

The Story of a Year

Annual Report 2016-2017

Year 1 Strategic Plan *Answering the Call*



Métis Addictions Council of Saskatchewan Inc.



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Annual Report 2016-2017
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“...a great and interesting story is about everyone or it will not last.”

Everyone has a story. . .

The beginnings of MACSI's story emerged at a time of social and political change. At this time, Indigenous people across the nation were becoming more uneasy about experiences of disadvantage and the harms of alcohol use. A group of likeminded individuals came together to utter the first words of MACSI's story. Now, years later, with 48 years of continuous service to the people of our province, Métis Addictions Council of Saskatchewan Inc. (MACSI) has a long and abundant history. There have been several organizational transformations but MACSI's commitment to deliver substance addictions services for Métis, First Nations and all other citizens of Saskatchewan has remained constant.

Today, MACSI functions as a community based not for profit organization and is recognized as a key stakeholder in substance addictions. MACSI operates three treatment centres, located in Regina, Saskatoon and Prince Albert. Clearly, the story of MACSI is long and involved and is intertwined with the stories of countless people across our province. MACSI has been a steady presence in a chaotic world and aims to be a part of the many stories yet to come.

Vision

MACSI values our Métis heritage, embraces our future and envisions a world for all people free of the harmful effects of addictions.

Mission

To empower individuals to make healthy choices in our communities through a continuum of addictions services including education, treatment and aftercare to restore a balanced harmonious, productive lifestyle.

Values

Client-Centred Practice -We put the client at the centre of what we do.

Family Sensitive -We recognize the needs of families and the critical role supporting people with mental health and addictions problems.

Holistic View of Health -We believe in understanding and helping the whole person in ways that are holistic and focused on recovery.

Respect-We believe that treating people with respect is a key guiding principle for

any effective and healthy organization.

Continuous Learning-We foster creativity, discovery, learning and sharing of ideas.

Partnership-We build respectful, collaborative and effective partnerships.

Evaluation and Accountability-We improve, monitor and evaluate services. We will be accountable to our stakeholders.

About our logo

MACSI's logo tells a story about our organization but also about Métis people. The logo brings together elements of the past, present and future. The Métis flags represent a rich and vibrant history. The flag displaying an infinity symbol is the most widely recognized of Métis flags and speaks to the joining of cultures and existence of the Métis people forever. Alternatively, the flag illustrating a hand, wolf and two scrolls with the words maisons, autels, surtout, liberte (translates as homes, altars, above all freedom) is the Métis battle standard flag. This flag was raised during the time of the resistance and was symbolic of the pledge of Métis people to stand up, with the courage of a wolf, for their freedoms. The sun in the background and phrase a New Beginning signifies the opportunities for change that come with each new day.

Executive Director's Message

In this fiscal year, I found myself well into my second decade of service to MACSI. Like the story of MACSI itself, I too have seen and experienced much through the years and have been influenced by the changing world of substance addictions. The stories of members of the MACSI team are a compilation of the people, the experiences, challenges and successes of which we have been a part.

I personally have grown from the teachings of others, have been inspired by those we serve and have been honoured to lead MACSI as we continue to write our story. In fact, I have been known to utter the words, "I should write a book some day." This statement is usually said with humour and a touch of surprise at the challenges we confront on a daily basis. I am certain this year was not entirely unique in the challenges faced, given the 48 years of MACSI's history, however, it was a year that tested the resilience and confidence of the team.

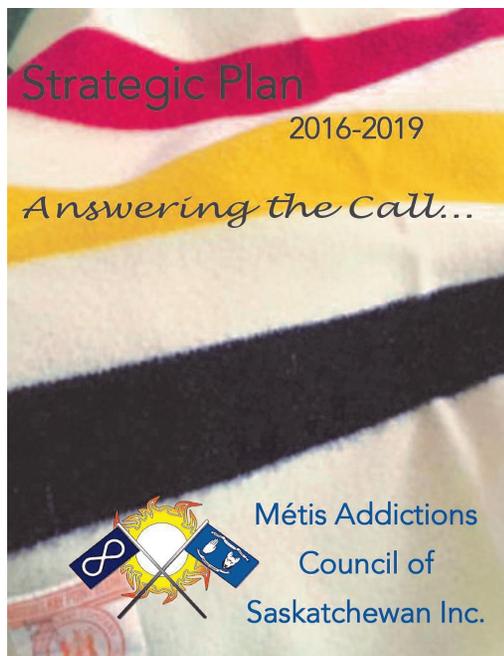
This fiscal year marked the first year of our three year Strategic Plan *Answering the Call*. Over the course of this particular year, we set out to address issues related to human resources, recruitment, retention and workforce development.

Issues related to human resources have been a persistent barrier for MACSI for a number of years; we began the year determined to address this unrelenting issue in new and creative ways that would finally ease the strain. Fortunately, progress was made related to broad goals identified in the strategic plan as well as the more specific goals of individual work plans. As is often the case, some goals were achieved while others neared completion or in some cases remained incomplete due to unanticipated changes or challenges.

This report presents highlights of this challenging fiscal year from each location and department. Along with the reports, you will find an overview of MACSI, a summary of organizational statistics, findings and trends, as well as our audited financial statements.

With respect,

Shauna Lafontaine



MACSI Team

MACSI is led and governed by a volunteer Board of Directors comprised of five voting members and a non voting representative of the Ministry of Health. The Board of Directors assumes responsibilities for oversight in the development and application of MACSI's vision, mission, values and policy. A Métis Nation-Saskatchewan (MN-S) appointed Chair, and other board members, represent varying perspectives and regions of the province.

The daily operations of MACSI are administered by an Executive Director as well as a complement of senior directors, centre directors, addictions counsellors, addictions workers as well as office and support personnel.

Cree Proverb

Realize that we as human beings have been put on this earth for only a short time and that we must use this time to gain wisdom, knowledge, respect and the understanding for all human beings since we are all relatives.

Board of Directors



Pictured: Jackie Kennedy, Lawren Trotchie, Marlene Hansen, Patricia Tait.

Marlene Hansen, Chair
Jackie Kennedy, Vice Chair
Lawren Trotchie, Treasurer
Patricia Tait, Secretary
Lloyd Shoenthal, Director

Senior Directors

Shauna Lafontaine, Executive Director
Adon Hoffman, Director of Finance and Administration
John Welden, Director of Human Resources
Beverly Palibroda, Director of Community Relations and Outreach
Curtis Brad, Director of Programming, Research and Development

Centre Directors

Lana Blondeau, Regional Director, Regina Centre
Karen Menard, Regional Director, Prince Albert Centre
John Welden, Regional Director, Saskatoon Centre
Meagan Maclean, Assistant Regional Director, Saskatoon Centre

MACSI At a Glance

48

years service

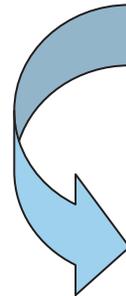
1214

total services accessed
2016-2017 fiscal year



Outpatient

Stabilization



Aftercare



Day Program

Inpatient



MACSI At a Glance

422
Inpatient
services
accessed from
3 locations

43
Inpatient Beds

MACSI's Inpatient treatment is an abstinence based 28 day program. Clients take part in daily educational and therapeutic workshops, one to one counselling, cultural programming, community meetings as well as recreational and leisure activities.

In this fiscal year, **422** services were accessed through MACSI's Inpatient Program. Although down slightly from the previous year, MACSI's clients came from all regions of the province and approximately 75% of those who attend Inpatient program complete their treatment stay.



145
Inpatient
Services
Accessed



166
Inpatient
Services
Accessed



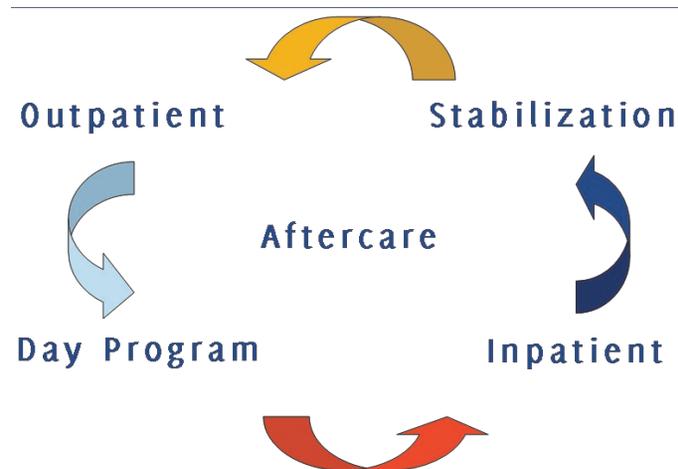
111
Inpatient
Services
Accessed

Outpatient Program

270 services were accessed from MACSI's three outpatient departments. This decrease in services could be attributed to improved tracking of transfers. Nonetheless, each location ran efficiently and outpatient counsellors completed a range of tasks including screening, assessment, referrals, intake, one to one counselling, treatment planning and aftercare.

Day Program

388 services were accessed through MACSI's harm reduction based Day Program. Day Program was launched at the Saskatoon Centre in 2010 and has successfully delivered 7 years of continuous service. In 2015 Day Program was expanded to the Prince Albert Centre and operated until November 2016.



Stabilization

122 services were accessed through the 6 bed Stabilization Program offered out of the Prince Albert Centre. While this department was highly utilized and in demand, it was closed temporarily in December 2016 due to inability fill the counsellor role in this department.

Transitional and Aftercare

12 services were offered through the transitional and aftercare programs operating out of the Regina Centre. The transitional department has reduced the contracted beds from 6 to 4 this year.

Findings and Trends

MACSI is a proud Métis led organization serving a wide variety of people and communities of Saskatchewan. We strive to understand the experiences and lives of the people we serve.

As with the rest of Canada, Saskatchewan citizens continue to present high rates of alcohol use. According to recent research, 70% of youth and 80% of Canadian adults reported consuming alcohol in the past year, making alcohol the leading psychoactive substance used by a wide margin (Canadian Centre on Substance Abuse 2014). MACSI Centres certainly see a majority of clients with concerns around alcohol use, but we also see high usage of cannabis, opioids and other substances.

What follows are additional details of what we have learned about those who accessed service in the past fiscal year.

14 % Métis
61% First Nations
25% Non Aboriginal
(n=1214)

49% females 51% males
597 females 617 males
(n=1214)

Methadone Maintenance

10% of services are accessed by individuals who are prescribed methadone as part of their recovery plan. This finding is in keeping with recent years but we are also seeing more use of suboxone. MACSI continues to work closely with clinics and prescribing physicians. Research shows that in

Saskatchewan an equal number of females and males access opioid substitution treatment

Concurrent Disorders

Concurrent disorders are a serious health issue in Saskatchewan and across Canada. One means of assessing rates of concurrent disorders is through rates of prescribed psychiatric medication. However, many individuals present with mental health concerns but have not received a diagnosis or mental health treatment.

15% of services accessed are by those who are currently taking prescribed psychiatric medication. An additional approximate 2% take both methadone and psychiatric medication.

Legal Involvement

Approximately **30%** have some form of legal involvement. This finding speaks to the complexity of lives and the harms associated with substance addictions. We have seen this number decrease in this fiscal year.

Injection Drug Use

29% of services accessed were accessed by those with current or prior injection drug use. The trend that MACSI serves a high proportion of individuals with previous or current injection drug use has been noted in recent years, however this rate has dropped, likely due to an increase in use of other readily available drugs such as crystal methamphetamine.

Take Home Naloxone Kits

In response to increasing numbers of fatal and non fatal opioid poisonings in Canada, (the primary concern being fentanyl) there has been a great deal of effort invested in increasing availability of Naloxone. This is a drug that temporarily reverses the effects of opioids and can save lives in opioid overdose situations.

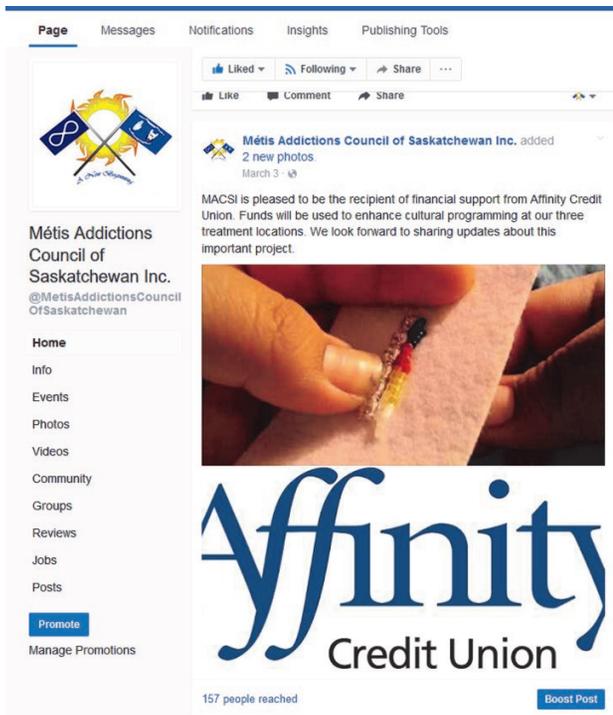
In Saskatchewan, physicians prescribe naloxone directly to friends and family members who use opioids. Naloxone is also available through pharmacies, paramedics carry naloxone and some health regions in Saskatchewan have made take home naloxone kits available to at risk individuals and support people. (Canadian Centre on Substance Abuse 2016).

Overall Health

MACSI strives to provide holistic substance addiction treatment, meaning we recognize each person as a whole being. There are mental, physical, emotional and social contributing factors leading to substance addiction and therefore treatment must address healing in a holistic manner.

It seems that at our MACSI centres, we see alarming rates of general poor health. Clearly substance addiction takes a toll on people in multiple ways. Of concern are higher rates of HIV, AIDS, diabetes and untreated and undiagnosed physical and mental health issues. Of note is the consequences of lack of routine health care. One example being seriously neglected and overlooked dental issues. With increasing complexity of substance addictions, MACSI will continue to see overall health problems in those we serve.

Finance and Administration



Financial Policy

In the previous fiscal year, MACSI developed and implemented a comprehensive Finance Manual. The manual ensures that current policies related to all financial matters are documented and in alignment with non for profit legislation. MACSI has always observed the principles of GAAP and Non for Profit Legislation but it is imperative to continuously update and develop new policies and procedures as required. This year the Director of Finance and Administration had opportunity to assess applicability of the contents of the Finance Manual and found that all procedures and policies produced positive outcomes and resulted in improved fiscal responsibility.

Donations and Funds

MACSI received a number of donations through the year. These included monetary donations as well as requested materials, program supplies, personal

care products and household items.

Late in the fiscal year, MACSI was especially pleased to hear that we were selected to receive funds from Affinity Credit Union. The grant dollars will be used to enhance cultural programming at each of our three treatment locations.

Partners in Fiscal Responsibility

The Ministry of Health and MACSI have committed to a strong working relationship and quarterly meetings. This demonstrates our fiduciary responsibility and a continued responsibility to protect the organization and its partners.

MACSI, along with members of the Government of Saskatchewan Financial Services Branch, entered an agreement to initiate and hold quarterly teleconference meetings. The intention was to allow the Director of Finance and Administration and the funder opportunity to address questions or concerns throughout the fiscal year rather than once a year at the time of the annual audit. This initiative will be carried through into the coming year.

Financial Guidance

As an approach to ensure implementation of financial procedures and policies, all new employees who hold financial responsibilities in the workplace receive financial training and guidance from the Director of Finance and Administration. The training focusses on contents of the Finance Manual while the guidance comes in the form of monitoring, supporting financial decisions and offering explanation to help maintain the budget.

The Director has completed training with employees and has routinely offered a minimum of three site visits to each location. Site visits are a good opportunity for additional training and monitoring of application of financial policies and procedures in daily practice. As a result, MACSI has achieved a consistency in financial matters and these measures have protected organizational assets. An additional benefit is the ability for the Director to work with Centre Directors to determine upcoming repairs, identify cost saving measures and manage inventory, budgets and supplies.

MACSI is currently in a position to state that our asset management and various inventories are the best that they have ever been in the organization's history.

Comments on Statements and Budget

We are currently experiencing economic challenges in our province. Therefore, it is not surprising that as has been the case in recent years, MACSI received a status quo annual budget. Clearly this poses challenges in meeting the rising costs of MACSI's operations. As such, the MACSI team made difficult strategic decisions around finances to ensure organizational longevity.

In spite of challenging economic times, MACSI was able to see the organizational deficit reduced by over \$225,000.00 in this fiscal year leaving the organization in a better financial position overall.

Unfortunately, due to a misunderstanding and inaccurate budgeted amount

due to Provincial Auditors changes that have happened over the last few years, MACSI did see a surplus. This matter has been addressed and MACSI is confident in the upcoming budgets that we have accurate portrayals and will manage the finances seeing neither a surplus nor a deficit.

Several training sessions with 3sHealth and MNP on the requirements of changes made to Health regions in financial reporting and non for profit legislation will also help us to operate efficiently with the budget we have.

A key piece of this annual report is the presentation of our audited financial statements. Working closely with the appointed auditors, MNP, and with approval of our Board of Directors, MACSI is pleased to present our audited financial statements for this fiscal year.

Audited Statements

Management's Responsibility

To the Member of Metis Addictions Council of Saskatchewan Inc.:

Management is responsible for the preparation and presentation of the accompanying financial statements, including responsibility for significant accounting judgments and estimates in accordance with Canadian accounting standards for not-for-profit organizations and ensuring that all information in the annual report is consistent with the statements. This responsibility includes selecting appropriate accounting principles and methods, and making decisions affecting the measurement of transactions in which objective judgment is required.

In discharging its responsibilities for the integrity and fairness of the financial statements, management designs and maintains the necessary accounting systems and related internal controls to provide reasonable assurance that transactions are authorized, assets are safeguarded and financial records are properly maintained to provide reliable information for the preparation of financial statements.

The Board of Directors is composed entirely of Directors who are neither management nor employees of the Organization. The Board is responsible for overseeing management in the performance of its financial reporting responsibilities. The Board fulfils these responsibilities by reviewing the financial information prepared by management and discussing relevant matters with management and external auditors.

MNP LLP is appointed by the Board to audit the financial statements and report directly to them; their report follows. The external auditors have full and free access to, and meet periodically and separately with, both the Board and management to discuss their audit findings.

June 9, 2017



Executive Director



Director of Finance & Administration

Independent Auditors' Report

To the Member of Metis Addictions Council of Saskatchewan Inc.:

We have audited the accompanying financial statements of Metis Addictions Council of Saskatchewan Inc., which comprise the statement of financial position as at March 31, 2017, and the statements of operations, changes in net assets, cash flows and the related schedules for the year then ended, and a summary of significant accounting policies and other explanatory information.

Management's Responsibility for the Financial Statements

Management is responsible for the preparation and fair presentation of these financial statements in accordance with Canadian accounting standards for not-for-profit organizations, and for such internal control as management determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.

Auditors' Responsibility

Our responsibility is to express an opinion on these financial statements based on our audit. We conducted our audit in accordance with Canadian generally accepted auditing standards. Those standards require that we comply with ethical requirements and plan and perform the audit to obtain reasonable assurance about whether the financial statements are free from material misstatement.

An audit involves performing procedures to obtain audit evidence about the amounts and disclosures in the financial statements. The procedures selected depend on the auditors' judgment, including the assessment of the risks of material misstatement of the financial statements, whether due to fraud or error. In making those risk assessments, the auditor considers internal control relevant to the entity's preparation and fair presentation of the financial statements in order to design audit procedures that are appropriate in the circumstances, but not for the purpose of expressing an opinion on the effectiveness of the entity's internal control. An audit also includes evaluating the appropriateness of accounting policies used and the reasonableness of accounting estimates made by management, as well as evaluating the overall presentation of the financial statements.

We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Opinion

In our opinion, the financial statements present fairly, in all material respects, the financial position of Metis Addictions Council of Saskatchewan Inc. as at March 31, 2017 and the results of its operations, changes in net assets and its cash flows for the year then ended in accordance with Canadian accounting standards for not-for-profit organizations.

Saskatoon, Saskatchewan

June 9, 2017

MNP LLP
Chartered Professional Accountants

Metis Addictions Council of Saskatchewan Inc.
Statement of Financial Position
As at March 31, 2017

	2017	2016
Assets		
Current		
Cash	79,188	-
Goods and Services Tax receivable	11,910	32,179
Prepaid expenses	23,192	49,454
	114,290	81,633
Capital assets (Note 3)	934,909	1,001,855
	1,049,199	1,083,488
Liabilities		
Current		
Bank indebtedness (Note 4)	-	115,490
Accounts payable and accrued liabilities	18,595	14,025
Accrued wages and benefits payable	190,823	218,336
Payable to Ministry of Health (Note 5)	176,277	36,229
Current portion of deferred contributions - capital assets purchased (Note 7)	33,500	51,000
	419,195	435,080
Deferred contributions - funds unspent (Note 6)	-	194,061
Deferred contributions - capital assets purchased (Note 7)	393,230	408,956
	812,425	1,038,097
Contingencies (Note 8)		
Net Assets		
Invested in capital assets	508,179	541,899
Externally funded programs	(271,405)	(496,508)
	236,774	45,391
	1,049,199	1,083,488

Approved on behalf of the Board of Directors


 Director


 Director

Metis Addictions Council of Saskatchewan Inc.
Statement of Operations
For the year ended March 31, 2017

		Externally-Funded Programs			
	2017 Budget (Unaudited) (Note 10)	Core Services	Addiction Services	2017 Total	2016 Total
Revenues					
Ministry of Health	3,189,325	667,986	2,345,062	3,013,048	3,153,096
Other	-	-	25,478	25,478	29,332
Deferred surplus recognized (Note 5 & 6)	-	-	222,548	222,548	-
Deferred contributions recognized for capital assets (Note 7)	42,000	-	40,968	40,968	50,989
	3,231,325	667,986	2,634,056	3,302,042	3,233,417
Expenditures					
Core Services (Schedule 1)	687,241	656,332	-	656,332	587,788
Addiction Services (Schedule 2)	2,437,084	-	2,365,062	2,365,062	2,397,742
Board (Schedule 3)	25,000	11,654	-	11,654	16,375
Field Educators (Schedule 4)	-	-	-	-	171,191
	3,149,325	667,986	2,365,062	3,033,048	3,173,096
Excess (deficiency) of revenues over expenses before the following:	82,000	-	286,994	286,994	60,321
Amortization	82,000	593	77,018	77,611	67,845
Excess (deficiency) of revenues over expenses for the year	-	(593)	191,976	191,383	(7,524)

Metis Addictions Council of Saskatchewan Inc.
Schedule 2 - Schedule of Addiction Services Expenditures

For the year ended March 31, 2017

	2017 Budget (Unaudited) (Note 10)	2017	2016
Expenses			
Advertising and promotion	2,200	773	1,753
Bank charges and interest	600	1,142	1,163
Building insurance	23,281	18,738	18,724
Director liability insurance	1,650	1,650	1,650
Professional fees	1,350	957	891
Property taxes	208	208	208
Repairs and maintenance	52,000	54,052	41,514
Salaries, wages and benefits	2,089,746	1,973,460	2,018,100
Staff recruiting and education	3,100	2,317	470
Supplies: food	112,584	118,176	132,863
Supplies: housekeeping	14,950	10,671	14,871
Supplies: medical	4,000	707	782
Supplies: office	17,400	40,473	35,864
Supplies: programming	15,500	19,026	15,509
Telephone	23,200	27,470	22,962
Travel	21,315	26,154	30,397
Utilities	54,000	69,088	60,021
	2,437,084	2,365,062	2,397,742

Program and Service Delivery

Making Changes

Effective treatment programming is initiated by a quality assessment process. Subsequently, MACSI participated in the Value Stream Mapping (VSM) project with the assistance of Government of Saskatchewan. The VSM focused on improving service delivery through examining the current intake process at the MACSI Saskatoon Centre. Completion of the VSM resulted in several changes to MACSI's intake process, what follows are highlights:

Developed and implemented a Referral Agent Checklist resulting in improved referrals and reduced need for follow up.

Referrals are triaged before outpatient counsellors contact referral agents or potential clients.

Summarized client feedback forms are shared with Addictions Counsellors and Addictions Workers in order to ensure seamless processes and service delivery.



Gathering Data

In addition to the benefit of regular monitoring, gathering and summarizing statistics from the Alcohol, Drug, and Gambling (ADG)'s to warrant process flow, the ADG forms have conveyed an accurate overall picture of how and who MACSI is providing services for. This information is then transformed into tangible client-centred treatment approaches, programs and services, authenticates the effectiveness of our existing strengths-based programming and helps guide the budget. The ADG forms have proven to be a very cost effective way to stay current with the ever changing needs of our client population while still meeting the Objectives of our 2016-2019 Strategic Plan.

Reducing Barriers

The simplified intake process for Day Program at the Saskatoon Centre and the Aftercare Program in Regina eliminate barriers and offer a flexible, drop-in, harm reduction approach. The important differences between the two groups are that Day Program is facilitated every day and the Aftercare Program is facilitated once a week and the content is different.

Aftercare Services

MACSI's vision for empowering clients, families, and communities plays out in the ongoing evaluation and adaptation of treatment techniques. During this fiscal year, the Director of Programming worked with the Regina facility to develop and launch the Road to Recovery Aftercare Program. During the six week delivery, Road to Recovery addresses the following topics:

- Setting goals
- Attitudes and Beliefs
- Relapse prevention
- Communication
- Stress and Emotional wellbeing
- Humour in Recovery
- Medicine Wheel teachings
- Spirituality

Educational Modules

As a response to the 2016/2017 Programming's Work Plan to enhance services through training initiatives, an in-house Modular Based Educational Program was created and implemented to meet the evolving training needs of MACSI front-line staff. The program was designed from the content of the employee feedback forms. The content for the Five Modules consisted of a combination of existing MACSI policies and procedures, MACSI standards, Provincial Clinical Principles for Alcohol and Drug Services.

The Director of Programming presented it to the front-line staff with a brief quiz at the end of the training. The results of the quiz revealed a high level of comprehension of the material presented. The Five Modules were implemented into the orientation process of new employees.

Engaging with Community

MACSI's commitment to work with the public to enhance service delivery by finding creative ways to reduce stigma continues. This year MACSI has worked hard extending our networking to include agencies outside the Addiction and Mental Services. By building this wide-ranging networking base, MACSI is moving into the broader continuum of care verses being on the peripheral of it. Some of these connections included, University of Saskatchewan, Camponi Housing Corporation, READ Saskatoon, Canadian Diabetes Association, and the OutPost Health Care. MACSI plans to continue growing these connections in this fiscal year.

Human Resources



60 Employees

3 Employees with
20+ years of
service

14 Employees
with 5+ years of
service

Retention & Onboarding

MACSI utilizes a consistent onboarding approach at each of the three locations. The established approach was designed to step each new hire through an unchanging process with the expectation that it would foster common understanding and clear expectations. The process involves time spent with management to ensure understanding of organizational mission, vision and guiding values for these are at the heart of what MACSI stands for. They unite and motivate employees and nurture engagement. Beginning with onboarding and extending beyond, managers are expected to clearly and frequently communicate the central mission, vision and values as a way to retain employees.

New hires also receive guidance from designated trainers and receive adequate training shifts. During the training shifts new hires are supported to observe and perform tasks prior to working independently. Training is followed by an opportunity to give feedback. This fiscal year the onboarding approach was supplemented by delivering a comprehen-

sive set of educational training modules. These modules are intended to build the knowledge, skills and abilities needed for their work in an addictions agency. This initiative was successfully launched at all facilities and will be ongoing.

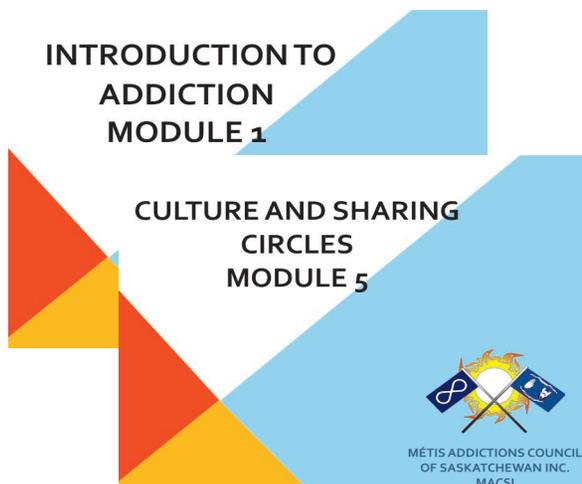
Capacity

At the outset of the year the Human Resources department intended to address issues around capacity. Human resource capacity is about ensuring that MACSI has enough people the required skills to fill roles and deliver addictions services. It was recognized that MACSI needed to do something different in order to survive, adapt, and thrive in a competitive and demanding environment. Unfortunately, the year brought an unexpected challenge and clear example of the struggle MACSI has with human resource capacity. The Prince Albert Centre experienced a lengthy and ultimately unsuccessful attempt to recruit for a counsellor position in the stabilization department. The inability to hire a counsellor resulted in a temporary closure and subsequent layoff. Clearly the lack of capacity had a direct and serious impact on MACSI's ability to deliver addictions programs and services and perform certain tasks.

Training

Training is a critical aspect of all roles within MACSI but one that is a challenge due to limited training dollars. However, during this fiscal year a few key trainings were completed. For example:

- * Educational training modules were delivered to all in scope employees at each of the three locations.
- * Training in departmental procedure training delivered to all facilities.
- * A one week training was implemented at the Saskatoon Centre. The Center was closed down for one week to provide in-house training on issues such as policy and procedure, collective bargaining agreement and communication for all staff. This turned out to be a very productive process.



Support for the Centres

MACSI employs approximately 60 individuals. These individuals are employed in both out of scope in scope positions and encompassing a wide variety of job classifications. It is well known that employees are a key determinant of an organization's success. MACSI's employees are most often the "face and voice" of the agency to clients, community members, referral agents and stakeholders. Maintaining a well-trained, well-qualified workforce is a critical function of the Regional Directors at the centres but also requires the guidance and support of the Director of Human Resources. This fiscal year, the Director of Human Resources guided the three treatment centres through a number of complex human resource scenarios. What follows are a few examples:

Departure of the Regional Director at the Saskatoon Centre which led to a one week closure in order to address general employee disengagement and a need for training.

A lengthy and unsuccessful recruitment in the counsellor classification at the Prince Albert Centre led to a series of lay offs. This was an incredible challenge that required numerous meetings, complex negotiations and close work with the union.

Development of a job sharing arrangement at the Regina Centre which allowed retention of two counsellors.

Monitoring of Procedures

In the previous fiscal year extensive procedures were developed for the inpatient program. This fiscal year saw gains in the implementation and monitoring of this achievement. MACSI will continue to promote consistency in application of departmental procedures and documentation of corresponding policy.

Community Relations and Outreach

Community Presence

MACSI has worked toward and made gains in having a greater community profile and presence throughout Saskatchewan. Because of the many benefits gained from consistent messaging and a collaborative approach, the Director of Community Relations has increased work with team members on planning and marketing of MACSI programs and events. For example, an important activity for MACSI this fiscal year was the launch and promotion of MACSI Regina's Aftercare program. The program was promoted with an eye catching poster, email notices and distribution of the poster as well as regular promotion on MACSI's Facebook page.

participate in opportunities for community involvement. A range of activities were completed this fiscal year with the following as highlights:

Participation in committee meetings such as FASD Provincial Coordinating Committee, FASD Awareness planning and Northern Gambling Awareness Committee.

Presentations to Saskatchewan Impaired Driver Treatment Centre continued to reach a wide audience from across the entire province. They were discontinued in the 3rd quarter due to capacity issues and the temporary suspension of programs.

Attendance and commentary at MACSI Saskatoon Centre's annual FASD Community Walk Awareness.

Delivered a variety of presentations including one to United Way Representatives, presentations to post secondary students from at SaskPolytech and First Nations University.

Hosted a booth at the Northern Lights Casino Employee Wellness Fair.

Connected with referral agents and part-



Outreach

The Director of Community Relations and Outreach holds responsibility to direct MACSI's outreach activities. As such part of the role is to identify and

ners associated with methadone and harm reduction programs.

Involvement in a collaborative research project. The research aims to assess MACSI treatment modules, identify one module to develop into an iPad app and involve MACSI clients in testing the app. Telephone meetings were held this quarter as well as initial feedback offered. The Director of Community Relations will be involved in the next phase of research proposal development. This involvement is positive for MACSI and stands to expand the ability of addictions service providers to meet the needs of individuals with diverse cognitive abilities.

Social Media

Over the course of the fiscal year a variety of social media posts were made. The page has been more active and has presented valuable information and insight into a variety of addictions, social justice and health related issues.

Communication Strategies

Written reports and documents are a routine method for organizations to present their ideas and inform members of the public and to stakeholders. The Operational Plan, Annual Report were completed and shared to all centres as well as to the public on MACSI's website.

Strategic Planning

MACSI's 2016-2019 Strategic Plan, Answering the Call sets out a 3 year plan of action. The plan was presented at a managers meeting and shared with managers to allow them to present to employees at the Centres. The Strategic Plan was also printed, promoted on the website and promoted on the Facebook page.



Organizational Support and Leadership

The Director of Community Relations actively supported the year one strategic goal of Human Resources by taking the lead on new employee onboarding at the Prince Albert Centre. The onboarding approach was implemented with the aim of achieving improved retention. Additionally, the Director of Community Relations was invited to speak at quarterly staff meetings to discuss MACSI as a whole, vision, mission, values etc.

Answering the Call

MACSI takes the “views and voices of the people of our province as a catalyst and starting point for change...”



MACSI Prince Albert



Working in alignment with MACSI's Strategic Plan, MACSI Prince Albert Centre focussed on the Year 1 strategic priority of Human Resources. The Prince Albert Centre set out four specific objectives in order to achieve outcomes related to human resources issues. The objectives and outcomes are as follows:

Recruitment and Retention

Like the other locations, MACSI Prince Albert has faced challenges related to recruitment and retention of employees. In an effort to improve recruitment and retention, the centre was consistent in promoting MACSI's rich collective agreement, benefits package, pension plan, as well as our long history of providing substance addictions services in Saskatchewan. These selling features of MACSI were highlighted during the interview phase as well as reiterated during new employee orientation. Additionally, during orientation the set procedures developed by the Director of Human Resources were followed consistently. Every new hire received consistent orientation throughout the year and moving forward.

Consistency in Daily Practice

It is common knowledge that unpredictability is a top stressor and source of dissatisfaction in the work place. In order to promote internal consistency at the centre, two improvements were made to staff meetings and Occupational Health and Safety meetings. The meetings were scheduled well in advance and held on a regular basis. During staff meetings, time was dedicated to address issues to expand employee knowledge of broad organizational issues. Areas such as mission, vision, values, budget, strategic and work plans were discussed. Each meeting included consistent messaging of policies, procedures and expectations. The meetings also create time for team building and extra discussion.

Training for Team Excellence

Opportunities to learn new information or receive practical hands on training are valued by most employees. The Counsellors received an in house

motivational interviewing workshop as well as attended a one-day counsellor meeting where all MACSI counsellors gathered. The training offered opportunity to build rapport with the other counsellors from other centres, improve referrals between and among the MACSI centres, discuss common challenges and work toward solutions to these challenges.

Another successful training initiative this year was delivered to all employee classifications. This training involved completion of 5 self paced training modules. The response and feedback was overwhelmingly positive with many employees commenting on how much they enjoyed the self-paced learning and how much they learned about topics such as addictions basics and cultural issues.

Difficult Decisions

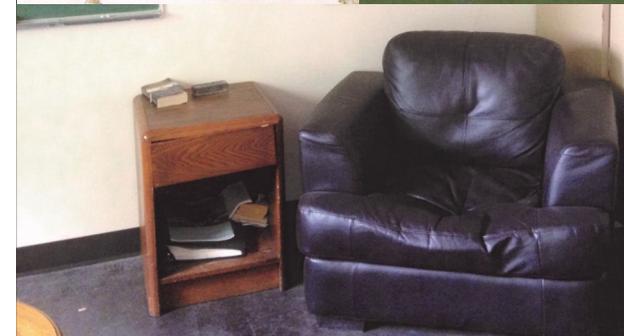
When reflecting on the year, one of the most significant challenges faced by MACSI Prince Albert in recent years occurred in the third quarter of this fiscal year. Despite much attention and effort around recruitment and retention of employees, MACSI Prince Albert was

unable to fill the role of Stabilization Unit counsellor even after posting this position several times. Due to a lengthy and ultimately unsuccessful search for a qualified candidate, the MACSI leadership team made a difficult decision to temporarily shutdown the drop in Day Program and 6 bed Stabilization Unit.

Unfortunately, the temporary shut down necessitated laying off Addictions Workers in the middle of January. The temporary shutdown remained in effect throughout the fiscal year and into the next.

Community Connections

As a means of promoting MACSI, management set up guided tours to various stakeholders. For example tours were held for nursing students, First Nation University students and staff as well as representatives from the Ministry of Health. These tours and visits gave MACSI Prince Albert Centre an opportunity to showcase who and what we are about. Each tour offered a question and answer session and distribution of MACSI materials.



MACSI Saskatoon



Complex Needs

More so than in the past, in this fiscal year the team at the MACSI Saskatoon Centre became aware of the acute and complex needs of inpatient clients. For example, several clients presented with suicidal ideation, pregnancy, experiences of living in the streets and a variety of other vulnerable states.

Trying to meet the demands of diverse and complex clientele meant greater pressure on the counsellors to meet the demand for one to one interactions and to maintain a therapeutic group dynamic. The complex needs of clients led to concerns about lack of treatment readiness, how these factors influence group dynamics and recovery for others and what MACSI could do about it.

Changes to the intake process, additional training and discussion at staff meetings improved these matters but this issue continues to be a concern that will be addressed in coming months.

Pause and Rebuild

Early in the 2nd quarter of the fiscal year the Saskatoon centre experienced a time of instability due to changes in staffing and leadership. In most cases, changes such as this can resolve without significant intervention, in this instance the challenges related to communication and team dynamics required more. As a result, the facility was scheduled for a brief closure in mid-July. During this time, the Executive Director and other members of the leadership team led a one week training. This week included a series of information sessions on our organizational contract, finances, strategic directions, annual operational plan, work plans, annual reports, agency policies and procedures, a comprehensive discussion on roles and expectations and daily team building.

The opportunity to pause and rebuild through training was well received and seemed to achieve the intended purpose of improving morale, communication and team dynamics. Employees indicated they had a clearer understanding of the workings of MACSI and better tools for improved communication. One outcome of this was the initiation of developing a communication protocol to encourage management to be actively present and to ensure information reaches the front line employees.

Heart in the Hood

Although the week long training was prompted due to a lack of harmony, the week wrapped up with improved morale. An additional significant and successful outcome was the creation of a new slogan. As a team building activity, members of the group worked in pairs and were challenged to create a slogan and image to represent MACSI Saskatoon Centre. The winning entry, pictured here, captures the spirit of the MACSI Saskatoon centre perfectly.



15th Annual FASD Walk

MACSI Saskatoon Centre was proud to host the 15th Annual FASD Walk for Awareness. The event was a great success and had well over 100 people participate in the presentations, luncheon and walk. The community was able to lend its support for this important cause in a number of ways. For example, several dignitaries attended the walk and spoke or provided entertainment at the event. Saskatoon City Police provided police escort on the walk, as well as community businesses and organizations provided donations to help offset costs of hosting this event. We are grateful for the ongoing support.

Day Program Success

Now in its 7th year of operation, Day Program has proven to be a valuable link in the continuum of addictions services in Saskatoon. Based on evaluation completed in the previous year, the program content and delivery saw a few adjustments that worked out well. Attendance numbers for Day Program remained stable and throughout the year there were many occasions with daily attendance reaching 20 or more with as many as 40 on a few occasions. Although this is definitely a mark of success, the larger groups do offer unique challenges that require a second staff member in the room. Community resources continue to be an important part of Day Program and include pet therapy, AIDS Saskatoon and STR8UP.



MACSI Regina



Cultural Program

MACSI is a Métis led organization with a commitment to offering culturally informed programming. Finding ways to incorporate cultural elements into our programming is an ongoing challenge at MACSI Regina. Early in the fiscal year we were excited to have one of our Addictions Workers come forward and offer to share cultural teachings with MACSI clients. This is positive solution to an ongoing challenge; an employee is able to share her passion and knowledge of culture while we are able to enhance the service we offer.

Improved Aftercare

The development of MACSI Regina's Road to Recovery Aftercare Program goes to show that a glimmer of an idea can become reality. Early in the fiscal year it was noted that many outpatient clients who attended one to one counselling

were identifying similar issues. Why not try something different? After many discussions, questions and hard work on program development we were prepared to launch an aftercare program that addressed many of the issues brought forward in counselling. Initially, the program was Thursday evenings from 6:30 – 8:30 pm, running for an 8 week session. The first session kicked off in June. We ran five sessions throughout the year and based on initial trials, some changes were made. The aftercare program is now a shortened 6 week program delivered Thursday afternoons. It is our hope that this program can continue to be offered from MACSI Regina as part of the continuum of care. Additionally, the program could be expanded to the other centres to benefit other clients and MACSI as a whole.

Community Support

In June MACSI Regina submitted a proposal to SaskEnergy for their "2016 Share the Warmth Grant" which is run across the province. It varies from loca-

tions but always features winter necessities such as warm bedding, warm clothing, warm shelter and/or a hot meal. SaskEnergy was looking for 30 enthusiastic organizations from across the province that provide daily care and services for vulnerable citizens in our communities. The goal was to be creative and design a great Share the Warmth project plan showing how the organization would use the grant. We received a letter on June 30 from SaskEnergy saying that we were selected for this \$1,000.00 grant! SaskEnergy also donated plastic bags with their logo on it so this is what we used for the packages. Our project called "Cozy Caring" ran from November 1, 2016 – January 31, 2017. We distributed care packages that included personal care items such a comb or brush, paper & pen, blanket, gloves, toque, neck warmer and other items that we get donated from the Foodbank like Shampoo, conditioner, toothbrush, toothpaste and soap.

Our centre was very happy with the news and grateful to SaskEnergy for choosing our project.

In July we also received a donation of \$500.00 from family of a client that was in our inpatient program. We were very grateful to the family for their kindness to MACSI. The donation was used to purchase a television for a common area so all clients can enjoy it.

Something New...

In February our centre was approved for a job share arrangement between counsellors in the inpatient department. This was the first time MACSI had entered into a job share arrangement, so we monitored to see how this new process worked out. Changes were made along the way and our experiences were shared with the other centres should they want to implement job sharing in the future.

Métis Addictions Council of Saskatchewan Inc.
February 15 · 🌐

Road to Recovery Aftercare Program

Road to Recovery is a 6 week series of afternoon workshops. Through active learning and discussion, participants will have the chance to address key issues such as communication, stress, emotional well being, medicine wheel teachings and more. Workshops are held at MACSI Regina Centre on Thursday afternoons from 2:30-4:30 pm. The next session runs from February 23-March 30th, 2017.

Contact MACSI Regina Centre @ 306-522-3681 for registration ...
See More

Road to Recovery...
MACSI Aftercare Program

Thursday afternoons 2:30-4:30 pm
February 23rd – March 30, 2017

MACSI Regina Centre
329 College Ave East, 3rd Floor
To Register drop in or call MACSI Centre @ 306-522-3681

6 Week Program Topics:

- Setting Goals
- Attitudes and Beliefs
- Relapse
- Communication
- Stress and Emotional Well being
- Humour in Treatment
- Medicine Wheel Teachings
- Spirituality

82 people reached Boost Post

