38 |
| Supportive Housing YMCA | 85 | 99 |
| Supportive Housing Palmerston House | 29* | 44 |
| Reaching out to Women | 161 | 142 |
| Ontario Telemedicine Network | 363 | 319 |
| **TOTAL | 2,294 | 2,376 |

** 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.

* 2017 number lower than 2016 because of changes to the way data is reported; clients assessed for housing are no longer counted as individual served in FC unless they move into bed.

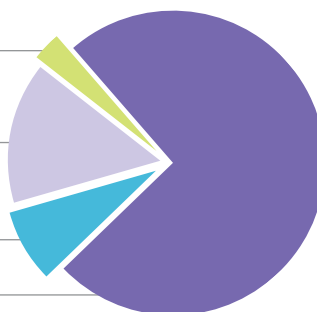
Funding Sources

Fundraising, 3%

Transfer of Palmerston House, 14%

Non TC – LHIN, 8%

TC-LHIN, 75%



Mining for a Heart of Gold

For more than eight consecutive years, this group (led by the infamous Shaun Ruddy), has provided the proceeds of an annual fundraiser known as 'Mining for a Heart of Gold'. Jean Tweed has been the 'charity of choice' for this annual evening of entertainment held in early November. Shaun has made an annual gift to JTC without fail, and despite recent hardships in the mining industry. His generosity goes even further – with gifts for the children during the holiday season and the donations from a 'holiday Irish pub crawl'. Shaun has a big heart for our work and we continue to be touched by his kindness.



CHILDREN'S CHARITABLE FOUNDATION

The organization that is principally responsible for our on-site Child Care Centre (CDC) and Playground, once again remembered us in their annual gift giving. This service is unique to JTC and remains the only therapeutic child care service in our sector. Mothers can comfortably and safely bring their children to our CDC while attending to their own program needs. This service can make the difference between a mother receiving service or not; it can make the difference between being able to parent and losing custody.

Jean Tweed continues to be the only addiction/mental health agency in the Province to provide mothers with this service and it is, in large part, because of the generosity of the KRG Foundation.



Shaun Ruddy

Other donors

Many other donors contributed throughout the year including those who attended and/or served as sponsors at our annual Staying on Course golf tournament. To all of our loyal golf volunteers and supporters, we thank you once again for making this event an invaluable success and a fantastic day!

We also want to acknowledge the Harrison Foundation, the Henry Wright Kinear Foundation, and individuals such as Catherine Steele and Joti Jungreis whose generosity has made such a difference. Last, but certainly not least, are the many other donors, including those who remain anonymous, you give so much and in so many ways. Thank you.

2017

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.

| | |
|------------------|---------------------|
| Ajay Lad | Geraldine Rochefort |
| Anna Baggetta | Kristen Butler |
| Anne Roche | Nanci Harris |
| Christine Gordon | Nancy Szabo |
| Clare Sheedy | Rhonda Brodflieb |
| Ela Bielski | Suzanne Reid |
| Evan Thompson | Tony Dickinson |



What our clients are saying

It gave me a clearer understanding of where my [child welfare] worker stands. It also was an amazing opportunity for my worker to see and hear how well I am doing and the work I've put in.

— MK2 client

Rosie [JTC Nurse Practitioner] was excellent, she took the time to listen to me, offered me the help I needed and was very kind and approachable.

— Telemedicine client

The most incredibly supportive, empowering experience of my life! The focus on self-esteem and relationships was extremely helpful. The courses on wellness, grounding and mindfulness, yoga helped to create a full mind, body, spirit balance.

— Day/Res client

I had a very good experience. I feel that working with [my counselor] was a blessing and I am grateful. I have noticed many changes in myself and in my life. Learning about mindfulness was very helpful. This is something I will continue to use throughout my life.

— ROW client

My self esteem has increased enough to believe I actually deserve help. My housing is stable. I cope far differently than I did before. I am going back to school.

— Continuing Care client

Our Locations

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



Palmerston House

Palmerston House is a unique transitional housing program where women and mothers with infants have the opportunity to work towards their substance use and related mental health goals. The house is located in a centrally located neighbourhood with convenient access to a number of community resources.

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 ON
- Robertson House, 291 Sherbourne Street, Toronto ON
- Massey Centre for Women, 1102 Broadview Avenue, Toronto ON
- Native Child and Family Services of Toronto, 30 College Street, Toronto ON
- Central West Pathways, 60 West Drive, Suite 205, Brampton ON
- Black Creek Community Health Services, 1 Yorkgate Blvd., Toronto ON

Telemedicine Partnership Sites

- Mainstay Housing, 1499 Queen Street West, Toronto ON
- YWCA, 87 Elm Street, Toronto ON
- Toronto Western Hospital, 399 Bathurst Street, Toronto ON

Supportive Housing Partnership Sites

- Addiction Supportive Housing (Mainstay Partnership) Main Office at the Parkdale Activity Recreation Centre, 1499 Queen St. West, Toronto, ON with housing units across the city.
- YWCA, 87 Elm Street, Toronto ON

Reaching Out to Women Partnership Sites

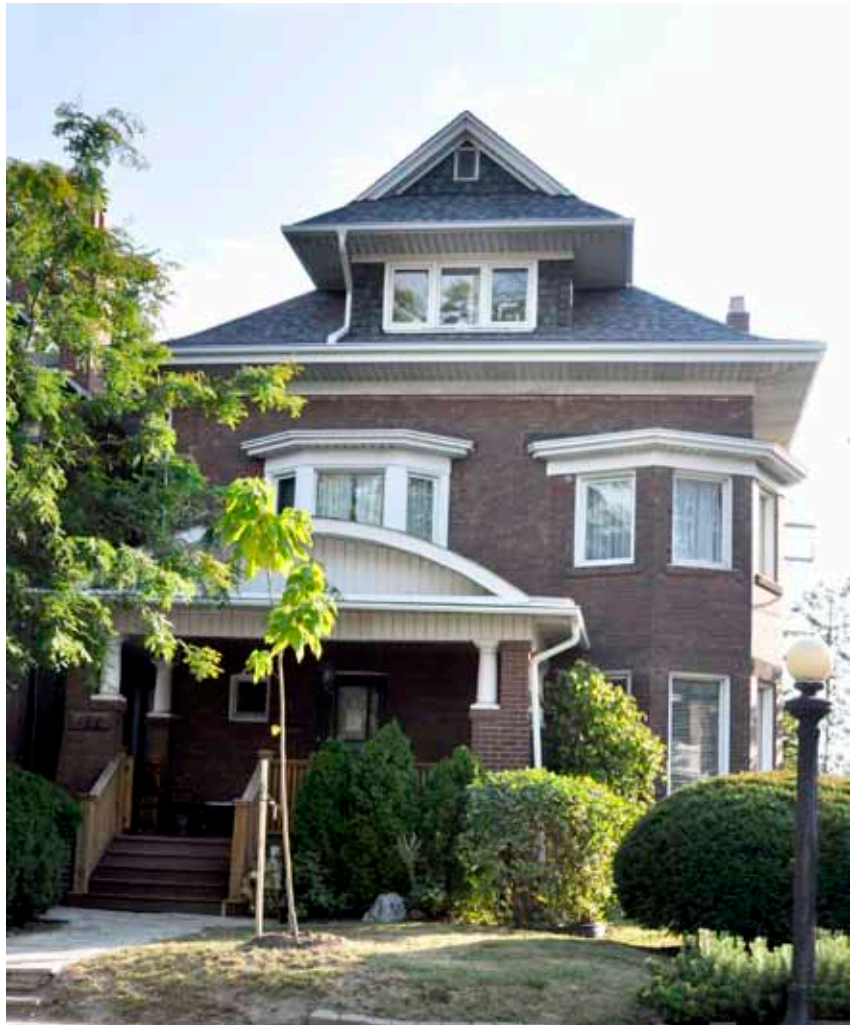
- Elizabeth Fry, 215 Wellesley Street East, Toronto ON
- Sistering, 962 Bloor Street West, Toronto ON
- YWCA-First Stop, 80 Woodlawn Avenue, Toronto ON
- Fred Victor, 145 Queen Street East, Toronto ON
- Barbra Schlifer Commemorative Clinic, 489 College Street, Toronto ON

Palmerston House

This past year, The Jean Tweed Centre welcomed the addition of a transitional housing program to the array of services offered. Palmerston House is a unique transitional housing program where women and mothers with infants have the opportunity to work towards their substance use and related mental health goals. It is a safe, group environment for women seeking positive change in the lives.

The house has the capacity for 11 women and four infants at any time. Over the past year, a total of 29 women and four infants lived in the home and participated in programming. Typically, women spend their days participating in community programs that support their individual needs and goals (e.g. therapeutic, recreational, employment programs, etc.) and come together as a community to share in daily living tasks, such as cooking, and a meal in the early evening. Staff are on site and available to provide support related to substance use, mental health, prenatal, parenting, and life skills. The following is a vignette from a woman's experience at Palmerston House:

A young woman moved into PH when she was seven months pregnant with her first child and on a methadone maintenance



program. Previously homeless, the support of the transitional housing program provided her with the stability she needed to successfully participate in programming to support her substance use goals and to collaborate with child welfare services to support her successful transition to motherhood. During her time at PH she delivered a healthy baby and with staff support, developed confidence in her parenting skills. After living at PH for nine months, and with the right supports in place, she was able to move with her child into her own apartment in her hometown outside of Toronto.

The Jean Tweed Centre



For Women & Their Families

hope.
help.
healing.

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.

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