

ANNUALREPORT

2013-2014

The Jean Tweed Centre



For Women & Their Families



hope. help. healing

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

The Centre provides counseling and care to assist each woman to restore herself to a meaningful life within her community.

our vision

To be one of the most innovative, accessible and effective Centres responding to the needs of women with substance use and gambling problems and their families.



APRIL 2013-MARCH 2014

Jean Tweed Centre Board and Staff

Management and Staff

Alett Olivares	Jana Crawford	Lucy Hume
Amna Majeed	Janine Fischer	Marcie Pekar
Andrika Sutton	Jasmin McMechan	Marcy McGaw
April Furlong	Jasmine Grantham-Smith	Margaret Czarnecka
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Chair and Executive Director's Report

Established in 1984, the Jean Tweed Centre's mission is to help women with substance use, mental health and/or gambling problems to reach their goals of a healthy and stable life. To achieve this, we are constantly looking for ways to be innovative, provide the best service possible and continually train and support our staff. We seek opportunities to expand our services and programs in response to our clients' ongoing and emerging needs. Our Staff and our Board of Directors share a vision of service that includes the broad determinants of health, such as education, prevention, and early intervention. To this end we work collaboratively with our clients, their families, our volunteers and our community partners.

In 2013-14, we provided services to 2,256 women and their families and continued to be involved with Federal, Provincial, and Municipal projects and have had exciting opportunities to be part of system planning. The Toronto Central LHIN continues to plan for system change and we along with our many service partners continue to participate in the process.

WE'D LIKE TO SHARE EXAMPLES OF OUR PLANS AND PROJECTS:



Growing our Services:

The plan we set out last year to grow our services is now in full swing. Our partnership with William Osler Hospital/ the Central West LHIN, and Black Creek Community Health Centre along with the Central Toronto LHIN to establish services for pregnant and parenting women with substance use problems is very successful. Once again, our Pathways to Healthy Families model of service has been replicated and has shown to be very effective in helping women through an outreach model of care.

Likewise, the Reaching out to Women service again modeled on the Pathways Program, along with our community partners, is providing services to women with mental health, substance use and trauma concerns across the city.

The Telemedicine program has been a wonderful addition to our menu of services and has been widely accessed by our clients at Jean Tweed and in our housing programs.

We will continue to look for more opportunities to enhance our services to meet the needs of all of our clients.

Supportive Housing:

The Elm Centre is a partnership with the YWCA and Wigwamen Incorporated. This housing project is a 300-unit building that has 50 geared to income apartments, 150 below market rental units and 100 supportive housing homes for women with mental health and substance use problems. This year, in response to the TCLHIN's increase in funding, the support services increased at The Elm Centre so that all of the women would have access to the services. In addition, our second supportive housing project, a partnership with Mainstay Housing, continues to offer 32 units for women with substance use issues. These two housing initiatives are providing safe and stable permanent homes to women and are a coordinated approach to service delivery. Housing is an essential determinant of health.

Guidelines for Trauma Informed Services:

Through the Drug Treatment Funding Initiative, Jean Tweed developed guidelines for women with substance use problems and a history of trauma. Guided by a provincial advisory committee, the guidelines were written to enhance service provider knowledge about the specific issues associated with women's trauma and substance use and support their capacity to use evidence informed approaches. Webinars and presentations were held to disseminate the guidelines.

across the province. We continue to provide educational events on trauma service to enhance system capacity. The document has been translated into French and is posted on many websites across the province.

OUR BOARD

The Board of Directors of the Jean Tweed Centre is a very diverse governance board with many active committees. The Board governs the affairs of the Centre while leaving the day to day management of the operations in the hands of our Executive Director and her staff.

This year our Executive Director, Nancy Bradley, announced that she plans to retire as of November 1, 2014. Nancy has provided guidance and leadership as the Executive Director of the Centre for over 25 years and her announcement created a daunting task for the board. Countless hours were spent over many months of this year to ensure the legacy left by Nancy's fabulous work will continue and her successor will forge ahead in a similar manner.

The coming year will see the board work hard to ensure the Centre's new Executive Director settles in as we develop a strategic plan together. Board members are excited to be part of this period of change and look forward to the coming year.

OUR THANKS

We wish to thank our donors, funders and partners for their support as we strive to continue to be innovative and responsive to system change and client and community feedback. We rely on their support and could not accomplish all that we do without their commitment to our organization.

We would like to thank our Board of Directors, our volunteers and students without whom we could not do all that we do. Your compassion, wisdom and willingness to help, keeps us strong and vibrant.

We want to thank our very dedicated staff for their wisdom and commitment to the women and families who use our services. Together we strive to achieve our common goal of providing the best services possible to our clients.

Thank you to the Ministry of Health, The Ministry of Children and Youth, Health Canada, the City of Toronto and the Toronto Central LHIN, for your support. We look forward to the future and to continuing our efforts to build a coordinated and effective Addiction Treatment System in Ontario.

As always we look to the future with enthusiasm and hope. We know that with the strong team involved at the Centre, we will continue to do what we do best—help women and their families build new lives.

- Katherine Devlin, Chair of the Board of Directors and Nancy Bradley, Executive Director



Program and Services Report

Thirty years of service to women and their families is a major milestone, one everyone at Jean Tweed is extremely proud of. The range of services and programming has continued to grow, with newer initiatives really taking root in the community. The following is a brief outline of our current menu of services followed by some highlights from the year.

- Stabilization & Support/Assessment & Service Planning
- Day & Residential Program (3 week intensive)
- Day Programming for Mothers & Children “MK2”
- Outpatient Services: Individual Counselling, Family Programming, Trauma Services & Continuing Care
- Outreach Services: Justice & Co-occurring mental health/substance use, Trauma Informed Community Counselling, and Counselling/Case Management support for Pregnant & Parenting women
- Supportive Housing: Partnership with Mainstay Housing for 32 units and a second partnership with the YWCA Elm Centre for 150 units
- Primary Health Care available at three partner agencies via Ontario Telehealth Initiative.

The Agency's Housing partnerships are fully functioning with a continuous flow of referrals as vacancies become available. This marks the third anniversary of the Addiction Supportive Housing program. Over half of the women who moved into the initial apartment units in 2011 remain housed with this program. Of the 32 units funded, 16 remain in one building in the Queen/Dufferin area, while the other units are scattered throughout the city. Due to changes in space allocation, staff were uprooted from their office in January 2014, yet managed to continue to provide quality care throughout the challenging winter months. New space at Queen and Dufferin has temporarily fixed the problem until a more permanent solution can be found.

The Elm Centre's new program is now in its second year. The findings of a recent evaluation are encouraging and the two agencies (JTC & YWCA) are working together in an effective and integrated design. Challenges exist however, particularly related to security and location. Efforts to address these issues are having a positive impact. Overall, supportive housing for women has met and surpassed most indicators identified by the LHIN, i.e. reduction in visits to Emergency Departments, and increased connections with primary care. Both programs have also been

very successful in maintaining stable tenancy for clients with a history of homelessness.

The expansion of trauma and trauma informed services, on site and in the community, has had immediate uptake and benefit. We are now able to offer a range of groups and individual counselling related to safety, resiliency, and parenting support for mothers affected by trauma. By working with community partners, i.e. Women's' College, YWCA, Elizabeth Fry, Sistering and The Fred Victor Centre, our counselling reach is across sectors. With this expansion in service and last year's release of the 'Trauma Matters' Guidelines, the interest and demand for both service and training has ballooned. Jean Tweed's trauma counsellors are consequently in great demand and early indications are that the impact of this work is significant in reducing symptoms and related Emergency Room visits. Our recently introduced Trauma Blog represents yet another opportunity to reach across the province to share information and engage communities in this important topic.

Our Pathways outreach service, Mom & Kids Too program, and our Child Development Services, together, offer a full spectrum of flexible and innovative services to pregnant and parenting women. Through the generosity of our host partners

(Rosalie Hall, Robertson House and Native Child & Family Services), Pathways workers are able to deliver services across the city and to those populations of women who are especially marginalized. As a result of invitations from the Central West LHIN (via William Osler Hospital) and the Central Toronto LHIN (via Black Creek Community Centre), we have expanded Pathways staffing in the Brampton area and mentored a comparable and portable model in North Toronto up to Keswick & Georgian Bay. Both initiatives are now fully implemented and in high demand. Staff report that the portability of service across a large geographic area has substantially reduced access barriers.

Through a partnership with Reconnect Mental Health Services, we are able to reach a population of women with mental health and substance use concerns as well as involvement in the Criminal Justice system. JAM (Justice Addiction & Mental Health) is making the full range of services at JTC available to a population with complex needs. In addition to providing this service, JAM, like many of our newer services, has expanded the agency's capacity to work with concurrent mental health and substance use needs.

Telemedicine (Ontario Telemedicine Network/OTN) has now had a full year to build new partnerships and

make primary care opportunities available to women who might otherwise seek care in more costly acute or emergency services, or go without care altogether. Our Nurse Practitioner routinely meets with women at our supportive housing sites and withdrawal management services. With the recent elimination of registration fees for each OTN user, opportunities to make primary care services available to all staff, programs and communities is unlimited. Additionally, having medical support on site at Jean Tweed has significantly reduced the need for urgent care visits by client, lost time in programs and the related demands on staff. Prevention efforts are also on the horizon with the possibility of offering immunization, flu shots etc. and the recently introduced Smoking Cessation service.

Our wrap around services (Family, Individual Counselling, Trauma and Continuing Care) continue to anchor women and their loved ones as they move forward with their recovery. They are 'wrap around' in that they support unique and ongoing needs beyond/around our core services. The benefit of these services is evident in best practice literature; sadly, they are not widely available in our sector. We know, for instance, that women whose family members attend are more likely to reach their goals; not all women fit in structured programs and the availability of a service 'tailored' to their needs, especially when these needs are complex, is essential; and that longer term counselling (both group and individual) in Trauma and Continuing Care increases stability and reduces relapse. Similarly, Support and Stabilization groups, offered prior to admission, allow women to 'ready' themselves for the challenges ahead. Women report that this preparation can make the difference between leaving or staying in programs.

A number of projects continue to take shape and contribute to service

needs and efficiencies overall. One such project involved our decision to go "paperless" as of April 1, 2014. We're happy to report that all files are now electronic and the necessary safeguards are in place to ensure data integrity. A second notable project pertains to our efforts to keep clients, service partners and referral sources informed of the many new programs and services. We have completed development on the JTC 'Information DVD'. It is now posted on our web site and plays on a loop in our waiting room.

Our residence, Cumberland House, continues to undergo significant renovations. We are thrilled that we will soon have state of the art heating and cooling, new windows, roof, fire escape, etc. as well as necessary structural repairs. The building is still surrounded by scaffolding, but we expect an unveiling early next year. Next year... the interior.

Even with the ongoing maintenance, Cumberland House has been a home away from home to more than 240 women this year. It offers a warm and welcoming environment where women feel safe and nurtured. Staff at Cumberland House work in concert with the Day & Residential counsellors at Evans Avenue and, together, they provide women with an intensive program of trauma informed best practices.

Of course, the agency could not function without our admin/support team who make sure the agency's day to day operational needs are met. From the front door greeting to managing our complex information management, this team goes above and beyond to keep everything functioning. Together, they share a common commitment to helping women and their families move forward.

242
**Women in Day/
Residential
Program**

118
**Women
Housed**

2,256
**Participants
Served**

186
**Children
in the Child
Development
Centre**

57%
**Increase
in Trauma
Services**

20%
**Increase
in Family
Services**

Telemedicine Program

Reaching Women, Restoring Health: Using Telemedicine Technology to Connect with Women

Women recovering from substance use and mental health concerns often face multiple barriers to accessing timely and appropriate health care. The innovative implementation of telemedicine to enable access to Nurse Practitioner services for women has been immensely impactful, not only in the ability to provide direct and timely medical care to women, but to bridge a gap in integrating medical and non-medical systems of care with the goal of providing a wraparound service based on the needs of each woman. OTN presents huge opportunities to connect women in a timely manner to a network of specialists and services that is accessible and coordinated. In a health system that is often fragmented and ill-coordinated, OTN has proven to have immense potential to offer quality care that is responsive to the needs of women. It has been a great privilege to work in partnership with women over the last year in building a therapeutic alliance and trusting relationship that has proven to be essential in connecting and restoring health and wellness through the telemedicine initiative.

Rosanra Yoon

Nurse Practitioner



The screenshot shows a web browser window with the OTN Telemedicine Center interface. On the left, a text block introduces Rosie, a Nurse Practitioner, and explains how users can have appointments online via OTN, comparing it to Skype. Below this, it states that Rosie will provide medical services in person at the program site 1-2 days a week. In the center, the OTN logo is displayed with the tagline "One Account for all Telemedicine". Below the logo are two buttons: "ONE® ID" and "OTN Credentials", with a "Sign In using" label above them. On the right, there is a video feed of Rosie, a woman with dark hair wearing a green patterned scarf. At the bottom of the browser window, there are links for "Terms & Conditions" and "Privacy Statement" on the left, and "otn.ca", "Email Support or call 1.866.454.6861", and "Feedback" on the right.

Financial Statement

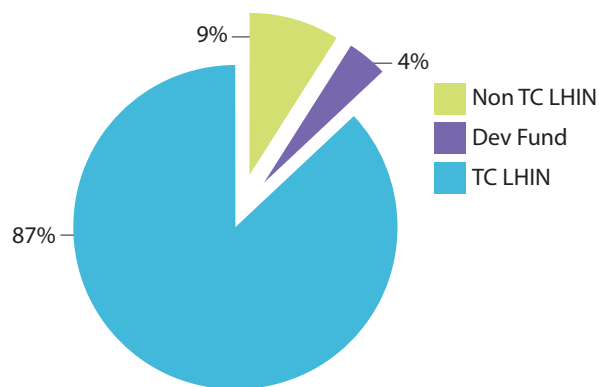
Statement Of Operations Year Ended March 31, 2014

					2014	2013
	TC LHIN	Non-TC LHIN	Fundraising	Capital asset fund	Total	Total
Revenue:						
Operating Grants	\$4,114,815	\$457,396	\$ -	\$ -	\$4,572,211	\$3,410,29
One-time Funding	-	-	-	-	-	57,500
Donations and fundraising	-	-	176,261	-	176,261	233,766
Child care subsidies	62,193	-	-	-	62,193	41,425
Interest income	-	-	9,521	-	9,521	9,184
Transfer to capital asset fund	-19,855	-	-	19,855	-	-
	4,157,133	457,396	185,782	19,855	4,820,186	3,752,165
Expenses:						
Salaries	2,796,960	318,057	56,994	-	3,172,011	2,324,635
Employee Benefits	419,803	47,120	9,759	-	476,682	364,592
Office and general	675,354	92,219	2,767	-	770,340	639,036
Rent and utilities	263,350	-	-	-	263,350	247,769
Special projects	-	-	23,741	-	23,741	50,883
Fundraising activities	-	-	52,880	-	52,880	51,695
Amortization	-	-	-	56,010	56,010	58,187
	4,155,467	457,396	146,141	56,010	4,815,014	3,736,797
Funds due to TC LHIN	1,686	-	-	-	1,686	1,748
Excess (Deficiency) of revenue over expenses	\$ -	\$ -	\$39,641	-\$36,155	\$3,486	\$13,620

Toronto Central (TC) LHIN Funds

Program	\$	%
Operating Fund	\$1,835,205	45%
Pathways to Healthy Families	791,124	19%
YWCA Supportive Housing	594,490	14%
Supportive Housing	341,040	8%
Reaching Out to Women	215,000	5%
Ontario Telemedicine Network	131,700	3%
Problem Gambling	108,242	3%
Best Practices, SA and Trauma	74,816	2%
Sessional Fees	23,198	1%
Total	\$4,114,815	100%

Funding Sources



Non-Toronto Central (TC) LHIN Funds

Program	\$	%
Central West Pathways	\$192,500	42%
Criminal Justice Initiative	93,600	20%
Strengthening Families for Future	91,463	20%
Black Creek Pathways	35,000	8%
City of Toronto Investing in Neighbourhoods	29,833	7%
Scarborough Addiction Services	-	-
Partnership Mom and Kids Too	15,000	3%
Total	\$457,396	100%

Individuals Served

Program	2014 # of People	2013 # of People
Substance Abuse	1,752	1,732
Problem Gambling	90	79
Supportive Housing	32	37
Supportive Housing YWCA	86	-
Reaching out to Women	123	-
Ontario Telemedicine Network	173	-
Total	2,256	1,848

Thank you to our major corporate and foundation gift donors who made a huge impact in 2013-2014.

Castleform Developments
CIBC Children's Foundation
E. & D. Strupat Foundation
FK Morrow Foundation
Kiwanis Club of Toronto Foundation
KRG Children's Charitable Foundation
Lakeshore Lions Club Foundation
MacDonald Griffin Charitable Foundation
Ornaments with a Cause
Rotary Club of Etobicoke Foundation
TD Bank Group
The Bridle Bash Foundation
The Christina Mary Hendrie Trust
Toronto Police 22 Division
Wellington Financial Charitable Foundation
UNIFOR Local 145



2014

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.

Adriana Violo	Joan Singh
Alett Olivares	Joanna Morrison
Alexandria Dean	Josie Pianta
Amna Majeed	Karen Elstone
Anne Roche	Karen Pitter
Cajaani Velautham	Mary Jane Cripps
Camilla O'Shea	Nafisha Somani
Carol Garry	Nanci Harris
Clare Sheedy	Nancy Szabo
Ela Bielski	Natalie Dias
Esmine Masters	Sharon Garvey-Patrick
Geraldine Rochefort	Stephanie McDonald
Gertrude Mushikori	Surraya Aziz
Gloria Chung	Susan Pratt
Holly DiSanto	Yvonne Russell
Jenna Hofabuer	



our locations

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

215 evans avenue

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

supportive housing partnership sites

Mainstay Housing, 180 Sudbury Street, Toronto Ontario/ Office, 358 Dufferin Street, Suite 100, Toronto Ontario
YWCA, 87 Elm Street, 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

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

our history

The Jean Tweed Centre was established in 1983 named after Jean Shannon Tweed - a woman who saw the need for a safe and supportive environment for women to address their substance use issues. Jean was a pioneer in advancing the cause of women-specific programming and it was to acknowledge and validate her beliefs that the Centre was named in her honour.

Since its founding, the Centre has evolved and grown to become a leading community-based substance abuse and problem gambling agency for women in Ontario. The Centre offers a wide range of services including residential and day programming; two day programs now exist – one 3 weeks and one 7 weeks for mothers with young children. We also offer out-patient programs including family and trauma counseling, and outreach services in various locations across the city for pregnant and parenting women. Most recently, we have added a second outreach service to women who have mental health and substance use problems as well as involvement in the criminal justice system.

After many years of identifying the absence of child care as a barrier for women and offering limited and temporary child care, The Jean Tweed Centre, with the support of its generous donors, now offers a fully licensed therapeutic child development centre on site. In keeping with our focus on women parenting and children, our child care staff routinely conducts parenting and attachment workshops, parenting consults and child developmental assessments.

The Jean Tweed has a long and proud history of advocacy, collaboration and leadership. Additional examples of ground-breaking initiatives include:

More than a decade ago, the Centre established a provincial network for agencies working with women where knowledge exchange and shared mandates contributed to the growth of sector wide expertise in women-centered care; prominent among these is the importance of trauma informed practice.

In 2004, the agency led a provincial review of Best Practices for Women and Substance Abuse culminating in a provincial conference in 2008.

The Centre is committed to working in partnership with other related services as a means to reduce barriers, enhance capacity and provide seamless care. Working from this framework, the Centre has, more recently, expanded its reach to include mental health supports and permanent housing for women and women-led families.

"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

T | 416.255.7359 **F** | 416.255.9021

www.jeantweed.com