

# WESTMINSTER *House*



**ANNUAL REPORT 2018 – 2019**



## Executive Report

**Susan Hogarth** | Executive Director

Over the last 38 years, we have helped thousands of women, answered thousands of phone calls and supported thousands of families to recover from addiction.

This past year Westminster House strategic plan included opening a new program for youth girls. The youth program answered the needs in our communities to continue to deliver sustainable programs and services that meet the growing needs of the community we serve.

Westminster House experienced another record-breaking revenue year that allowed us to help more women and their families each year. We raised over \$300,000 in donations and developed new business.

Addiction recovery depends upon a treatment continuum, and we are very proud of the unique continuum available at Westminster House and our Social Model programs. The partnership with Last Door Society continued to strengthen, and this past year included supporting the Recovery Capital initiative, and we had an opportunity to present our Social Model Program at the conference in September 2018.

Our successes could not be possible without the continued support of the donors who believe in the work we do. Thank you to the Board who generously donate the gift of time, the staff who work tirelessly through these challenging circumstances to help save someone's life, and all our clients who, just for today, choose to find a new way of life.

We want to bring awareness to the mass amount of volunteers we had this year. Our alumni have gone above and beyond in to support of our new clients and giving back with fundraising initiatives. Thank you to everyone – from our kitchen monitors to the women who did the heavy lifting – we couldn't do this without you.

### OUR VISION

*women do recover*

### OUR MISSION

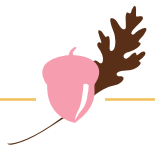
To provide residential addiction treatment for women through integrated social recovery, education, and wellness.

### BOARD OF DIRECTORS

Scott Emerson, President  
Marie Murray, Secretary/Treasurer  
Ron Argue, Vice President  
Lisa Hutchings, Director  
Michelle Mix, Director  
Jill Toews, Director

### MANAGEMENT TEAM

Susan Hogarth  
Dr. Alison Granger Brown  
Tanis Maurice  
Cassandra Smith  
Tara Miller  
Jordan Veller  
Christal Coughlin



**283**

clients entered the Westminster House Program



**677**

waitlisted

# Professional Social Model

Dr. Allison Granger-Brown | Clinical Director

## INVESTING IN THE PROFESSIONAL SOCIAL MODEL

This year, we have been focussed on integrating the professional and Social Recovery Models (SRMs) working towards clarifying the evolving and unique model that is Westminster House Recovery Society as it grows. This could be called a hybrid program integrating a large number of SRM features along with professional staff and treatment services that can encompass the sometimes, competing interests of professional approaches and peer-based principles of experiential learning. SRMs traditionally diminish professional hierarchy in favour of participatory management; this is not the current model, nor is it appropriate at Westminster House due to its size and complexity.

The early development of SRMs was explicitly for the rehabilitation of alcohol dependency, whereas Therapeutic Communities, another form of peer-oriented recovery, were designed for drug rehabilitation. There were no assigned case managers and providers were explicit role models who guided instead of directed participants. They were, as with SRMs, mainly designed for men and were quite confrontational, with encounter group work that has been shown to be problematic in the care of female clients. The California Women's Commission on Alcohol

and Drug Dependencies (CWCADD) found that: "The experience of alcoholism and other alcohol or drug problems is significantly different between women and men" (Drabble, 1992, p. 2).

We are committed to the feminist principles of egalitarian models that consider the empowerment of women and legitimize experiential knowledge while developing a highly professional treatment milieu with assigned and qualified Case Managers. In many SRM facilities, the requirements for an entry-level staff position is usually a minimum amount of sobriety perhaps 1 or 2 years and experience working in a recovery program, for example, as a volunteer. We are exploring this issue as we have some entry-level staff who are very early in recovery. This is both valuable to Westminster House and the new alumnae but also requires considerable in-house training and oversight. With this and other issues in mind we have moved some staff to ensure we place people in the position they can be most effective and comfortable in and unfortunately some we have had to let go.

As with all organizations, it is a work in progress, but we feel confident that our staffing structure is becoming more appropriate for Westminster House needs at this stage of growth.

### INVESTMENTS

**\$859,099**

wages

**\$26,280**

employee meals

**\$18,910**

employee benefits

**\$10,940**

clinical supervision

**\$13,126**

employee education



**22**

clients were referred to mental health



**35**

stabilized on ORT



**12**

clients successfully tapered off OAT

## Addiction Medicine

**Dr. Dennis Wardman** | Addiction Physician

The challenge Westminster House continues to face is prescribing the right sequence and dose of medication to women who need long term mental health and addiction medication. The use of opioid replacement therapy (ORT) and opioid agnostic therapy (OAT) continues to be a struggle for the patients who are being treated for their addiction in a 12-step community. As an expert and trained professional in addiction medication, I am concerned about the medical needs of every woman, especially given the relapse rate. Our goal is to have the women stabilize in treatment before making decisions on medical needs.

This year, we have treated more clients than ever with OAT and ORT. We have opened the doors to the alumni to continue to access addiction medicine, and therefore they can continue to have their medical needs monitored. This has further increased the recovery rate for the Westminster House program.

## Dental Program

**Dr. Rob Toews** | Life Dental

Westminster House dental program provides an incredible service to the women. Access to great dental care is essential to everyone and an important part of recovery. Many people who struggle with addiction have had a hard time accessing dental care and often haven't been to the dentist in several years. When women come in for treatment, many have a variety of dental concerns. We offer comprehensive treatment plans, freedom from pain and infection, and we help people gain their confident smiles back. It is such a pleasure to work with the women of Westminster House and see them grow.

Over the past year, we have provided dental services to 140 women and shared their journey as they make the necessary life changes to recover from addiction. There is a lot to smile about in recovery, and the Life Dental program is very proud to do our part in helping this inspiring group of women.



**140**

clients received dental services



# Adult Primary Care

Tanis Maurice | Manager

## ADDICTION. WHAT'S CHANGED?

Watching the women come into the facility over the past decade, their issues are complex, and the need for a continuum of care is evident. Today, risk factors are 100X higher than ten years ago. The rise in fatalities, coupled with the long-term physical, psychological and emotional damage, has amplified the daily challenges to provide addiction treatment to women.

More often than not, ninety days of treatment is not enough time to safely exit the program.

Women are vulnerable when it comes to accessibility to addiction treatment because of the limitations and obstacles they face. Stabilization during acute detox is challenging; their mental, physical, emotional, and environmental health is all discombobulated. Women have unique health issues and conditions that have to be addressed on the onset of treatment, as well as getting back on a circadian rhythm that takes almost a month itself because of the aftermath of the high jacking neurotransmitters.

Assessing Dr. Wardman for assessment and stabilization is very important.

With the potency of fentanyl and methamphetamines, the mental health issues are on the rise. Yes, you are getting higher, but at what cost? Daily mental stimulation and structure are very important. Service providers, counsellors, and holistic approaches are implemented and are unique for the diverse group of women we serve. Not all the women have the same interests; we hope to give as much knowledge and variety we can, so they can choose interests and explore who they are on their own.



## WHAT WE'VE LEARNED

Based on the evolution of addiction, it is imperative that all aspects of stabilization are addressed. Let's face it: these women are tough, coming to us with broken bones, physical trauma, mental traumas, malnourishment, and isolation.

Dr. Alison Granger-Brown has been a great addition to the Westminster House team. Working with the staff and clients has been beneficial to have a bigger lens when we are treating a diverse group of women.

Evaluating the severity of substance use, co-occurring disorders, social networks, relationships, and employment and educational attainment, has become critical to facilitating long term sustainable recovery and contributes to their success.

Proudly, we have the social part of our program down to an art. Social activities, sober dances, 12 step meetings help the women build healthy relationships and remind them how to have fun in their lives without the use of substances. This year we plan to expand cultural components including embracing heritage.

Drugs are rapidly causing damage socially, economically, culturally. Our services are sustainable and address the continuum of care. Women that access our program are often screened for substance use disorders and referred to treatment by their employers or families, as well as other service providers, including those in primary care, urgent care (such as for victims of violence), welfare agencies, the criminal justice system, child welfare and protective services, and mental health programs. The organization of service delivery and the implications of providing women-focused treatment in different service settings are not well understood, and further research is critical for successful cross-system delivery of treatment to women.

Thankfully, for 38 years, we have been able to reach all women and offer a program that they can relate to no matter where they come from, and finding lasting recovery from addiction is a reality that happens for them every single day of the year.

However, addressing the socioeconomic circumstances, cultural background, substances of abuse, family and parenting status, and co-occurring disorders takes time, and ninety days is simply not enough.



9

months Youth Program has been open

11

youth served in our four-bed facility to address substance use issues

4

youth completed the program in full and continue to participate in the recovery community

8

youth had family involvement throughout their treatment process

11

youth reported improved communications with family

## Youth

**Cassandra Smith** | Youth Program Manager

### THE CHALLENGE

In August of 2018, Westminster House Society fulfilled a long-time goal and opened its doors to female youth between the ages of 14-18 years. The challenge we face with incorporating a youth program is an issue of engagement. Youth are motivated in very different ways than our adult clients and require a unique balance of therapeutic, physical, creative, and social programming in order to create engagement with recovery.

Executing a youth-specific program involves a team of staff suited to work with this population, and a budget separate from the rest of our programming. In addition to these challenges, in order to recover, youth require a peer community of age-appropriate recovery minded people. In a 4 bed program, it can be a challenge to create this experience. Beyond this, we have a vested interest in reconnecting youth with their families and improving upon those relationships. Depending on the history, this is not always an easy task.

### THE SOLUTION

In order to focus on the unique needs of our youth, Westminster House has worked diligently to produce a youth program schedule that supports youth engagement in recovery. The agenda includes well thought out activities that address the following areas: Physical, Emotional, Social, Creative. In order to support healthy and age-appropriate peer connections, we have created a youth-specific group program that includes all clients under the age of 24. This allows us to expand on our group of 4 and create a more diverse and engaging social circle while taking careful consideration of age-appropriate relationships. In addition to our newly formed youth group, we have implemented an activities board that includes activities from each core category (Physical, Emotional, Social, Creative). Youth participate in choosing the activities for the week ahead in an evening session with staff and choose one activity from each category to support their spectrum of needs, which could include a trip to the pool, art projects, volunteering at the animal rescue, and participating in random acts of kindness.

Our dedicated youth staff facilitates and participates in each activity with youth, thus supporting the building of a strong rapport with our staff team and the supervision necessary to maintain safety. Youth are encouraged to engage in recovery in the same way as our adult clients. They attend meetings, do written assignments based on the 12 steps, and choose sponsors in the community. The difference is the level of staff support.

Our youth program is staffed 24 hours a day and youth are accompanied by staff in all aspects of programming. This gives our youth the support they need, as well as allows families to feel comfortable and confident in the program and the supervision their children are receiving. The staff works to build a relationship with the family as well and provides frequent updates throughout the process.

Most youth will reach a point in their recovery process where they are ready to have a family meeting mediated by staff. This allows youth and their families to reconnect on a recovery level and begin to address any communication issues within the relationships.



# Ongoing Recovery

Whitney Thompson | Supervisor

## THE CHALLENGE

One of the biggest challenges a recovering addict faces when leaving primary residential treatment is learning how to live independently within their community successfully. Learning how to incorporate regular meeting attendance, maintaining contact with their support group, managing finances, finding stable housing and seeking out employment and/or school can all be very stressful in early recovery. Trying to tackle these tasks on their own could potentially be detrimental to their recovery.



**172**

people attended a family group



**118**

women participated in OnGoing Recovery



**45**

women participated in Sober Living



**\$17,667**

total in education scholarships & bursaries

## THE SOLUTION

Research shows that when recovering addicts attend aftercare programming, they have a higher chance of maintaining long term recovery. Westminster House Society for Women offers an Ongoing Recovery Program which provides a sense of community, support, accountability and purpose. Our aftercare programming includes transitional housing which clients can reside in for up to 90 days, Relapse Prevention Group, Alumni Group, Westminster House volunteer shifts, Fundraising activities, Retreats, and opportunities for education awards.

We continue to offer transitional housing in the community where clients can rent a room and practice recovery in a safe and supportive environment. Relapse Prevention and Alumni group provide a safe space for women in early recovery to continue their education around healthy coping skills the opportunity to support each other. These groups are run weekly and have an average of 10-15 women who attend. All year round Westminster House offers volunteer shifts, helping women learn new skills and practice accountability.

This year Westminster House Alumni will be going on their second summer retreat to Rainbow Lodge, located in Powell River. The women spend months leading up to the retreat fundraising for this event, creating unity and a sense of community. Westminster House has also received 25+ bursaries for women to put towards their educations, assisting them in finding their new found purpose. Our Women Do Recover Award of Education was won by a recent graduate of the program who received \$5,000 towards her education at Douglas College, which she plans to put towards her Child and Youth Worker degree.

Westminster House continues to participate in the solution of providing aftercare to the many women who go through our program. It is our goal that our On Going Recovery Program provides community, support, accountability and purpose.



# Timeline

**1981**

A group from the local AA community in New Westminster rented a house for women whose lives had been devastated by addiction and had nowhere to live. The Julien House Society was formed and incorporated in April that same year.

**1985**

The Society formalized the recovery program and incorporated the 12 steps. The women began attending three twelve-step meetings per day, one of them the morning meeting of Narcotics Anonymous – I meeting now referred to as AMNA; a meeting the women still attend today.

**1986**

The future of Westminster House became uncertain. Operating the house was not an easy task, bills had to be paid, and for four years the directors of the society used out of pocket money to keep the doors open.

**1990**

The Society moved to the location on Seventh Street, and a bingo license from the provincial government was issued to raise funds, ensuring Westminster House would be able to continue to provide services to women.

**1999**

The Society entered into a contract with the Province to provide program funding.



## Our Facilities

**Christal Coughlin** | Facility Superintendent

The program at Westminster House has expanded to include second stage transitional living house to help integrate women back into the community. Building upgrades to make this project successful and obtain a business license included fire alarm panel installation, electrical upgrade, a new kitchen and handrails. The Project Management training at BCIT has been a great asset in this process to manage trades for renovations to overseeing that the construction is done in a safe and efficient manner and is on time and on budget. Most importantly, the management ensures communication with all the stakeholders involved: residents, city of New Westminster and upper management.

Another unique upgrade that took place at Westminster House this year was a chair rail in the bistro with a new sound resistant material added to the walls for a decorative and functional feature which aids in a peaceful dining experience for our residents and their guests. A total makeover took place in the top floor of our facility; the old carpet was replaced with new vinyl flooring, baseboards, paint, light fixtures, bathroom vanity with sink and an old steel bathtub was refinished with an acrylic coating.

Appliance maintenance and upkeep is an ongoing issue, searching for quality brands and replacing parts is a big part of the maintenance that happens at Westminster House. To cut back on waste Westminster House added new paper towel dispensers to reduce paper consumption. The wear and tear on equipment are above average as although we operate like a commercial residence, the aim is to have a familiar family feel. To keep this, we have added new matching stacked washer/dryers, new stove, new dish sanitizer as well as a new furnace and central air.

Furthermore, to maintain the modern and fresh feeling, painting of five bedrooms, the kitchen and bistro with a high gloss paint finish took place. Lastly, adding new steel frame beds with faux leather headboards; phasing out box springs and bed skirts.

Maintenance duties around our facility are ongoing, our maintenance workers are always keeping busy doing a wide range of work from, cleaning out gutters, putting up Christmas lights, weeding gardens or potting plants, installing water timers and an irrigation system, pest control, installing security lighting, installing door chimes for extra security, cleaning out vents.



# Meal Program

Tara Miller | Chef

## THE CHALLENGE

One critical factor in addiction recovery that is often overlooked is the importance of proper nutrition. Eating healthy balanced meals helps your body work better and heal faster. Consuming a healthy diet stabilizes mood, improves focus and increases energy, which can aid in resisting cravings for addictive substances and behaviours. This can greatly improve the odds of successfully achieving recovery and maintaining it long term.

While in the throes of addiction, maintaining a healthy balanced diet is not a priority to many women. They are primarily concerned with feeding their addiction while neglecting their bodies. Lack of access to basic necessities such as food can further impact this problem. Another barrier can be a lack of nutritional knowledge. Without the means or skills, attempting to maintain a healthy balanced diet can be next to impossible.

## THE SOLUTION

Westminster House educates women to nurture their body, mind and soul. Our program offers clients opportunities to work alongside our chefs to prepare and serve meals, teaching women the skills for a healthy lifestyle once they leave our program and branch out into the community.

At Westminster House, we not only want to better ourselves, but we strive to better our environment as well. Our meal program includes "Meatless Monday" which not only reduces our carbon footprint but also introduces many new and exciting meal options for clients. This year we have introduced up to three additional meals per week that are meatless.

We have access to local produce from neighbourhood community gardens as well as grow many of our own vegetables in our Horticulture program, where clients plant, garden and pick various produce — bringing fresh food directly from our garden at the Keystone Retreat to our table.

Our Menu is based on the Canada Food Guide and governed by Fraser Health. As we recover our dietary needs may change, and we become aware of food allergies or intolerances. Therefore, we cater to an abundance of dietary requirements. We are offering balanced Vegan and Gluten free options.

Westminster House prides itself on its aftercare program. Our door is always open for alumni to attend meals, volunteer, or just stop by for a tea and visit with current clients. Every Friday we hold "Gratique BBQ" in the summer or "Recoveroni Pasta Night" where clients families and alumni can come and enjoy a good meal and celebrate recovery.



**5,475**

alumni meals



**780**

family meals



**\$169,195**

spent on food

**2000**

Awarded the Donor Award as a finalist for excellence in the prevention and treatment of substance abuse.

**2002**

Westminster House receives CARF Accreditation (Commission on Accreditation of Rehabilitation Facilities) a signal that the program is committed to continually improving services, encouraging feedback, and serving the community.

**2003**

Westminster House signs the first contract with Fraser Health as a Stabilization and Transition Living Residence for Women.

**2004**

Julien House Society purchased the property on Seventh Street with a Federal Grant to provide long-term sustainability of the program.

**2009**

The Society won another Federal Grant and did the first capital renovation that included a new kitchen, exterior upgrade, and full electrical upgrade.

The Society re-brands introducing the Acorn as the symbol of recovery as an acorn needs to hit the ground hard to reveal the strong oak within.

## 2010

The Society secured another property on Seventh Street for an aftercare pilot project named the Transitional Living and OnGoing Recovery Project

## 2011

The Society secured funding from a donor and the OnGoing Recovery Program was formalized.

## 2012

The Society purchased another property on Third Ave. for Ongoing Recovery Sober living. The facility is used to provide safe, affordable housing to women who had completed the Westminster House Primary Care Program.

## 2013

The "Win a Vespa Raffle", was introduced and raised over \$70,000 over a 5 year period for OnGoing Recovery.

## 2015

The Society won another Federal Grant and underwent the second capital renovation including a welcoming courtyard, commercial kitchen, and bistro style dining hall.

The Society introduced the Meal Program welcoming families and alumni to participate in weekly meals and events at the facility.

The Westminster House partners with Douglas College and creates the Award of Education. Nicole Karpluk was awarded the first scholarship and enrolled in the Youth Justice Program in partnership with Douglas College.



# Business Development

Lori McCarnan | Business Development (Past)

## THE CHALLENGE

After Primary Care, the need for on-going recovery treatment is essential to long term abstinence. Women now going back to their homes and communities will experience many obstacles. The continued counselling, relapse prevention classes, and alumni support group help women with personal issues that may challenge their continued recovery.

Supplementing these services are the opportunities for alumni to receive post-secondary education bursaries, employment at Westminster House, go to Rainbow lodge recovery camp, eat nutritious meals and feed their children. These are just some of the aftercare programs that support women integrating into society and staying clean and sober.

## THE SOLUTION

There is no funding available for after-care programs, and the revenue must be fundraised by staff and alumni. The OnGoing Recovery budget was over \$220,000 this year. A new position was created for alumni to take on the role of Fundraising Coordinator. The candidate is an alumnus of Westminster House and has continued the current outreach and fundraising strategy.

We had two raffles this year "Win a Car" and "Raffle for Recovery" both grand prizes were brand new Toyota Corollas. The car and booths were set up at major malls and shows, such as the Vancouver Home show at the Trade and Convention Centre. The raffles were successful in funds raised but more importantly, in the outreach and promotion of our vision. Our alumni fundraising included car washes, concessions, Christmas Card and Tree Balls sales, and to finish the year our first, ever Recovery Blues Live at the Metro event rounded out the fundraising activities.

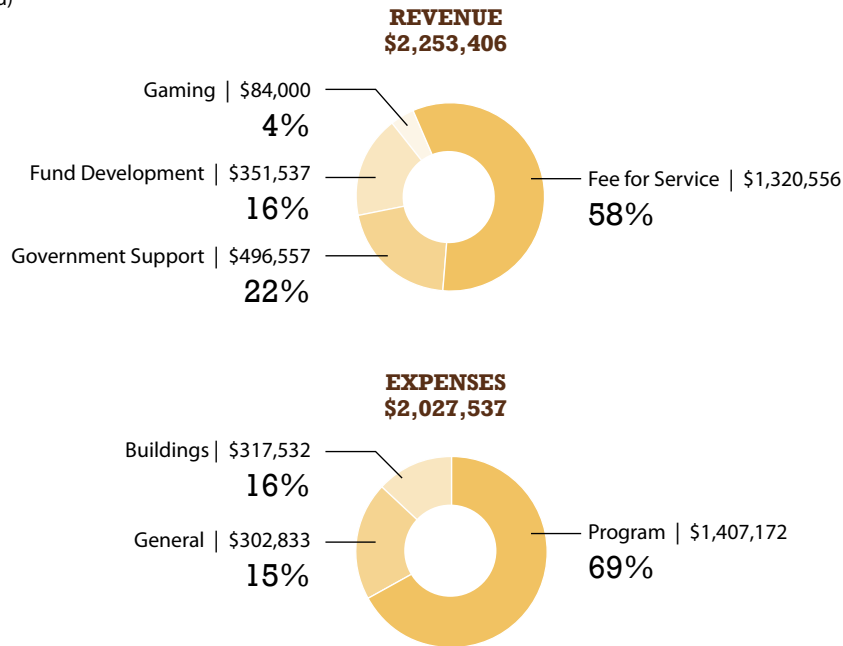
Because of these efforts, 76 women were able to attend relapse prevention classes and Alumni group and \$17,666.97 was invested into education bursaries, 24 women went to Rainbow Lodge Recovery Camp, and more than 6,255 meals were served to alumni and their families.



## Financial Overview

Sarah Mann | Accountant

(Audited)



Audited Financial Statements available upon request.

### 2016

The Julien House Society hosts a 35th Anniversary Tea with Friends Celebration where the board of directors reveal the renaming of the Society to Westminster House Society.

A Sober Living residence is opened with a family unit suitable for children.

The Society receives a Day of Giving from Avison and Young, and a second courtyard is built.

Westminster House received non-profit of the year from the New Westminster Chamber of Commerce.

### 2017

Fraser Health provides a contract increase to Westminster House.

New West Recovery is branded as a community project with Last Door Society. The Westminster House recovery message goes on the road across Canada.

### 2018

Westminster House Society secures 17,000 square foot property suitable for a 35-bed treatment centre. A business plan is initiated to work towards a capital campaigns.

Westminster House Society Board of Directors approve a youth program.

Raffle for Recovery implemented.

Opened the Youth Program that included family suites for visitation.

Purchased a new van.

# Thank you to our generous donors

## **OAK TREE**

### **Strong and Indestructible**

Alissa Levy  
Anonymous Foundation  
Hockey Helps the Homeless  
Wheeler Family Foundation  
Westminster House Alumni  
City of New Westminster

## **SAPLINGS**

### **Branches reaching out to others**

Government of Canada  
Fraser Health Authority  
Nadia Khan  
Seedling Foundation  
Anonymous  
People's Pharmacy 369  
322 Apartments  
Many Moons Contracting  
Jordan Veller  
University of Washington  
Lohn Foundation  
Stacey Belecosh-Shaw  
Dick Barr Charitable Foundation  
Jill Toewes  
Holly Schafer

## **ROOTS**

### **Strength that Holds**

Susan Hogarth  
Marion & David Edwards  
Strong Side Conditioning  
Cammy Coughlin  
Darlene Galer  
Evergreen Hydroseed  
Gail Faure  
Barbara & Harry Veller  
SSDG Interiors  
Kelley Mabel  
Ladies Auxiliary  
New Westminster Firefighters  
Rosalie A. Bergen  
Tim & Susan Millar

## **OAK FLOWER**

### **Where it all begins**

Jeffrey Emsland  
TWC Recovery Society  
Dennis Wardman  
Glen Freedman  
Lenora and Raymond Pinkoski  
Scott Emerson  
Unity In Action  
Susan J. Weeks  
Brian Balfe  
Last Door  
Phoenix Centre  
Richard Jones  
Mary Benn  
Carolyn Millar  
Bill Loewen

## **ACORN**

### **The Heart of the Process**

Stephen Schneider  
Richard Rajotte  
Jeff Straker  
Rebekah Grayston  
Taylor Kitsch  
Colen Brigham  
Kim Buksa  
Mary Grace Kowel  
Ashley Altun  
Cathy Snyder  
Alison Granger-Brown  
Ashley McSherry-Garcha  
Danielle Iakovou  
Maureen Harmer  
Lori McCarnan  
Samantha NewBold  
Danielle Van Vliet  
Krista Soles  
Sylvia Webster  
Beverly Black  
Matt Harber

Thank you to the many people who donated anonymously and for those who were able to donate under \$50. We greatly appreciate your support.

Thank you to the everyone who purchased a raffle ticket or merchandise to support Westminster House.

**WESTMINSTER**  
*House* 

### **Westminster House Society**

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**THE WESTMINSTER  
HOUSE ACORN IS A  
SYMBOL OF HOPE.  
AN ACORN HAS TO  
HIT THE GROUND  
HARD TO BREAK  
OPEN, GROW, AND  
REVEAL THE STRONG  
OAK WITHIN.**