



ANNUAL REVIEW
2019
Verduñ Mariña

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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
Pool St. John
Barbados



Continuing Care programme has kept me with a constant reminder that I am not alone...

Shawn R



Our Lead Team

Board of Directors



Board of Directors

- Peter N. Boos, F.C.A. Chairman
- Olivia Burnett
- Norman Barrow
- Dr. Toni Nicholls
- Dr. Barbara Trieloff-Deane
- Dr. Ronald Chase
- Katrina Sam
- Christopher Sambrano
- Pauline Tully
- Tristan Millington -Drake

Executive Team



Executive Team

Peter N. Boos F.C.A.
Chairman

Marietta Carrington
Chief Executive Officer

Angela Sealy
Director of Clinical Services

Bernard Pooler
Director - Finance & Administration

Message from the Chairman & Board of Directors



*A Caring Country.
Developing a National Social Responsibility Culture.*

STOP THE PRESSES!

At the time of writing in May 2020 the COVID-19 Pandemic has already infected millions of people and many have died worldwide. The global economy is in shambles with a major recession forecast.

Barbados and the Caribbean is on 'lockdown' and under curfew conditions. No one knows when this will end.

Tourism dependent countries like Barbados are particularly hard hit as there are no tourists and restaurants and tourist attractions are closed with the consequent loss of work and revenues for everyone.

The knock-on effect is that Government's revenues are

severely compromised and support for charities and third sector organisations (TSOs) is therefore less available than ever.

In these dire conditions the services of charities and other TSOs are threatened, yet ironically, have become even more valued and critical to societal stability.

Let us turn our attention to 2019 for review. For the past five years the SAF has been working diligently to transform its financial model from primary reliance on philanthropy to the creation of a for-profit social enterprise model.

To that end we have invested in commercial farming, solar energy

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generation, garden maintenance services, a bakery, education, training and consulting services, with plans to make further significant investments in all these areas.

Our Renewable Energy investment, (familiarily referred to within The SAF as RE2) which is slated for 2020, will cost about BDS\$4.5 million and when completed will cover about 15-20% of our operating costs.

Our future sustainability will depend on the quality of the services we provide and that are in demand and the building of a stable financial model based on elements of philanthropy, Government fees for services, solar energy generation, commercial farming and addiction treatment and other related education services.

The model also relies heavily on expert volunteers and partnerships with private sector businesses that align with our strategy in pursuing their corporate social responsibility plans.

There is an opportunity for wealthy

Barbadian families to become more directly engaged with funding and supporting social enterprises that are doing Social Good and helping create a Just Society.

Many foreign philanthropists with links to Barbados are already doing so. Recent research indicates they have given more than BDS\$100 million in the last 10 years alone to many social needs.

Generous donations to The SAF from the Julia & Hans Rausing Trust and The Maria Holder Memorial Trust are part of that philanthropy.

Whilst Barbadians may not be able to match foreign levels of giving, we must as a community with significant pockets of wealth, demonstrate our commitment to social justice as well. The creation of a Charitable Family or Community Foundation is a way for locals to engage with social investing for the common good in a structured sustainable system that can be continued indefinitely through generations to come.

The SAF too is giving back to the

Third Sector by sharing its skills and knowledge with less developed charities and with our Caribbean neighbours lacking the resources to help them stem the addiction tide in their communities.

Our domestic community efforts include partnering with other service organisations such as the Salvation Army, the Lions Club of Barbados and the Seventh Day Adventist Prison Ministries to feed the homeless and educate our youth about the dangers of experimenting with drugs and alcohol.

In 2019 we sponsored a mother with children from Dominica who successfully participated in our 90 day residential treatment programme at Marina House. This was made possible by the Marina House Scholarship Programme for Women with Children. Dominica does not have residential drug treatment facilities outside of their government-owned psychiatric hospital.

We also partnered with the Grenada Nurses Association and the Ministry of Health in Grenada to provide valuable mental health and addiction training to health care professionals in the Spice Island. Facilitators included Global Trainer and Clinical Psychologist, Dr. Jerine Griffith, Marietta Carrington, CEO and Yvonne Bradshaw, a member of our recovery community.

All societies have individuals within their communities that are vulnerable, under privileged and often impoverished. Many persons suffering from the disease of addiction fall into this category. We know of those in Barbados through our work. We must all work to eliminate the severe stigma associated with mental health and addiction. The SAF will continue to educate and inform so that these vulnerable individuals and their families attract the same level of compassion and funding as other NGOs.

If ever there was a time when our communities need to pull together to ensure that all citizens have their most basic mental and physical needs met – it is NOW. There is a famous quote from Mahatma Gandhi that simply says: “The true measure of any society can be found in how it treats its most vulnerable.” We pray for a more just and fair society. We are determined that those that need us get the help they deserve, because a safer and healthier Barbados for all is our top priority!

Peter N. Boos FCA

Chairman

***FLATTEN THE CURVE
OF OUR MOST VULNERABLE***



Message from the CEO



Every day, we see miracles! We see transformation in the lives of some of Barbados' and the Caribbean's most vulnerable and disadvantaged! We see mothers regain their sons, fathers their daughters, workplaces productive colleagues and families their mothers and fathers!

We see how our communities become healthier and safer because offenders decide to pursue treatment options at Verdun House or Marina House and return to their family and community with professional and personal skills as contributing members of our society! These are the stories behind our Annual Report!

Since 2014, we have been publishing our Annual Report to share our current and future plans with the public and our funders alike. We also use this opportunity to share how efficiently we spend the funds you have donated and contributed. In each issue, we also give the men, women and families that come to us for help a voice to share their stories of addiction, treatment and hope for recovery --- because at the end of the day, that's what why we are here!

As you peruse this edition, we hope that you will discover that treatment and recovery for us at SAF is not only

about the goal of sobriety. Our goal – in the words of our incoming Director of Clinical Services, Allison Gotip, is also to set each and every client up for success. For Allison and the rest of our team, this means providing our clients with tools and resources to help them take personal responsibility for their health and wellness. This means supporting them in taking full advantage of the educational and personal development training provided through our Client Development initiatives to prepare them for a fulfilling new career or to help them complete programmes previously interrupted by their substance abuse disorders and addiction. Ultimately, this entails helping our clients engage in productive and creative activities and participate in a positive way in their communities.

As SAF's Chief Executive Officer, I am therefore very proud of the work of our committed staff and the sacrifices they

TODAY
I AM
GRATEFUL

...helping our clients engage in productive and creative activities & participate in a positive way in their communities.

make thereby making the impossible possible. Our Chairman and board of directors are also laser-focused on ensuring that SAF is managed to international standards, which includes ensuring tight adherence to governance requirements. As always, our audited financial statements are included in each report to further demonstrate our commitment to transparency and accountability.

And now a word about a key theme for us
- Sustainability

In the previous issues of our Annual Reports, sustainability has been a pervasive theme. The diversification of our sources of income continues to be a top priority as we continue to share how we are repositioning our funding model to ensure that future generations are able to access mental health and addiction services. In this report, you will read how we plan to do so with our Renewable Energy Phase 2 project – the installation of a one-megawatt solar farm at Verdun – which will be a major contributor to funding our operating costs.

Although our sustainability theme has mostly centered on financial considerations, we also believe that

treatment and recovery are also linked to the theme of sustainability and sustainable ways of life. All of us at The SAF look forward to the day when mental health and addiction are no longer seen as a moral failing but a disease where the opportunity to receive treatment receives the same level of compassionate care of those diseases associated with ailments of the body.

In closing, I feel blessed to be working alongside an extraordinary and committed Board of Directors headed by Chairman, Peter N. Boos, the executive team of the Director of Clinical Services and the Director for Finance & Administration; a 50+ strong committed group of volunteers, our staff and alumni who serve alongside me to ensure that our clients continue to be served at world class standards.

It has been 20 years since we opened Verdun House and therefore, in 2020, we are celebrating our 20th anniversary. This is a major achievement for any organization – let alone a charity. Thank you for all that you do and all the hours you dedicate to support the sustainability of this necessary and important work.

A photograph of a man with short dark hair, wearing a dark shirt, smiling and looking down at a baby he is holding. The baby is laughing with its mouth wide open. The background is a solid, warm red color.

CLINICAL HIGHLIGHTS





Clinical Highlights

Helping clients and their families - from Addiction to the road of Recovery

We have surpassed the 1000 mark! This is an important milestone worth acknowledging and celebrating. During this period, we cemented our Wellness Clinic model into all areas of our treatment programme. Residential treatment continues to be the foundation of our services. Notwithstanding this, we continue to provide outpatient services to clients and their families as a necessary alternative option.

We continue to record the number of persons helped over the phone and at various events through counselling, recovery coaching, motivational interviewing and other intervention techniques.

Undoubtedly, employing a systemic perspective on addiction means that we cannot treat individuals in isolation, but rather they must

be treated in terms of societal connections such as family, friends, intimate relationships and work life.

One individual helped is not nearly indicative of the actual numbers that are impacted by our services because the “spillover” effect suggests that an estimated twelve additional people are impacted when one individual suffering from addiction is treated. Taking into account children, partners, co-workers and social contacts, the impact of our treatment services goes far and wide. As we continue to refine our data collection methods, our ability to report on the social impact on Barbados, will be strengthened.

Within our Walls

In terms of occupancy levels, we have seen a total of 92 clients, approximately 7 to 8 new persons per month, which means we are on a similar trajectory as 2018.

Client Occupancy 2017-2019

2018-2019 (Up to November 11th, 2019)	2017	2018	2019 – Up to November 11 th
Total Client Admissions	68	90	95
Total Repeat Clients (multiple admissions for the year)	3	8	0
Total Male Clients	46	67	74
Total Female Clients	19	15	21
Total New Clients (first treatment attempt)	45	52	64
Outpatient Clients (TOTAL)	2	5	17
Outpatient (Men)	1	4	9
Outpatient (Women)	1	1	8

SAF ADMISSIONS BY YEAR



Shifting Client Profile

We continue to see a rise in the number of first-time individuals seeking treatment at The SAF. From 2014 to 2019, the numbers have increased from 34 to 53 new clients in 2019.

Reviewing, the ages of those seeking help with their mental health and addiction challenges, there is a steady rise in clients entering treatment between the ages of 26-45. Also, there was an average of 10 additional clients within each age bracket for 2019. This is indicative of SAF's treatment engagement and outreach efforts that target a broad range of populations.

In 2019 we had a marked increase in younger clients (ages 18-25) which prompted us to adjust our programming in ways that responded to their unique treatment needs. This reporting period, we continue to be vigilant of what incoming clients need in order to fully access treatment.

Graph A below shows clients who were admitted to The SAF's Recovery Programme for the first time and Table 2 shows the trends in the age of new clients.

Clients entering treatment for the first time-2014-2019

New Clients Per Year



Trends in Clients' Age 2014-2019

	2014	2015	2016	2017	2018	2019 –
Up to November 2019						
Age Range	34 New Clients	40 New Clients	53 New Clients	45 New Clients	52 New Clients	53 New Clients
18-25	12	10	7	6	18	6
26-35	8	11	14	14	16	24
36-45	6	10	16	16	4	24
46-55	7	8	11	5	7	18
56+	3	1	5	4	7	9

Table 3:
Referral Types from 2017 to 2019
(November 11th)

REFERRAL TYPES	2017	2018	2019
(to November 2019)	28	24	26
Drug Treatment Court	0	3	3
Employer	0	0	3
Family	0	1	13
Prison	0	4	4
Psychiatric Hospital	40	57	40
Queen Elizabeth Hospital	0	1	2
Other (Maria Holder Trust)	0	0	1
Other (Maria Holder Trust)	0	0	1
TOTAL ADMISSIONS	68	90	92

The number of clients helped this period includes individuals from Barbados as well as those across the region and outside of the Caribbean border. Our international telephone contacts involved helping clients

access residential treatment and providing family support in cases where loved ones were not ready to enter formalised treatment. Table 4 shows the countries where we provided assistance.

Regional and International Persons Helped (Excluding Residential Treatment).



Barbados -

85

UK - **1**

St. Lucia - **1**

USA - **1**

Guyana - **1**

Venezuela - **1**

Dominica - **1**

Innovating Treatment - Expanding to Make our Communities Healthier & Safer

When one hears the name Verdun House and more recently Marina House, more often than not, they are associated with our residential drug rehabilitation facilities.

While this is historically true, over the years, we have been innovating our clinical programming to ensure that it is culturally attuned and relevant given the complexities of mental health and addiction. Therefore, out of necessity we have had to expand and modify our service options to meet the growing and diverse needs of our clients and their families.

We challenge all our staff, especially our clinicians, to live and practise client-centeredness every day. We

must constantly be reinventing ourselves and modifying what we do and how we do it. During the year, we offered the following solutions to various businesses:-

- Workplace Interventions
- Drug Testing
- Mental Health & Addiction Counselling
- Occupational & Emotional Stress Therapy Session
- Grief & Loss Therapy Counselling sessions
- Crisis Interventions

Because Families feel the pain of Addiction too – Our Family Programme is Critical to the Recovery Process & Our Clinical Programming

Too often families blame themselves for their loved one’s addiction. Through our Family sessions and Workshops, and Couples & Family Therapy sessions, we help them to understand that they didn’t cause the addiction, they can’t control it and they definitely can’t cure it. Our commitment is to provide the tools to help family members cope, provide healthy ways to nurture and protect the children while at the same time, helping the addicted person heal.



Our In-House Workshops Series

Due to the length of time that our clients have lived in addiction many appear stuck in a “time warp” that impoverishes them academically and socially. The result is that many social behaviours that are taken for granted as being “normal” are quite foreign to some of them. Relationships have primarily developed around the need for survival. In an effort to address these deficits, both Primary and Second Phase clients engage in workshops that explore the psychology and science of social behaviour, which includes non-sexual intimate relationships and intimate sexual relationships. The therapeutic goals of the workshops are to broaden clients’ understanding of relationships, and differentiate relationship boundaries.

In the period under review, we presented:

Family Therapy Sessions

62

Individual Client Sessions

9

Family Sessions

Family Workshops

12

In-house Workshops

15

Primary Phase

3

Second Stage Evening

Family System Group Work

These groups allow for focussed discussions and interactions about how individual clients are impacted by the content. The Family Clinic continues to provide a focussed approach to rebuilding family and intimate relationships. The small group that provides relaxation therapy for clients with anxiety, mood and sleep disorders, continues to be an effective treatment component lending to a more serene therapeutic environment. The observed benefits of relaxation therapy were extended to the client community at large and guided weekly meditation with all clients has commenced. These groups are relatively new and are still being assessed for efficacy.

We completed 24 group therapy sessions during the period under review. These numbers were consistent with similar numbers over 2018.

Outpatient Care for Adolescents & Adults

Verdun and Marina residential programmes are primarily for adults. Research indicates that mixing adults and adolescents in residential care can often create challenges. However, residential treatment facilities for adolescents outside of psychiatric hospital settings are not readily available in our region, thereby leaving an important treatment gap.

Research continues to show that drug and alcohol use among youth and adolescents often lead to crime, suicide and homicides and anecdotal information regarding Barbados appears to support this view. Research also shows that the risk for developing an addiction is exceptionally high during the adolescent and young adult years,

The risk for developing an addiction is exceptionally high during the adolescent and young adult years,

primarily because the brain is still developing. Families worldwide and communities therefore suffer because of the negative impact of addiction on our young people.

Serving a Younger Population -

In response to the need to make room in our service options for young people, we accelerated our outpatient services, under our Wellness Clinic brand. This push was fuelled by the significant increase in the number of school principals, guidance counsellors, parents, guardians and concerned citizens reaching out to us for help.

Our clinical team comprises internationally trained clinicians with experience in treating adolescents and we were already providing these services in a limited way. It is therefore a natural progression to join with other local service providers committed to stemming the rising tide of addiction among young people. In addition, our records indicate that the vast majority of our adult clients started using at an early age.

We appeal to parents and guardians, to get help for their young people

promptly, to reduce the tragic and costly impact on them, their families and our communities.

Outpatient Services for Adults are growing...

Another area of expansion for The SAF is our adult outpatient services. These services are specifically designed for individuals who recognise they have a problem, are committed to change, and want to stop using. By choosing the non-residential option, these individuals can continue with their regular responsibilities including working, while living at home. They can schedule their counselling and treatment appointments around these activities. We also appreciate that given Barbados' size, maintaining confidentiality can be a challenge.

In this regard, clients have the option of using facilities outside of our treatment centres, in private and secure settings. In 2018 we treated five such clients. This number increased to 17 representing a 240% increase over the previous year. This augurs well for our outpatient option.

Continuing Care Programme – Living Life on Life's Terms

Research consistently shows that long term sobriety is more achievable when the treatment service provider continues to engage the client for at least five years after leaving treatment. Thus, the increase in The SAF Continuing Care team has provided clients with a recovery support relationship that potentially spans multiple developmental stages of recovery. Clients in Continuing Care have

stayed connected to the support groups longer than clients in the past and they continue to engage in programming by attending social activities organised by the SAF Continuing Care Team.

We believe this continued support has prevented possible relapses for several clients. The added value to this phase of treatment is that it provides us with information that facilitates our research treatment outcome studies that allows us to evaluate our clinical programming post-residential care in a more effective way.

Gender Specific Treatment Services – Marina House

We have been relentless in our efforts to make treatment more accessible. The number of family members and women who reach out for help is often not an indication of the actual residential numbers. Women's barriers are real; the stigma is magnified. Consequently, they are simply refusing to be detoxed at the Psychiatric Hospital or access treatment at Marina.

We are constantly modifying our programming to provide more options for our women. We have tailored residential treatment to accommodate the specific needs of our women who are working and who have children to consider.

A first for Marina House in 2019 was a Women's Empowerment Retreat which took place in June 2019 and was attended by clients who had graduated from the programme and those currently in residential care. The running themes for the event included: "The Power of Being Female" and "I am not my Addiction".

As a result of our continued efforts to strengthen our female programming, Marina House is showing a gradual improvement in the admission numbers. As we continue to leverage The SAF as the leading Addiction and Mental Wellness Treatment Centre, these numbers will continue to increase as has been seen in the female outpatient clients for 2019 which is up to 75%

Psychological Services

Our psychological services are central to our integrated treatment model. All clients continue to receive initial psychological assessments and in cases where a more comprehensive assessment is necessary these are referred to the psych assessors for further testing. Our speciality groups are now engrained in the programming. Groups with a focus on trauma, recovery management, emotional recovery (Gender Specific) men & women's sexual health, anger management, and criminal thinking are among the areas covered.

Utilising the Arts in Mental Health & Addiction Therapy

Conventional talk therapy, though proven to be an effective tool in mental health and addiction treatment, still has its limitations. Infusing additional forms of therapies into the treatment programme has therefore been a constant at The SAF. We are constantly looking for ways to make the treatment experience individualised and effective. Our Creative Arts programming therefore continues to form an integral part of the work that we do.

Creative Arts

During the year we utilised different artistic approaches to reveal unconscious and underlying processes related to substance addiction, to decrease symptoms of anxiety and repair damage caused by emotional strife. The therapists play an important role in ensuring that treatment plans are holistic in design and implementation. In 2019, the Art Therapist worked with a visually impaired Verdun client on the use of contemplative photography and visualisation.

Dance Therapy

The psychotherapeutic use of dance and movement can further the physical, emotional, cognitive and spiritual integration of the clients. During the year, clients have been working on individual methods and they have improved in their expressive components, using their voices and bodies to tell their stories. Both male and females have opened up in their confidence and have tapped into their creativity to share their stories.

This has shown ownership of their pain as well as a desire to heal and become a better person. Dance, music and poetry therapy has increased their affect and made them more independent.