



ANNUAL REVIEW 2016

Verdun^{HOUSE}
A place of healing from addiction.

Marina^{HOUSE}
A place of healing from addiction.

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MISSION VISION VALUES

OUR MISSION

Helping addicted persons heal and lead productive lives.

OUR VISION

To be the leading, internationally accredited institution in the Caribbean in addiction treatment and counselling training.

OUR VALUES

- Treat every person with dignity and respect
- Committed to the 12-step fellowship
- Always hopeful and understanding
- Open to new ideas
- Teamwork

COMPANY REGISTRATION INFORMATION

Company Registration Number - 12928
Charity Registered Number – 206
Registered Office
c/o EY
Worthing | Christ Church

OUR LEAD TEAM

BOARD OF DIRECTORS

Peter N. Boos, F.C.A.
Chairman & CEO

Norman Barrow

Nicola Berry

Dr. Ronald Chase

Christopher Harper

Dr. Toni Nicholls

Tristan Millington-Drake

Katrina Sam

Dr. Barbara Trueloff-Deane

Pauline Tully

EXECUTIVE TEAM

Peter N. Boos, F.C.A.
Chairman & CEO

Marietta Carrington

Director – HR, Communication & Client Development

Jacqueline Lewis

Director - Referrals & Community Liason

Bernard Pooler

Director – Finance & Administration



Company Secretary

Marietta Carrington



MESSAGE FROM THE BOARD

OVERVIEW

During 2016, The Substance Abuse Foundation Inc. continued to execute its Strategic Plan with the support and collaboration of its several stakeholders in all sectors. We thank them all and our superb team for their contributions.

The Substance Abuse Foundation Inc., a registered Barbados Charity established in 1966, has added significantly to the health infrastructure of Barbados.

This private-sector-led model of collaboration with Government, philanthropic and corporate sponsors, other NGOs and many volunteers has proven to be powerful in delivering significant impact.

SAF has contributed enormously to improving the lives of the addicted, their families and extended communities. Other positive impacts include the reduction of crime, the establishment of a cadre of expert addiction professionals, and the education of employers about the impacts of drugs in the workplace and how they can address the issue.

A major more recent challenge for SAF and all other Barbados charities is the limited ability of Government to expand its support; in fact the contrary is true. This reality has to be addressed.

Following the Board's Strategic Review early in 2016, renewed emphasis is being placed on sustainability.

BUT WHAT IS SUSTAINABILITY?

Thanks to the quite extraordinary philanthropy of the Raising Family since 2000, SAF has been able to continue its operations uninterrupted and to high standards. This level of funding represents in excess of 70% of our operating costs.



Grants are typically not designed to be available in perpetuity as a source of revenue. Foundations and impact investors want to seed enterprises with just enough capital that they can become self-sustaining; they don't want these fledgling businesses to return to the well each year expecting a new infusion. Funders will appreciate a social enterprise's desire to become independent. They want (and need) to know you understand that they are supporting your incubation and startup phases and not supporting your business forever more.

- Mark Lederhos, Housing Partnership Network.



Whilst we continue to anticipate ongoing philanthropic and Government support in the future, we are also looking to ensure our sustainability through a number of initiatives. These initiatives will reduce our heavy reliance on a single philanthropist, and include the following:

- maintaining very high professional standards of addiction treatment
- commercialization and expansion of our micro-business operations (e.g. farming)
- expansion of new sources of funding and revenues (e.g. crowdfunding globally)
- reduction of costs (e.g. renewable energy initiatives)

- increased productivity
- attracting more pay-for-services clients
- professional volunteerism
- partnerships with Private Sector players and other NGOs.

Attracting and sustaining investment in our work requires that we deliver high-impact services that are valued by the community-at-large and to which they feel compelled to contribute. To do this, we employ top talent in areas of addiction treatment and business leadership and management.

For example, we work closely with the renowned Hazelden Betty Ford Foundation in the USA to provide training and staff secondment opportunities.

Learn more at www.hazeldenbettyford.org.

We have a keen focus on research and education using technology to capture our data on clients and improve our operations.

The economic environment in Barbados is very difficult at the present, and we anticipate that, with the strength of the U.S. dollar, to which our currency is linked, the challenges we face in our major sectors will be exacerbated.

Whilst all avenues for revenue generation and cost reduction and productivity are being explored and implemented, we need to be realistic about our own environment and the market we serve.

Social enterprises that operate on a for-profit basis may suggest a more dynamic and sustainable model for delivering impact in our society. SAF is seeking to pursue such a model but with caution. The for-profit social enterprise approaches are not without risks. Adopting models that rely on providing services and products to the public can mean that priority is given to the needs and desires of consumers rather than the individuals we serve. There is a place for mission-driven organizations like SAF that respond to demand that is not consumer-led.

It is hard to imagine a time when our profit-making enterprise initiatives will deliver all the funding needed to operate and expand services, especially considering our client base, which can not afford to pay for treatment. The fact that our benefactors have appreciated the social value of providing addiction treatment services to the poor in our society is a great credit to them and must continue.

THE FUTURE

"Leaders in the charity sector need a range of skills, but a focus on delivering impact must be at the centre of their agenda. We suggest that at the core of a leadership approach driven by impact, leaders will need to develop a clear theory of change and measurement framework to understand what they are trying to achieve; how the organisation will deliver it; how they can evidence the organisation's impact; and how they can learn, adapt and improve the organisation's work. To do this, leaders need to be able to drive change through their organisation." - National Philanthropy Capital, September 2016

In 2016, a number of changes occurred at the Executive and Board levels and these are reported on in more detail elsewhere in this report. In making these changes, we have paid particular attention to the advice given in the quote above.

It would be remiss of me not to recognize most especially the contribution of our Founding Chairman, Harold Hoyte, who has retired from our Board. Harold served for 20 years since our inception, first as Chairman and then a director. It is no exaggeration to state that without Harold's unique contributions, SAF would not be where it is today: a successful, respected health institution in Barbados. A fuller tribute to Harold appears later in this annual report.

Peter N. Boos FCA
Chairman & CEO

CLINICAL HIGHLIGHTS



**“With God,
no situation is
hopeless”**

– Shawn H.

KEY CLINICAL ACHIEVEMENTS

High-quality treatment delivered according to international standards is what our clients deserve, and it is what we provide.

These clinical highlights focus on programming and other major achievements. Where appropriate, we will be gender-specific so that you can appreciate the work that has been accomplished for both men and women.

Verdun House admitted 77 clients to our primary phase programme. This reflects an increase of 17% over the previous year. Twenty-five clients graduated the primary phase, and 16 of these clients were recommended and accepted into the Second Phase. We can now report that the number of clients who have entered into treatment totals 892 which is a significant milestone for us.

We continue to be laser focused on maintaining international industry standards in treatment and assessment. The Clinical Staff was trained on the DSM 5 to be able to use it competently for assessment. The DSM 5 is the updated diagnostic tool used by professionals in the mental health care field. The newest edition of the DSM 5 was published in 2013 and is used by industry professionals.

Twelve-Step programmes continue to be the most commonly used and recommended modality for addressing various types of addiction.

It is also the foundation of our treatment programme at Verdun House and Marina House. In this regard, we work hard to ensure that, as new team members join the Foundation, irrespective of discipline, level or unit, everyone is on the same page as it relates to who we are and what we are about. We have accelerated efforts to weave Twelve Steps Facilitation into the “DNA” of treatment delivery to clients. Both Marina and Verdun programme schedules are facilitated by Staff in recovery and this allows clients to get a more personalized explanation of the Steps.

SPECIALIZED PROGRAMMING

The possibility of relapse is very common. Therefore, it is critical that we pay specific attention to reducing the likelihood of it occurring among clients. After a period of assessing our pilot for high-risk clients, we restarted our Relapse Prevention for Chronic Relapsers Group. The group now has a structured curriculum that incorporates experiential methods along with traditional talk therapy. Renee Napoleon, the Aftercare Counsellor and facilitator of the group, received additional training to strengthen her knowledge and competence with experiential techniques. To date, four clients have been involved in this specialized group.

“Verdun has shown me a direction to a better life” – Roger A.

Natural Fibres



During the year in review, we established a Dual Recovery group. Clients at Marina House and Verdun House diagnosed with co-occurring disorders participated in the Dual Recovery Psychoeducational Group.

PSYCHOLOGICAL SERVICES

The integration of mental health treatment continues to move steadily forward. Staff are more readily incorporating psychological services into their treatment planning and making full use of the Clinical Psychologist on board. Eight clients were seen consistently on a weekly basis by the Psychologist and several more were seen for brief interventions as crises arose. These crisis interventions lasted from one session to three sessions. Additionally, initial assessments of all clients began this year, enhancing the intake process. Each client undergoes a thorough clinical interview to identify any core issues and/or undetected mental illnesses to assist in treatment planning.

MEDICAL TREATMENT PROGRAMME

We established a formal forum to facilitate face-to-face team consultations with our consulting physician and psychiatrists, and our nursing staff. These efforts have resulted in improved communication

between the Clinical Team and the Medical Team, ensuring that the multi-disciplinary treatment team are all on the same page with regards to clients with high-priority mental health needs.

CREATIVE ARTS PROGRAMMING

The Creative Arts Treatment team expanded and now includes an Art Facilitator and a Certified Creative Arts Therapist. The time allocated has been equally divided between so that clients benefit from each area. An experienced volunteer therapist who focuses on using art techniques to enhance mindfulness plays an integral part in treatment and is a valued member of the team. The Creative Arts Programme has created avenues for clients to engage in treatment work in non-traditional ways that have been shown to be as effective as the traditional talk-therapy methods. The research on trauma often highlights the importance of incorporating non-verbal right-brain interventions to treat trauma. We are, therefore, right on target.

NON-TRADITIONAL INTERVENTIONS

At Marina House, animal-assisted therapy, equine therapy, and physical wellness activities have been incorporated into the programming

schedule. These non-traditional therapies are steadily becoming part of treatment centres in the more developed countries due to the positive impact they have had on clients.

Equine therapy, in particular, offers clients an opportunity to connect with another being without judgment, thus improving self-esteem and self-worth. With regard to animal-assisted therapy, one client, in particular, has made noticeable advances in her social interactions with others simply through interacting with “Second Chance,” the adopted dog at Marina House. The client has come to care for the dog and has consequently been more able to empathize with her peers and have increasingly positive interactions with them. The hope is for more clients to interact with Second Chance in a way that benefits their healing and recovery.

At Verdun, meditation therapy and dance therapy were incorporated into the schedule particularly to address the needs of less verbal clients and clients who have been diagnosed with ADHD.

SPORTS PROGRAMMING

Sports has always been a critical component of our treatment but has become more integrated into the programming at Marina and Verdun. Marina clients consistently engage in hiking and yoga. Verdun clients have

started to engage in high-energy team sports, including basketball and volleyball, on a weekly basis. The Family Therapist is an active participant with the clients in these activities.

AFTERCARE

In the last reporting cycle, we indicated that we had piloted the position of an Aftercare Coordinator/Case Manager using the services of a clinical volunteer to better determine the clients’ specific needs and whether Aftercare constituted a priority for the programme. Our findings suggested that, as part of the continuum of services, Aftercare support was indeed a priority. We, therefore, established an Aftercare Programme Development Committee to begin structuring a formal, more comprehensive Aftercare Programme with a two-year implementation timetable.

“My communication has improved and I have learnt to be assertive”

– Shawn R.

During the latter part of the year, we transferred an experienced Primary Counsellor to the position of Aftercare Counsellor/Court Assessor to provide structured Aftercare services. We also took into consideration some of the barriers that clients expressed, as it relates to accessing Aftercare Groups. In response to this concern, concerted efforts were made to find a location that was more convenient. We can now report that Men’s and Women’s Aftercare Groups have begun in a more central location in the city of Bridgetown, which makes it more accessible. This change will assist us in strengthening our Aftercare services and increasing engagement with clients after they complete residential treatment.

We continue to evaluate our client records to ensure that they are maintained according to the set of standards. In June, Kwayne Farrell, the Primary Co-ordinator conducted a series of training sessions on file management in an ongoing effort to ensure quality assurance. Internal audits by Dr. Jerine Griffith are also conducted on a scheduled six-month basis.

TRAINING AND SUPERVISION

Every member of the Clinical Team who provides clinical counselling is receiving structured, regular supervision. Individual supervision allows staff members to receive one-on-one consistent consultation

about their clinical work. Clinical training happens organically as issues arise, such as detecting Post-Acute Withdrawal Symptoms, or managing Compassion Fatigue. In addition, training is scheduled on a biweekly basis. Clinical training is gradually being accepted as a priority across the entire team. Staff are currently being trained on assessment tools used internationally by the American Society of Addiction Medicine (ASAM) to enhance assessment and treatment.

“ Every Day I Thank God For The Opportunity To Get Help ”

ORGANIZATIONAL CHANGES

1. BOARD OF DIRECTORS

During 2016, there were a number of changes to the Board.

RETIRING DIRECTORS

Harold Hoyte - Appointed 1996
 Dr. Sterling Mungal - Appointed 2013
 Christopher Holder - Appointed 2013

We thank all of them for their service and contributions to Verdun House and Marina House.

A special tribute to our Founding Chairman, Harold Hoyte, appears elsewhere in this report.

OUR NEW DIRECTORS

Dr. Toni Nicholls - Neuropsychologist
 Dr. Ronald Chase - Psychiatrist and Addiction Specialist
 Dr. Barbara Triefoff-Deane - Financial Analyst and Wealth Manager
 Christopher Harper - Entrepreneur, Project Manager and Social Activist

We welcome all the new directors to the Board. They have been carefully selected based on skills, age, gender and diversity. We believe they bring the right combination of values, skills, energy and attitudes to our Board that are compatible with our vision and mission, and with the ethos and culture of the Board, Executive Team and staff.

In 2017, we plan to appoint someone with strong Public Sector qualifications to the Board who not only understands the internal workings of the Public Sector but also has a keen interest in our mission.

2. BOARD COMMITTEES AND ADVISORY COUNCIL

We plan to establish an Advisory Council of expert volunteers in 2017. They will serve on our various Board Committees and will be engaged to support our operations, as needs are determined by the Board and Executive Team. This is one way to reduce employment costs without jeopardizing quality performance.

TRIBUTE TO OUR FOUNDING CHAIR

HAROLD HOYTE

Founding Chairman of The Substance Abuse Foundation Inc.

Harold Hoyte's resignation from our Board in July 2016 came as no real surprise. He had indicated his intention to step-down some two years earlier.

Harold was our Founding Chairman and served in this role from 1996 until 2002, and then as a board member until his official resignation. His efforts have been outstanding in very respect.

Great leaders always show fearless integrity but not all great leaders are also full of compassion.

That Harold possessed both in abundance was demonstrated throughout his 20 years of service.

Of particular significance is Harold's development of strong and enduring relationships with many key stakeholders, especially the family and advisors of Hans Kristian Rausing and the Government of Barbados.

On receipt of Harold's retirement letter I wrote to him as follows:

"Of course it is not unexpected but nevertheless, the reality of your future absence from our deliberations gives me pause for deep reflection.

I am not the best at the written word, at least not in your league.

so can't fully express the many ways in which our association and friendship have impacted and improved my life.

Working with you has been a distinct pleasure and a learning experience for me. Your intellect, business acumen, sound, principled judgments, sense of fairness, compassion, spirituality and independent thought have been of enormous value to SAF. Hope to see you soon after the Summer holidays to celebrate your 75th. HAPPY BIRTHDAY."

Harold's parting gift to The SAF has been a detailed history of our journey which can be seen on our website.

The Maoris of New Zealand believe that 'mana' is the primary spiritual goal of human existence. It describes a person of rare quality, a natural leader possessing strength, leadership, great personal power, gentleness and humility, Maori DNA is deeply imbedded in Harold.

Thank you, Harold, may God continue to bless you always.

Peter N. Boos FCA
Chairman & CEO



INTEG·RI·TY

noun

1. the quality of being honest and having strong moral principles; moral uprightness.

"he is known to be a man of integrity"

ROLE CHANGE

EXCITING, NEW CHAPTER FOR JACQUI LEWIS

We are excited to announce that after more than 16 years working for The Substance Abuse Foundation Inc. (Verdun House) in various capacities, Jacqui Lewis is now taking up her new role as Director – Referrals and Community Liaison. Over the course of her career, Jacqui has always been a critical member of the Verdun team - first as a founding member and Board member and then as an Addiction Counsellor.

Now, having relinquished the role of Clinical Director effective April 1, 2016, a position that she held for the last 12 years, Jacqui Lewis is poised to use her unique experience to help families impacted by addictions.

Starting out as one of the first members of the clinical team, Jacqui later took up the post of Clinical Director and managed Verdun House, the only male residential treatment centre of its kind in the English-speaking Caribbean Region. In this capacity, Jacqui, whose skills have often been described as unmatched in the treatment field, provided services in the areas of therapy and counselling, as well as addiction and chemical dependency.

Her pioneering work in the delivery of chemical dependency treatment services and the treatment model adopted

were supported by many years of international consultations, supervision and continuing education by the most respected treatment centres in the United Kingdom (Action on Addiction) and the United States of America (Hazelden Betty Ford).

Over the years, her caring, non-judgmental and competent manner has served as a magnet for the individuals and families she has helped. Indeed, she has a long list of clients and families who often say they owe her an immeasurable debt of gratitude. Never one to be selfish with her experience and knowledge, she has helped to mould several of her clinical team members into clinicians who stand tall among international clinical service providers.

All this and more will now be brought to her new role as Director – Referrals and Community Liaison. In this senior

executive position she can now satisfy her insatiable desire to work more closely with men, women and families with several years in recovery through her Recovery Workshops. Her passion is to help individuals and families who need treatment to get it and this work will continue as she focuses more on providing intervention and referral services. In addition, to this Jacqui will extend efforts to assist individuals in the Caribbean region to access treatment services, having worked with many of them from Barbados over the years.

In commenting on the move, Chairman and CEO Peter Boos had this to say:

"The role that Jacqui has played in the establishment of The Foundation leaves one breathless. She has been tireless in her efforts, giving her time, energy and self, caring for clients and their families. Indeed, The SAF/Verdun House has been her life's work following her own recovery. Families impacted by addiction need a reliable and knowledgeable source to turn to when in need of support and guidance. We are proud to be able to make that service available through Jacqui Lewis whose experience in this field is renowned."

Let's open the next chapter of this unfolding book!

FAMILIES IMPACTED BY ADDICTION NEED A RELIABLE AND KNOWLEDGEABLE SOURCE TO TURN TO WHEN IN NEED OF SUPPORT AND GUIDANCE.



MARINA HOUSE

OUR FIRST YEAR

WE RECORDED AN EXCEPTIONAL FIRST YEAR OF OPERATIONS!

In late December 2015, we had the official opening on the grounds of Marina House. It was a moving and emotional ceremony. The event was attended by the Marina family, in whose memory the house was named; health professionals; the business community; and professionals who worked on the building. Barbados' Minister of Health, the Hon. John D.E. Boyce, MP, gave an impactful keynote address. He underscored his Ministry's support for the work being done by The Substance Abuse Foundation Inc. Other speakers included the Hon. Maria Thompson, M.P. and Parliamentary Representative for St. John; Peter N. Boos, Chairman of The Substance Abuse Foundation, Inc.; and representatives from the Maria Holder Memorial Trust, Christopher Holder, Chairman and Mary Brewster, Trustee. The Rev. Canon Dr. Geoffrey Mayers, Rector of St. John's Parish Church did the invocation and Harold Hoyte, The Foundation's first Chairman, the Vote of Thanks. The event was expertly emceed by Jane Armstrong, the Trust's Chief Project Manager. But perhaps the most emotionally charged items on the programme were a testimonial and journey shared by the mother of one of the clients who had entered into treatment and the rendition of "Still I Rise" by staff member, Sharon Moaze.

THE FIRST YEAR OF OPERATIONS, BY ANY MEASURE, CAN BE DESCRIBED AS EXCEPTIONAL.

Lead co-ordinator Janelle Chase Mayers and her team weathered the initial teething problems and adjustments of a newly renovated house, juggling clinical and administrative priorities all the while ensuring that the needs of the first cohort of clients were met.

Nineteen clients accessed treatment during the period under review. We had four staff discharges and four self-discharges. Nine clients successfully completed the 90-day primary treatment programme. Eight were recommended to Second Phase; five completed this phase. Three clients have successfully completed their first year in sobriety as a result of attending Marina. Early statistical formulation, patterns and trends have revealed the following:

- The mean age of the clients being served is 37.5 years old. The oldest client is 78 years old and the youngest, 22 years old.
- The clients who received treatment services included three alcoholics, aged



54, 62 and 78. The remainder of the 16 clients served had polysubstance additions to marijuana, alcohol, crack cocaine and cocaine. Their ages ranged from 22 to 58 years old.

- One client presented use as Butane gas as a drug.
- The socioeconomic demographics ranged from low-income to high-income citizens, with a defining range of middle-income female drug users.
- The racial and national profile of the clients in treatment included 19 Barbadian clients, three Caucasians and 16 Black Barbadians.
- The average number of children per client was two, however, collectively the 15 women had 27 children. We had several minors visiting, ranging from one year to 18 years old, and adult children. While in treatment, we had two children sit the Common Entrance Examination and also dealt with children with special needs.

PRIMARY PHASE

The theme for the primary phase was focused on helping clients become familiar with the goals and expectations at Marina House.

A Client's treatment experience is built around four treatment issues, which form the nucleus of our programming:-

- (1) Self
- (2) Drug use
- (3) Sexuality
- (4) Relationships

We have embarked on dealing with trauma from an experiential perspective.

The primary phase included extensive art therapy that supported the clinicians' treatment plans, wellness initiatives such as hiking, and animal-assisted therapy through partnerships with the Echo Stables, Hope Sanctuary and the Barbados National Trust Hiking Group. Music therapy has also been recently implemented to address trauma issues for primary phase clients.

Weekly yoga sessions are an integral part of the treatment services.

SECOND PHASE

Second Phase became functional from the beginning of the year and saw four clients completing the reintegration programme and being discharged to their family of origin. During the period under review, seven clients benefited from the second phase programme. Each client successfully enrolled in vocational classes that included Jewelry Making at levels 1 and 2, Basic Cookery, Cake & Pastry Making, Crochet, Sewing, Plumbing and academic training in Applied Health - Nursing Auxiliary as well as Legal Assistants courses. All of the clients who had enrolled in programmes have had successful outcomes. Some of these clients' programmes were financed either in full or in part by The Foundation's Educational Fund.

To date, we have worked with two higher-level institutions, Barbados Community College and Allied Health Nursing Services. Both of the clients who have participated in these programmes have had opportunities to put their skills to work. At present, we have one client in our Aftercare programme participating in her nursing auxiliary internship and other employed at one of Barbados' leading hotels.

PARTNERSHIPS AND PROGRAMMING

We worked assiduously with many Government and NGO offices. Our strong partnerships with Sunshine

Early Stimulation Centre, Barbados Family Planning Association, Lady Meade Reference Unit, the Welfare Department, Social Services, the Queen Elizabeth Hospital, Ministry of Education, Child Care Board, National Assistance Board, Hope Sanctuary and Barbados Natural Fibers Network, continue to facilitate the clients' needs.

PSYCHOLOGICAL, PSYCHIATRIC & MEDICAL SERVICES.

We worked diligently with the Psychiatric Hospital and the St. John Polyclinic Outpatient Services. Our resident psychiatrist, Dr. George Mahy has worked with each client to provide weekly psychiatric care, assessment and evaluation.

Six of the 19 clients have accessed the psychological services. The diagnoses that presented in treatment prior to clients coming to Marina, were Bipolar and Borderline Personality Disorder.

CHILDREN'S PROGRAMMING

Integrating children is essential to the success of any treatment programme, particularly for one that is geared towards women. Although at this juncture Marina House does not have a full-fledge children's programme, there has been some movement made towards incorporating children into the recovery process.

RECOVERY & THE FAMILY

A DAUGHTER'S PERSPECTIVE

"How having a mom addicted to drugs affected life."

You asked me to take a trip down memory lane...To recall things which aren't in my thoughts. Anyways, here goes.

My mother often said I told her I would care for her when I was a child. Though I can't remember saying those words, I lived them. Adopting a mindset to be there to meet my family's needs has caused me to adapt to our every situation. Through it all I've been hurt, neglected, embarrassed, disappointed and deprived of enjoying my own life.

Before my mother's absence, I would say life was good. My memories of her reveals a caring, loving woman. She would make sure we were fed. Vitamins (Seven Seas Cod Liver Oil) were part of our diet. We didn't go to church. We went to the Kingdom Hall, as she was a Jehovah's Witness at that time. She hosted and partook in family events, thus sustaining good family relations. I could not miss a day of school unless I was sick. Trust me, she knew when I was faking it. She would always say, "I know when you are sick. I can see it in your eyes." Before I fully understood what was happening with her, or to her, when I was around age nine, she began to shun her responsibilities until she was skipping days from home. If I was to go further back in our past, I can trace our moving a lot to her habit. My sister took on her role. Instead of her being at my graduation, it was my sister. Her absence was felt.

Socially, her lifestyle didn't impact my life to a great extent. My friend circle was always few in numbers. However my

friend's parents is another story. I had to learn to be contented with whatever state I was in. That became my thought pattern and soon my way of life. Life in her world was a different story. As a teenager visiting your drug-addicted mother in a foreign place was scary yet embarrassing. After a few visits, those feelings passed. I followed her almost everywhere she went.....so I knew where she lived, bought drugs, etc. I walked proudly next to her because she's my mother. People respected me for staying by her side. I received much praise in this area.

Regarding my family, I believe if she wasn't an addict, our relationship could be better. Some say I blame them for not assisting her, especially when she was sick. That can be debated, I knew I had to be wise and gain understanding. If they treated her that way, what would they do to me whose blood isn't that thick?

I'm a strong woman today because of what I've been through. God became my crutch very early, shielding me from harm. My emotions were controlled from early (as I've mentioned earlier I had to be there for my family). The areas in my life most affected by my mother's habit are my physical and social wellbeing.



FAMILIES FEEL THE PAIN OF ADDICTION

Addiction is a chronic and complex disease. When it is coupled with a mental illness, often referred to as dual diagnosis or co-occurring disease, this adds further to the complexity. There is an entire body of research that demonstrates the devastating effects that impact the addict in many ways—, physically, mentally, spiritually and emotionally. But this is only a part of the picture because the family members who have to cope with a loved one's illness also become "ill", as well. The family becomes dysfunctional in many ways, particularly in how they cope and how they interact with each other. Not only is the immediate family affected, but also the extended family, colleagues in the workplace and individuals who are part of the "family circle".

This is one of the many reasons that our Family Programme is such an integral part of the treatment that we provide to our clients. One of the strongest components of the Family Programme is the integration of family and client. With respect to the clients of Marina House, unlike the men of Verdun, all of the women came with support from family members and large family units. On average, each visitation session had at least 15 to 20 visitors. This is considerable when one takes into consideration the size of the peer group. The men at Verdun House also continue to receive visitors on a monthly basis, thereby providing them with the necessary family support that is vital to long term sobriety.

Since January, we have had ten two-day workshops that catered to 20 clients and 50 family members. Five staff participated in the workshops along with the Family Therapist. Twenty four clients

participated in family sessions – 17 from Verdun House and 7 from Marina House. Eight in-house family therapy sessions were conducted. These numbers represent a significant increase in activity of the previous year.

We introduced new video materials from TedTalks, which were included in the monthly Family Workshops. These new videos helped the clients and the families better understand the underlying issues of addiction. The psychoeducation materials allowed for the expansion of the clients' and their families' resiliency. Continued exposure to the Twelve Steps from the perspective of people in recovery was an important addition to the family work that was done throughout the year.

This year, we also evaluated the workshops that were presented and the chart below indicates that there has been a steady and consistent

Another initiative worthy of reporting on is the introduction of the Global Assessment of Relational Function (GARF) to improve the family assessment process. Also introduced and implemented was the World Health Organization's recommended ADHD Assessment Self-Report Scale (ASRS-1). These efforts are all part of ensuring that clients are assessed and provided with the best care possible.

Last year, we reported that we had expanded our family services programme by hosting Al-Anon Barbados to support families in addiction. This continued, and clients and their families are experiencing the benefits of this vitally important support group.

Not only is the immediate family affected, but also the extended family, colleagues in the workplace and individuals who are part of the "family circle".



LIFE AFTER TREATMENT

PROVIDING EDUCATIONAL OPPORTUNITIES

In order to help clients achieve long-term sobriety, after they leave treatment, we must have a plan that helps them reintegrate back into society. In our case, this often involves providing them with opportunities to acquire new skills or refresh existing ones. Therefore, our client development initiatives are a critical component of our treatment services. We accelerated our efforts during the year to provide opportunities for both men and women.



We are pleased to report that one of the clients from Verdun House (John S.) whom we sponsored for tertiary education with the Barbados Community College in September 2013 has successfully completed his Associate Degree in Applied Science (Mechanical Engineering). John achieved this after three years of dedicated study and focus, and graduated with a grade point average of 3.56, at the top of his class. The programme started with 12 students and two students graduated. We are exceedingly proud of this academic achievement.

In February, one of Verdun's clients successfully completed a tiling course offered through the Barbados Vocational Training Board. Another client began a six-month course in Digital Media Film sponsored by the Ministry of Youth, Sports and Culture.

All of the Second Phase Verdun clients have been receptive to workshops offered, which encompassed the Twelve Steps and prepared them for reintegration by strengthening

their life and living skills. Approximately 20 clients participated in the Caribbean Vocational Qualification (CVQ) in-house programmes in Information and Communication Technology. Six clients also participated in Commercial Food Preparation, and two are awaiting assessments.

The Amenities Horticulture course was strongly encouraged for the clients mainly working in Verdun House's Micro Business, as it assists in strengthening their skills and knowledge. The second Amenities Horticulture class began in October and will have ended in December. Seven clients and one staff member are participating.

Four clients participated in a seven-day beginner's course offered by the Barbados Natural Fibres Network, held at St. Margaret's Community Centre, St. John. Clients were educated on various bushes and natural fibres that are found across Barbados and taught to make numerous products that could be a source of income for them. Clients displayed their work, which included various sized baskets, fans, chairs and stools, a wide variety of jewellery and paper made from banana stalks. We are pleased to showcase some of the pieces produced throughout the pages of this report.

A six-week Employment Workshop titled "Becoming Employable" has begun with the goal of helping clients to understand what to expect and what is expected of them in work settings. Some of the facilitators are Human Resources practitioners and employees of the Employment Bureau and the Barbados Productivity Council.

At Marina, seven clients attended a variety of different community-based classes. Classes included: Legal Assistance; Nursing; Jewellery Making; Basic Cookery; Baking; Sewing and Crochet; and Plumbing. One client is on the list to start Bobcat operations in the next several weeks. The classes lasted from three months to one year.

KEEPING OUR STAFF BEST IN CLASS!

Training and supervision are essential to keeping a clinical team on the cutting edge in the field of addiction treatment, which is steadily growing and enhancing its practices.

Traditionally, however, addiction treatment centres have held on to their own perspectives and have resisted new ideas and approaches. The SAF, however, refuses to remain stalemated and blindly married to one way of treating addiction and its related disorders. To this end, we continue to take a proactive and strategic approach to training of all of our people.

Last year, we reported that Jacqui Lewis was nearing the completion of training to provide clinical treatment using the experiential/psychodrama model of therapy. We are pleased to report that she has been successful in completing the course of study and has attained certification by the American Society of Experiential Therapists. This standard of excellence ensures that clients and their families can continue to benefit from her vast knowledge and experience using this cutting-edge form of treatment.

In July, Mrs. Lewis also spent one week at the University of North Carolina at Chapel Hill participating in training using the Satir Growth Model. This form of treatment is especially designed for families

who themselves suffer and require treatment and support as well.

Coming out of a two-year training venture with Hazeldean Betty Ford, The SAF Clinical Team has been participating in Twelve Step Facilitation Training, to enrich the team's understanding of the Twelve Step treatment model and how to integrate it into clinical work. Not only are the Addiction Counsellors part of the Twelve Steps focused training, but everyone on the Clinical Team is also committed to being able to integrate the Twelve Steps principles into our work with the clients. This has been the main focus of professional development for everyone.

This past year we also built on the training that was delivered by our international consultants. Training about specific mental wellness issues has been a key item on the training calendar. Continued emphasis is being placed on helping the Clinical Team to adopt new thinking that expands the definitions of mental wellness and mental illness. The efforts are ultimately designed to ensure that more clients will receive needed treatment that might include psychological services, creative

arts intervention, meditation therapy, animal-assisted therapy and a range of other interventions that might have traditionally been secured only for those clients with known mental health diagnoses.

The mental health trainings have included training on the DSM 5 to ensure that staff is up to speed with industry standards. Assessment of personality disorders was another training opportunity provided to staff so that clients with undetected problematic personality patterns can be more effectively managed in the community. A seminar titled, Managing Compassion Fatigue and Self-care was offered so that Clinical Staff can stay mindful of their own functioning. One of the long-term goals of the Training Unit is to create a culture that encourages personal and professional development.

Janelle Chase-Mayers, Marina House's lead programme co-ordinator participated in her second Professional in Residence Programme (PIR) at the Hazeldean Betty Ford Campus in Minnesota. The week long PIR programme specifically focuses supervisor responsibilities and duties used in addiction treatment for women.

In July, Dr. Jerine Griffith, our Manager of Clinical Services, Clinical Psychologists and Clinical Supervisor attended the 4th Annual Clinical Overview of the Recovery Experience (CORE) Conference in Florida. The conference was designed to help addiction professionals advance their

understanding of the principles behind Twelve Steps and abstinence-based recovery practices.

Sharon Moaze, Addiction & Mental Health Counsellor assigned to our Women's Treatment Marina House and Marietta Carrington, Director – HR attended the two-week intensive training in Addiction, a programme that is sponsored by the Caribbean Institute on Alcoholism and other Drugs (CARIAD). This was the 42nd event which was attended by a diverse group of Caribbean professionals working in the field. This programme is certified by the Open Campus of the University of the West Indies.

Two staff members attached to our Microbusiness Unit, Vanburn Chadderton and Laxminarine Kissoondea, attended a workshop sponsored by the Barbados Ministry of Agriculture, Food, Fisheries and Water Resource Management. The workshop, entitled Plantain, Banana and Fig Propagation Management provided opportunities for these team members to learn how to maximise production within the banana, plantain and fig subsector and also to improve their skills in this area.



OUR MICRO-BUSINESSES

We have three core microbusinesses, comprising our vegetable and animal farms, our bakery, Verdun Patisserie, and Lawn and Garden Maintenance.

We had a very busy year.

First, with ensuring that our clients continue to get the opportunity to experience the therapeutic value of “working”, learning new skills and engaging in wholesome teamwork with their peers. Clients assist in planting, maintaining and reaping our farm produce as well as helping out with the animals.

During the year, we did an extensive review of each of these businesses and, as a result, made some major changes.

We reviewed the types and ranges of crops being planted, in order to increase the crops that are revenue generators and produce healthy options for the kitchen. We are on an internal drive to promote “From Farm to Table” in an effort to ensure that we produce and serve meals to our male and female clients that are healthy and balanced. We recently had a donation of breadfruit trees and coconut trees, which have been added to the orchard. Breadfruit is one of the main ingredients used in our pot pies and the addition of these trees will serve us well in the future.

We also made some significant changes to our animal farm. Through the very generous donation of Automotive Art, we were able to construct a new chicken pen with a 1,000 capacity. Financial assistance from the Barbados Community Foundation and the Barbados operations of CIBC FirstCaribbean International Bank provided us with the resources to completely refurbish the existing pen that had fallen into disrepair due to termites. The combination of the new pen and the recently refurbished one now gives us the capacity to increase production of boilers, layers, turkeys and ducks, making us more commercially focussed. We

expect to see the results of these changes in the next reporting period.

We saw a marked increase in activity in our bakery. We created a new line of baked goods that have been added to an already diverse and healthy menu of breads and pastries. We now have pot pies available in the following options: chicken and breadfruit; chicken and potato; spinach and potato; spinach breadfruit; and lentil and potato. We launched them in the SOL gas station chain and while we weren't able to achieve the level of activity anticipated in the first few months, we continue to see a steady increase in the number of pies being baked and sold to “Friends of Verdun”. Our bakery produced and served the canapés and liquid

refreshments for the opening of Marina House. This was an important undertaking for our clients who assisted with this effort.

We expanded the number of projects we undertake under the Lawn and Garden Maintenance business. Our relationship with the Cattlewash Property Owners Association (CPOA) continued and we added three schools, which we have maintained on a consistent basis.

We established an appropriate shelter to house our black belly sheep and introduced five goats to the livestock as we move towards farming goat meat and its by-products. We are currently exploring the importation of goat semen for fertilisation.



PROVIDING OPPORTUNITIES FOR STUDENTS & INTERNS

For several years, The SAF has been providing opportunities for students from local educational institutions to obtain practical field experience in counselling and social work. However, in recent times, we have expanded our training opportunities to include not only counselling experience, but also field research experience and training in informational technology (IT). Under the supervision of various members of our staff, current and past students of the University of the West Indies (UWI) and the Barbados Community College (BCC) have been able to gain valuable hands-on experience in their fields of interest.

This year we had a total number of 13 student Interns. Six were Research Interns; six, Clinical Interns and one, an Information Technology Intern. Three of the Research Interns were from the UWI Cave Hill Campus, one from BCC and the remaining two from international programmes at Middlesex University and The University of Lincoln, both based in London. The Research Interns held Masters-level degrees in professional disciplines such as Applied Psychology, Forensic Psychology, and Social Work. The

range of experience amongst our intern team provided us with unique opportunities to examine treatment outcomes from a variety of perspectives, thereby enriching our data and making the training experience educational, engaging and enjoyable.

We also welcomed six Clinical Interns from various disciplines, including Theology and Counselling Psychology. The three Theology students came to us through Codrington College and were international students from The Bahamas and Trinidad

and Tobago. The three Counselling Psychology Interns were all from UWI, although two of these interns were also international students—from Antigua and Barbuda, and Trinidad and Tobago. Two of the Counselling Psychology Interns had a unique opportunity to participate in two four-month rotations—one at at Verdun House and the other at Marina House. The new rotation provided each student with the opportunity to work in-depth with both men and women.

THIS YEAR WE HAD OUR FIRST IT-INTERN.

Ramon Manning, a recent first-degree graduate in Computer Science from UWI, was sponsored by the Barbados ICT Professionals Association (BIPA), the Inter-American Development Bank (IDB) BRIDGE Program and UWI.

Between June and September, he shadowed our IT Coordinator, Larry Mayers and had opportunities to apply theoretical concepts to practical work experience.

In addition, he was exposed to approaches that demonstrated how technology can be used to enhance the work of an organization such as The SAF. He quickly became an integral part of all the

different units at The SAF. By streamlining our efforts, we were able to provide high-quality field experience to interns that helped move us further towards the goal of establishing ourselves as leaders in the Caribbean for training and supervision.



While at The SAF, I am providing network and administration support and troubleshooting all the different hardware and software issues for Team Members. There are so many things that I've learned; but what I really enjoyed was developing my soft skills and learning how to be flexible in an evolving environment. My advice to future IT interns is to be bold and believe in your skills to resolve any unexpected challenges.

This environment is based on teamwork and I think that in another environment one might be more isolated. The SAF allowed me to be involved in a wider range of organizational processes due to the fact that Information Communication Technology is crucial to the success of any organization. ■■

Ramon Manning
IT INTERN (June to September 2016)

PLANT IMPROVEMENTS

Keeping our plant & grounds
Therapeutically healthy

The 2015-2016 financial year was an eventful one for those responsible for the plant and property. With the opening of the new women's facility, Marina House, in October 2015, all hands were on deck to outfit it with all the necessary furniture, equipment, appliances, vehicle and utensils. In addition to the support of our major sponsor for this project, The Maria Holder Memorial Trust, the Royal Bank of Canada also made a generous donation of office furniture and computer equipment, which allowed us to outfit the facility on time and well within budgeted cost.

One of our challenges in going fully operational at Marina House related to establishment of a reliable wide area network between the Verdun House and the new Marina House project. This was important for various reasons but primarily, it was vital in order to share our proprietary client management system, which maintains all our client records. Working with Flow, we identified and implemented their Metro e-system which provided quite successfully the connectivity we required.

At Verdun House, some support work was necessary to extend a former storage room and create a computer server room to house our existing servers and the additional equipment used in our wide area network connection to Marina House. The renovated room will better secure our servers and telecommunication equipment and provides the adequate security and a more suitable environment for this sensitive equipment.

During the year, other renovations were carried out at Verdun House to convert an unused room into a kitchen and lunch area for administrative staff. In addition, during the year, significant electrical and plumbing repairs were undertaken, including replacement of all existing well caps to reduce the chances of mosquito infestation on the property.

EXPANDING OUR VOLUNTEER! PROGRAMME

We had ten new enthusiastic volunteers come on board to be a part of our formal Volunteer Programme. Each volunteer brought passion, unique talents and the willingness to learn. After undergoing a full day of training, our volunteers immediately became engrossed in their assigned tasks. From helping to greet visitors, to conducting creative arts sessions, to sharing their knowledge about wellness, our volunteers have made their presence felt across The Foundation's therapeutic communities.

Dr Lynne Forde, a practicing general practitioner, is one of our newest volunteers who uses her expertise to co-facilitate medical workshops at Verdun House. She offers the clients insight into how alcohol and drugs might impact reproductive issues, and she brings a female/medical perspective to the workshops. Her experience as a physician also helps specific clients expand their understanding about how diet and exercise can help them manage challenging physical concerns.

We introduced Volunteer Receptionists to the team so that callers get a more personal experience when they contact our treatment centres. We know how important a first experience is to a caller and, in this regard, we hope to grow our receptionist pool of volunteers along with our Registered Nurse pool, so that we can continue to provide essential

services to clients and their families.

We continue to see more buy-in and support from staff and this augers well for the programme.

We average approximately 80-120 hours a month of volunteer time, which is approximately 1,800 hours annually. This is double the time we achieved in the previous year and does not include hours invested by the Fundraising volunteer or the members of our Board. This is a remarkable asset to the organization when we consider the comparable cost of manpower.

Meet a Volunteer (Dr. Lynne Forde)

MINING FOR GOLD: THE SAF RESEARCH INITIATIVE

The SAF Research Initiative is well underway and has recently embarked on recruiting its third cohort of Research Interns. The two-year initiative continues to make use of the electronic database that houses 15 years of client data. This data is being mined and analysed to detect trends that could shed light on what programme factors and client factors contribute to longer periods of sobriety post treatment. The programme evaluation aspect of the initiative aims to strengthen our in-house clinical interventions and to help us design a more formalized and comprehensive Aftercare Programme. Past clients are being interviewed by the Research Team about resiliency factors and risk factors. The SAF Research Initiative was approved by the University of the West Indies and the Barbados Ministry of Health Research Ethics Committee.

*"I have learned to live
rather than exist"*

-Tyrone B



BUILDING OUR BRAND ON & OFFLINE

HAVING AN ONLINE PRESENCE IS CRITICALLY IMPORTANT TO ANY ORGANISATION.

This is also true for charities operating in the mental health marketplace, such as The Substance Abuse Foundation Inc.

This is one of the reasons why we have paid so much attention to ensuring that we continue to systematically expand the reach of our brand. Thanks to a group of talented professionals who are part of our volunteer pool, we are able to do this—and quite successfully.

After several months of focussed effort, we were able to completely rebuild our website. We added new content and modified our brand to reflect the addition of Marina House and other sub-brands. We officially re-launched our website, www.thesafinc.com, in the first quarter of 2016. This was a major accomplishment for the team.

The new website, with its fresh design, in tandem with the organisation's presence on other digital platforms, has offered a more enriching experience for our

online audience. By emphasizing our digital appearance via the site, we have improved how users respond to and act on the information presented. Since the launch of the new online home for SAF in March 2016, there has been a notable increase in online visits, reflected in the table and chart below.



In October, the IT Intern spearheaded efforts to step up our online presence. In addition to our Facebook pages, we can now be found on Instagram and Twitter. The addition of these social network accounts have created two new channels for connecting with people locally and globally. The creation of this link to people not only opens doors for individuals to seek help but can also create a platform for support to the

organization through donors, sponsors, volunteers, interns and referring professionals. We continue to use these platforms to share information about addiction, mental health and other related issues impacting families and communities.

Through the sterling efforts of Harold Hoyte, our Founding Chairman, and with input and support from the founding members, we were able to complete the history of Verdun, entitled "Two Decades of Healing" and convert it into an e-book. This will ensure that the extraordinary journey of The Substance Abuse Foundation (Verdun House and Marina House) will be accurately recorded for future generations.

IN THE NEWS

Our print and media mentions skyrocketed this year due mainly in part to the official opening of Marina House in December of 2015. The extremely positive publicity ensured that we improved upon the previous year's coverage. These excellent results were made even better by another very successful 2016 Drug Awareness Month activities. During the month, we again partnered with the National Council on Substance Abuse. These activities attracted significant media attention, contributing to a positive brand image.

SAFI: Lack of funding to assist addicts

By [Name] SAFI

VERDUN HOUSE, a non-profit organization that provides residential treatment for individuals with substance use disorders, is currently facing a significant funding gap. The organization, which has been operating since 1996, is struggling to maintain its facilities and services due to a lack of consistent funding. SAFI reports that the organization's revenue has declined significantly over the past few years, leaving it in a precarious financial position. Without adequate funding, the organization's ability to provide essential services to its clients is at risk.

Things shaping up at Marina House

By [Name]

Marina House is set to open its doors in the coming months, marking a significant milestone for the Substance Abuse Foundation. The new facility, which will provide residential treatment for individuals with substance use disorders, is being built on a prime location in the heart of the city. The organization's leadership is confident that the new facility will provide a high-quality, evidence-based treatment program for its clients. The opening of Marina House is expected to significantly increase the organization's capacity to serve the community and provide a path to recovery for those struggling with addiction.

Official wants provision for drug addiction in health plans

By [Name]

The Substance Abuse Foundation is urging the government to include provisions for drug addiction treatment in health insurance plans. The organization's research shows that individuals with substance use disorders often face significant barriers to accessing care, particularly when it comes to insurance coverage. By mandating that health plans cover addiction treatment, the government can ensure that all individuals have access to the care they need to recover. The Substance Abuse Foundation is committed to advocating for policies that support recovery and reduce the burden of addiction on the healthcare system.

Verdun House a rousing success

By [Name]

Verdun House has achieved a major milestone with the successful completion of its new facility. The organization's efforts to build a state-of-the-art residential treatment center have been widely praised by the community and the media. The new facility will provide a safe and supportive environment for individuals seeking recovery from substance use disorders. Verdun House's commitment to providing high-quality, evidence-based care is evident in the design and construction of the new building. The organization's success is a testament to the dedication and hard work of its staff and volunteers.

Aftercare key for workers recovering from addiction

By [Name]

For many workers recovering from addiction, the transition from treatment to the workplace is a challenging one. Without proper aftercare and support, the risk of relapse is high. The Substance Abuse Foundation emphasizes the importance of ongoing support and resources for these individuals. Employers and community organizations can play a crucial role in providing the necessary support and creating a safe and inclusive work environment. By offering aftercare services such as counseling, peer support, and relapse prevention programs, we can help workers stay on their path to recovery and contribute positively to the workforce.

FINANCIAL HIGHLIGHTS



Financial Highlights
Expressed in Barbados Dollars
Year: April 2014 - March 2015

SOURCES OF DONATIONS %

Period: April 2015 - March 2016

	\$	%
Dollar a Week	8,400	2
Golf Classic	126,417	35
Donations	105,936	29
Non-Cash Donations	124,319	34
	365,072	100



Financial Highlights
Expressed in Barbados Dollars
Year: April 2014 - March 2015

ANALYSIS OF RECEIPTS %

Period: April 2015 - March 2016

	\$	%
Hans & Julia Rausing Trust	2,600,000	64
Government Grant	566,982	14
Fund Raising	656,585	16
Other Income	262,570	6
	4,086,137	100

	2016	2015
ASSETS		
Current Assets		
Cash	\$ 252,996	216,406
Accounts Receivable	178,031	66,853
Due from related party	394,504	-
Inventory	103,559	100,977
	<u>929,072</u>	<u>384,236</u>
Property, plant and equipment	8,518,836	8,558,885
Total Assets	9,477,908	8,943,121
LIABILITIES		
Current Liabilities		
Accounts Payable and Accrued Expenses	141,315	59,650
Deferred Income	-	376,644
	<u>9,306,593</u>	<u>8,506,827</u>
Financed by		
General Fund	4,377,780	3,457,264
Revaluation Surplus	4,928,813	5,049,563
	9,306,593	8,506,827

ANALYSIS OF EXPENDITURE %

Period: April 2015 - March 2016

	\$	%
Capital Expenditure	315,373	9
Medical & other Therapeutic costs	91,837	3
Training	130,692	4
Utilities	262,623	7
Repairs & Maintenance	251,783	7
Administrative costs	286,754	8
Food	267,536	7
Salaries	2,016,368	56
	3,622,966	100

OUR GRATITUDE REPORT

OUR DONORS

Period Ending 31-Mar-2016

TRAINING FUND

Barbara Trielof-Deane
Child Care Board
Front Street Private Bank
Jenner Holdings Corporation
TVET Council

Creative Designs Construction (Barbados) Ltd.
Debbe Ann Estwick
Dollanwise
Dwayne Bradshaw
Gale's Agro Products
Golden Ridge Farms
Ilene Tull
Indra Skeete
Island Caterers Ltd.
Jada Group
Jan Boos
Jennifer Hinkson
Little Archers Hotel
Massy Stores
Maureen Graham
Michael Burke
Mixed Nuts
Monique Hassel
Mount Tabor Primary School
Ms. Massy

National Council on Substance Abuse
Nspiration Plus
Purity Bakeries
Regal Furniture
Rose & Laflamme
Royal Bank of Canada
Southern Hatcheries
The Potters Centre
TJ Auto Supplies Ltd
Trinity Outreach Ministries
Waterside Pub# 142
World Alive Christian Centre

DONATIONS NON-CASH

Avril Reid
Alvin Jemmott
Banks Distribution Ltd
Bouganvillea Beach Resort
Caribbean Chemical 'N Solutions
Caribbean Label Craft
Carl Harewood
Christ Church Dance Club
Clarke Gittens Farmer Law Firm

Bernard Pooler
Blue Box Cart - RPM Inc
Brookfield International Bank Inc
Caribbean Counsultant Ltd
Cheffette Restaurants Ltd.
Christ Church Dance Club
Christopher DeCaires
Christopher Hamal-Smith
Cidel Bank & Trust Inc
Crown Packaging Barbados Ltd
Duty Free Caribbean
Fednav International Ltd
Fergies
Ferreera Family
Fortis Management
H. N. Rogers Stationery Ltd
Inclusive Education Consultancy - N. Grey
Jason Gajhada
John & Claire Williams
John Howard
Joseph Steen
Ken Frost
Linda Gill
London Life & Casualty Assurance Corporation
Mike Geohega
Mike Hoyos
Norman Barrow
Pencarrek Ltd
Peter & Jennifer Williams
Pharmascience (Barbados) Ltd

Phoenix Foundation Trust
Precilla Carter
Racquel Marshall
Regal Furniture
Richard Hutton
Roberts Manufacturing Co. Ltd
Rotaract Club - UWI Cave Hill
Samuel Frohlich
Sandy Lane Hotel
Scotia Insurance (Barbados) Ltd.
Simpson Motors Ltd.
Chris Sombrano
Thelma Hart
Toni Jones - Sun Properties
Trinity Outreach Ministries International

THANK YOU!

CHARITY GOLF TOURNAMENT 2016

Diamonds International Charity Golf Tournament Sponsors - 2016

Diamonds International / Mr. & Mrs. Jacob Hassid
 Royal Westmoreland Golf Club / Mr. John Morphet

SBI Distributors

Mr. Ricky Simpson & Mr. Les Hutchison

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Cidel Bank & Trust

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Mr. Crohan O'Shea

Mr. & Mrs. Derrick Smith

Mr. & Mrs. Derek Crowson

Massy Barbados

Sagcor Financial Corporation

Mr. Charles Lewis



THANK YOU FOR GIVING US THE OPPORTUNITY TO BE GRATEFUL!

Each year since we have started sharing our accomplishments, hopes and dreams with you, we never missed or want to miss an opportunity to let you know how much we appreciate your gifts of money, time and talents.

OUR THANK YOU

We **THANK YOU** over and over again, because we know that your support means you truly understand just how important helping addicted persons to heal and go on to live productive lives means to them, their families, our villages and communities and to Barbados.

We **THANK YOU** Hans & Julia Rausing for your continued and selfless giving to our Foundation year after year. We simply couldn't operate without your generosity. We want you to know that the people of Barbados and the clients who you have helped don't take your kindness for granted.

We **THANK YOU** the Government of Barbados that, in spite of these rough economic times, you have continued to provide financial support through the Ministry of Health, and other technical support to both Verdun House and Marina House through other ministries and agencies.

We **THANK YOU** The Maria Holder Memorial Trust for the gift of Marina House and for your continued support and generosity.

We **THANK YOU** because it is in your giving that you provided opportunities for vulnerable clients to have access to treatment in a safe and therapeutic environment that operates at an international standards. When they heal and are returned as productive citizens into the workforce, we know that these are examples of miracles happening. It is how we know that this work must continue.

We **THANK YOU**, the business community, corporates and NGOs who contributed for the first time this year and to those who have been committed and consistent supporters over the years. We especially thank Diamonds International and Royal Westmoreland, sponsors of our Charity Golf Tournament. This is now 15 consecutive years!

We **THANK YOU** every individual who gave because we know and understand that financial and other resources are under considerable pressure. We also know that there are many deserving charities in Barbados doing great work but you have chosen to support our Educational Fund. These dollars gave our men and women, who have returned to school to complete unfinished programmes or to acquire new skills.

We **THANK YOU** for volunteering your time, donating your technical expertise, undertaking important projects, producing and designing documents such as this Annual Report and our Renew Magazine.

So whatever the donation: cash or non-cash, big or small.....

Thank you for giving us the opportunity to be grateful!



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