

in  
**focus**

annual report

2014  
2015



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# mission

To provide a safe, welcoming environment where individuals are supported in recovery to realize their full potential.

Our values are based on a dedication and commitment to:

## Safety

Creating a warm, welcoming environment where the safety and care of all is key.

## Integrity

Holding ourselves to the highest standards of personal and professional integrity, reflected in our ongoing commitment to ethical practice and serving as an example to all.

## Respect

Recognizing and valuing diversity, being responsive to personal recovery needs and treating all people as unique individuals deserving of the best care.

## Excellence

Using our knowledge and experience to deliver the highest quality services and seek out opportunities to improve and excel.

## Compassion

Inspiring hope through our belief in the fundamental value of every human being, their resilience and ability to change.



# values

Healthy people,  
free from addiction

vision

goals

It is Tamarack's intention  
that all clients will:

- Develop an understanding and awareness of the underlying issues of addiction and learn tools to be able to safely cope.
- Make the choice to continue a substance free lifestyle.
- Learn life skills: structure, boundaries, exercise and nutrition that are applicable immediately and after treatment.
- Feel cared for and supported and be able to care for themselves and others.

Tamarack will:

- Provide ethical addictions treatment in a safe environment.
- Provide intentional programming that encompasses evidence based and best practice guidelines.
- Provide support and care to the client and facilitate the individual in accessing recovery supports and additional resources within the community.
- Collaborate with addictions treatment providers across the spectrum of substance use services in order to deliver the best possible outcomes for clients.

Sensing that celebrations for our 40<sup>th</sup> year in Spring 2015 would give us many opportunities to reflect on the past and make plans for the future, we were determined to approach our 39<sup>th</sup> year with our sights set very much on the present.

However, Tamarack's commitment to continuous improvement meant that this was not an exercise in standing still, but rather a look inward—at the organization and its programming—with a view to making changes that would ensure strength, quality and longevity in the years to come.

Similar to the way in which Tamarack clients are encouraged to examine the outcomes of their actions, seek honest feedback from trusted peers and be prepared to hear hard truths, we looked at our programming with a critical eye. As a result, significant enhancements and additions to the program have been introduced this year that address current client feedback and anticipated future needs. We encourage you to read more about these on page 8.

We also looked closely at our governance structure. Recommendations from Accreditation Canada encouraged us to develop a more diverse board to ensure we continue to reflect and meet the needs of our community in the years ahead. You can find out more about our

successful board recruitment efforts on page 12.

New programming and new board members were supported by operations firmly focussed on continuing effective communications efforts and securing the resources needed to maintain program and service quality.

Early indications show that placing the present in focus has paid off. Anecdotally, client feedback about new and enhanced programs is positive and we look forward to hearing more about what clients think when our official client surveys are delivered in Spring/Summer 2015. Our board is re-energized and their engagement is contributing to successful planning for our anniversary celebrations and beyond.

And we are grateful to our stakeholders and supporters who continue to respond to our communication and engagement efforts with an enthusiasm and commitment that keeps us focussed on finding ways to do more and to do it better.

*Philip Grandmont*

Board Chairman

*Lisa Cowan*

Executive Director

# message

from the Board Chairman  
and the Executive Director

# Board Members

## Chairman

Philip Grandmont

## Vice-Chair

Grant Nash

## Secretary

David Roberts

## Treasurer

Bruce Carney

## Executive Director (ex-officio)

Lisa Cowan

## Member

Ken Deptuck

## Member

Brian Paterson

## Member

Steve Rauh

## Member

Bill Dietterle

## Member

Mintie Grienke

## Member

Parker Fillmore

## Member

Carol Koscielny

## Member

Jonathan Parker (resigned 9th October 2014)

# Staff Team

## Executive Director

Lisa Cowan

## Clinical Supervisor

Kate McGinn

## Finance Manager and

## Intake Counsellor

Sherry Gable

## Aftercare Counsellor

Joanne Riedle

## Counsellor

Peter Keating

## Case Manager

Kelsey Lloyd

## Aftercare Facilitator

Rachel Carfrae

## Workshop Facilitators

Tim Fletcher

Kirk Leavesley

## Senior Residential Care Worker

Karen Gutwein

## Residential Care Workers

Rachael Carfrae

Robyn Calkins

Jason Cooper

Megan Ferguson

Lacey Gislason

Kyle Goertzen

Dawn Kirkpatrick

Bill Kroeber

Kelsey Lloyd

Ryan Nash

Richard Randell

# in focus

**85.7%**  
of clients\* were  
very satisfied\*\*\*  
with the safety  
of the house

This year our program was brought into focus through the lens of our values.

The fact that these foundational statements describing the essence of Tamarack are more than just words—they really do *mean* something in the context of how we do what we do—was actively demonstrated.

The dedication of our team to creating a climate of trust and supporting the well-being of those we serve both during and after the program meant that clients and graduates felt confident in coming to us with concerns about their own and others' continuing recovery.

Through conversations with individual clients and graduates, discussions in aftercare group sessions and exit survey feedback, the challenges faced by graduates when they left the program were brought into sharp

relief. Relapse, a not wholly unexpected part of the recovery process, was affecting some of our graduates and there was a feeling amongst others that they needed to build their own resilience with more coping skills and tools. Our team and the Tamarack community as a whole wanted to connect with those who were struggling and provide them with hope and options for change.

**91.4%**  
of clients\* were  
very satisfied  
with Tamarack's  
counsellors



# our program

At the same time, our team was also observing and receiving feedback on the very beneficial effects that Tamarack's ad hoc support of family members was having on the recovery of a number of our clients.

With completion rates and overall program feedback indicating that our evidence-based treatment program creates positive outcomes for the majority of our clients, it would have been easy to view our observations and client concerns as exceptions rather than trends.

**100%**  
of clients\* would  
recommend the  
Tamarack  
program to  
others

However, in keeping with our values we determined to take a different approach. We would recognise and value these diverse viewpoints and serve as an example to all by

reflecting on the program and taking whatever steps we could towards creating change to ensure the best care for every individual.

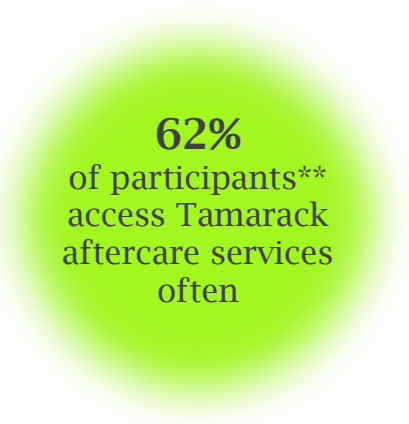
**88%**  
of participants\*\*  
would highly  
recommend the  
Tamarack  
aftercare program  
to others

Our approach was two-fold. Firstly, having seen its positive impacts, we looked at ways to draw on our experience to extend and expand the previously ad hoc support we were providing to families of clients and graduates.

Up until this year the costs of these needs-based and largely free services were being met from our operating budget. Our desire to ensure all clients and families could benefit from this support over the long term led us to

develop and seek funding for the new Forward In Recovery (FIR) program.

Launched in January 2015 with the support of The Winnipeg Foundation and Manitoba Community Services Council, the FIR program offers a variety of in-program and aftercare services to clients and their families - early connection with our Aftercare Coordinator to provide information about the recovery process and self-care as well as referrals to community supports, information and education sessions, and individual post-graduation meetings to address family questions and concerns.



**62%**  
of participants\*\*  
access Tamarack  
aftercare services  
often

Secondly, our team sought out treatment modalities that would develop clients' resilience and coping skills so they could confidently

continue their recovery journey post treatment.

Through experience and research our clinical team determined that Dialectical Behavioural Therapy (DBT) could offer significant benefits to clients.

Having made this decision, we moved quickly to ensure our entire full-time daytime team were trained in this evidence-based approach and then began integrating DBT components into the Tamarack program.

By perceiving the challenges clients were facing as an opportunity to improve and excel (and being nimble enough to take the action required) we were able to implement the new DBT programming just six months after clients first made us aware of their concerns.

Early results are promising with client and graduate feedback indicating that DBT offers them effective additional tools to support their recovery.

# our program

**71.4%**  
of clients\* were  
very satisfied with  
the Tamarack  
intake process

Over  
**70%**  
of clients\* were  
very satisfied with the  
workshops and  
process groups in the  
Tamarack program

**73.5%**  
of clients\* were  
very satisfied with  
the after hours  
support provided  
at Tamarack

\*Those who completed Tamarack's 2014-15 client exit survey. The survey had a 100% completion rate.

\*\* Those who completed Tamarack's March 2015 aftercare survey.

\*\*\* The highest possible rating.

# in focus

4

the number of new  
members joining  
the Tamarack  
Board

Taking into account recommendations from Accreditation Canada and our own commitment to reflecting the community we serve, the focus of our governance initiatives this year was the development of a more diverse board of directors.

Our existing board members were active in looking both within and beyond their networks to recruit those with the skills and dedication to Tamarack's work that would benefit the organization.

By March 2015 we were pleased to have welcomed four new members to the Tamarack board.

From an operations perspective we focussed on looking at ways to meet the demand for new programming and ensure the sustainability of existing provision.

In April 2014 we submitted a request to The Winnipeg Foundation for funding to support the development and implementation of our Forward in Recovery (FIR) program. In September 2014 we were pleased to be advised that we had been successful in securing a \$30,000 grant for the program. This support was supplemented by a successful grant request for \$15,000 submitted to Manitoba Community Services Council in November.

These generous contributions ensured that the program could be launched in January 2015 and a range of free of charge support services provided to Tamarack graduates and their families.

# governance and operations

As well as funding developments to our program offering we also sought to invest in the physical environment that supports client recovery at Tamarack. To this end, we identified a number of capital projects and sought funding and support for these. The Financial Overview of Operations on page 14 provides a summary of the generous in-kind donations and financial support we received that ensured essential landscaping work and window replacement was completed on our property.

Thanks to a successful application for a grant of \$7,500 from Manitoba Community Places, work will commence in 2015-16 on refurbishment of washroom facilities at Tamarack.

Greater awareness of the services we provide has been supported this year through our continued focus on outreach and communications activities which included:

- Regular presentations about the Tamarack program at local agencies and attendance at a number of resource fairs at correctional facilities.
- Delivery of a customised presentation addressing family conciliation when addiction is present to the Family Mediation Manitoba annual general meeting.
- Supporting new DBT elements of the Tamarack treatment program with specific communications materials to ensure clients continue to engage with and practice program components outside of group sessions.
- Building our mailing list so Tamarack supporters and stakeholders are aware of our achievements and can engage with our fundraising efforts.

**20**  
the number of  
outreach  
presentations  
delivered by  
Tamarack staff  
this year

# financial

## overview of operations

provided by Sherry Gable, finance manager

As confirmed by the audited financial statements forming part of this report, the fiscal year ending March 31, 2015 yielded a net profit of \$49,525. The profit on operations this year was the result of a combination of factors including a higher than anticipated demand for service with Corrections Services Canada (CSC) and self-funded clients being well-represented amongst this increased intake.

In the fiscal year ending March 31, 2015 all of the windows on the main floor of the Tamarack premises were replaced with support from a \$3,100 grant from West Broadway Development. Donations of material from Kaplan Construction and Northland Ready Mix meant that the rear patio was repaved, and landscaping of the property was made possible by a generous donation of supplies and organization of volunteers from Philip Grandmont.

The January 2015 launch of Tamarack's new Forward in Recovery (F.I.R) program was made possible with a \$30,000 grant from The Winnipeg Foundation and a \$15,000 grant from Manitoba Community Services Council.

Tamarack's annual fundraiser, held on May 22, 2014 raised a net profit of \$11,759. Of this amount, \$3,546 was charitable donations directly attributed to the event. The proceeds of this event were allocated to the existing aftercare program and supplemented the beginning of the Forward in Recovery program.



# Financial Statements





**TAMARACK REHAB INC.  
T/A TAMARACK RECOVERY CENTRE**

**FINANCIAL STATEMENTS**

**March 31, 2015**

**TAMARACK REHAB INC.  
T/A TAMARACK RECOVERY CENTRE  
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For the Year Ended March 31, 2015**

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## INDEPENDENT AUDITORS' REPORT

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To the Board Members of  
**TAMARACK REHAB INC.**  
**T/A TAMARACK RECOVERY CENTRE**

We have audited the accompanying financial statements of Tamarack Rehab Inc. T/A Tamarack Recovery Centre, which comprise the statements of financial position as at March 31, 2015 statements of revenues and expenses, changes in net assets for the year ended March 31, 2015, 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 generally accepted accounting principles, 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 for not-for-profit organizations. 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.

### *Basis for Qualified Opinion*

In common with many charitable organizations, the organization derives revenues from donations and fundraising activities, the completeness of which is not susceptible to satisfactory audit verification. Accordingly, our verification of these revenues was limited to the amounts recorded in the records of the organization and we were not able to determine whether any adjustments might be necessary to revenues, excess of revenues over expenses and net assets.

### *Qualified Opinion*

In our opinion, except for the effect of adjustments, if any which might have been determined to be necessary had we been able to determine the completeness of the donations and fundraising activities referred to in the preceding paragraph, these financial statements present fairly, in all material respects, the financial position for the agency as at March 31, 2015, and the results of its operation and changes in its financial position for the year then ended in accordance with the accounting policies described in Note 3 to the Financial Statements.

*Thornton & Co.*

**CERTIFIED GENERAL ACCOUNTANTS**


**Winnipeg, Manitoba**  
April 21, 2015


*Thornton & Co.*

**TAMARACK REHAB INC.  
T/A TAMARACK RECOVERY CENTRE  
STATEMENT OF FINANCIAL POSITION  
As at March 31, 2015**

	2015	2014
<b>ASSETS</b>		
<b>CURRENT</b>		
Cash	\$ 102,006	\$ 43,037
Accounts receivable	29,590	8,213
Due from government agencies	1,650	1,331
Prepaid expenses	<u>3,991</u>	<u>5,289</u>
	<b>137,237</b>	<b>57,870</b>
<b>CAPITAL – (Note 4)</b>	<u>188,818</u>	<u>188,107</u>
	<b>\$ 326,055</b>	<b>\$ 245,977</b>
<b>LIABILITIES</b>		
<b>CURRENT</b>		
Accounts payable and accruals	6,790	8,605
Deferred revenue	<u>22,750</u>	<u>0</u>
	<b>29,540</b>	<b>8,605</b>
<b>NET ASSETS</b>		
<b>INVESTED IN CAPITAL ASSETS</b>	<b>188,818</b>	<b>188,107</b>
<b>UNRESTRICTED NET ASSETS</b>	<u>107,697</u>	<u>49,265</u>
	<u>296,515</u>	<u>237,372</u>
	<b>\$ 326,055</b>	<b>\$ 245,977</b>

**APPROVED ON BEHALF OF THE BOARD:**

  
\_\_\_\_\_  
Director

  
\_\_\_\_\_  
Director

The accompanying notes are an integral part of these financial statements.

**TAMARACK REHAB INC.**  
**T/A TAMARACK RECOVERY CENTRE**  
**STATEMENT OF REVENUES AND EXPENSES**  
**OPERATING**  
**For the Year Ended March 31, 2015**

	2015 Actual	2015 Budget	2014 Actual
<b>REVENUES</b>			
Federal government	\$ 93,253	\$ 75,000	\$ 76,064
Donations	7,303	3,000	4,024
Manitoba Health	328,100	328,100	328,100
Other grants	21,158	0	19,776
Other income	545	0	14,788
Outpatient services	22,473	24,500	16,800
Social services	10,092	17,840	20,231
Self-referrals	142,000	123,000	115,500
Fundraising	13,435	19,000	19,026
	<u>638,359</u>	<u>590,440</u>	614,309
<b>EXPENSES – per schedule</b>			
Administration	51,716	49,983	44,914
Facilities	80,288	65,280	90,663
Program	15,600	17,529	17,702
Staff costs	441,421	451,386	414,930
	<u>589,025</u>	<u>584,178</u>	568,209
<b>EXCESS REVENUES OVER EXPENSES</b>	<u>\$ 49,334</u>	<u>\$ 6,262</u>	<u>\$ 46,100</u>

The accompanying notes are an integral part of these financial statements

**TAMARACK REHAB INC.  
T/A TAMARACK RECOVERY CENTRE  
STATEMENT OF CHANGES IN NET ASSETS  
For the Year Ended March 31, 2015**

	<b>Invested Capital Assets</b>	<b>Unrestricted</b>	<b>2015 Total</b>	<b>2014 Total</b>
Balance – beginning of year	\$ 188,107	\$ 49,265	\$ 237,372	\$ 186,479
Prior period adjustments – accounts receivable	0	(600)	(600)	(210)
Invested in Capital Assets	10,409	0	10,409	5,003
Excess revenues over expenses	(9,698)	59,032	49,334	46,100
	<b>\$ 188,818</b>	<b>\$ 107,697</b>	<b>\$ 296,515</b>	<b>\$ 237,372</b>

The accompanying notes are an integral part of these financial statements.

**TAMARACK REHAB INC.**  
**T/A TAMARACK RECOVERY CENTRE**  
**NOTES TO FINANCIAL STATEMENTS**  
**As at March 31, 2015**

**1. BASIS OF PRESENTATION**

The financial statements were prepared in accordance with Canadian accounting standards for not-for-profit organizations (ASNFPO). Canadian accounting standards for not-for-profit organizations are part of Canadian GAAP.

**2. PURPOSE OF THE ORGANIZATION**

Tamarack Recovery Centre is a residential treatment facility for individuals with chemical and alcohol dependencies and other drug abuse problems, which facilitates independent living and lifestyle change. Tamarack Recovery Centre is incorporated under the Manitoba Corporations Act as a non-profit organization and is a registered charity under the *Income Tax Act (Canada)*.

**3. SUMMARY OF SIGNIFICANT ACCOUNTING POLICIES**

The financial statements have been prepared in accordance with Canadian generally accepted accounting principles, and reflect the following policies:

**Revenue recognition**

Tamarack Recovery Centre follows the deferral method of accounting for contributions and grants. Grants and donations are recognized as revenue when received or receivable if the amount to be received can be reasonably estimated and collection is reasonably assured. Donations or grants, which are designated for capital asset acquisitions, are recognized as capital funds revenues.

**Capital Assets**

Capital assets are stated at cost less accumulated amortization and are amortized using the declining balance method over their estimated useful lives as follows:

Building	4%
Computer equipment	33%
Computer software	50%
Equipment	10%
Furniture and fixtures	10%
Office equipment	20%

**4. CAPITAL ASSETS**

	Cost	Accumulated Amortization	Net 2015	Net 2014
Appliances	\$ 21,109	\$ 15,656	\$ 5,453	\$ 6,059
Building	165,232	43,394	121,838	120,840
Computer equipment	31,660	27,607	4,053	6,050
Computer software	1,957	1,877	80	161
Equipment	23,096	20,785	2,311	2,889
Furniture and fixtures	30,641	18,394	12,247	13,608
Vehicles	0	0	0	0
	<b>273,695</b>	<b>127,713</b>	<b>145,982</b>	<b>149,607</b>
Land	42,836	0	42,836	38,500
	<b>\$ 316,531</b>	<b>\$ 127,713</b>	<b>\$ 188,818</b>	<b>\$ 188,107</b>

**TAMARACK REHAB INC.  
T/A TAMARACK RECOVERY CENTRE  
NOTES TO FINANCIAL STATEMENTS  
As at March 31, 2015**

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**5. ECONOMIC DEPENDENCE**

The operations of Tamarack Rehab Inc. T/A Tamarack Recovery Centre are economically dependent on the ongoing financial support of Manitoba Health, contracts and per diems.

**6. PUBLIC SECTOR COMPENSATION DISCLOSURE**

Based on our audit, two employees received aggregate compensation in excess of \$50,000.



**TAMARACK REHAB INC.**  
**T/ATAMARACK RECOVERY CENTRE**  
**SCHEDULE OF EXPENSES**  
**For the Year Ended March 31, 2015**

	2015 Actual	2015 Budget	2014 Total
<b>Administration</b>			
Advertising and promotion	\$ 9,367	\$ 10,600	\$ 486
Bank charges	2,497	2,609	2,544
Furniture and equipment	11,264	9,022	11,860
Insurance	13,932	12,500	11,442
Miscellaneous	916	1,200	1,926
Office	10,342	10,652	13,508
Professional fees	3,398	3,400	3,148
	<u>51,716</u>	<u>49,983</u>	<u>44,914</u>
<b>Facilities</b>			
Amortization	9,698	0	11,083
Building repairs	6,074	0	0
Food	32,139	32,000	30,953
House effects	502	1,000	1,342
Janitorial supplies	3,160	3,000	3,761
Property tax	3,157	3,000	2,775
Repairs and maintenance	10,989	7,500	6,353
Research and development	209	5,000	20,749
Telephone	4,536	4,180	4,186
Utilities	9,824	9,600	9,461
	<u>80,288</u>	<u>65,280</u>	<u>90,663</u>
<b>Program</b>			
Fundraising	4,275	6,000	6,979
Professional fees	3,780	5,629	5,611
Program supplies	4,057	3,500	3,364
Staff development	3,380	2,000	1,566
Travel	79	300	112
Vehicle	29	100	70
	<u>15,600</u>	<u>17,529</u>	<u>17,702</u>
<b>Staff Costs</b>			
Salaries and benefits	438,759	449,336	412,373
Workers compensation	2,662	2,050	2,557
	<u>441,421</u>	<u>451,386</u>	<u>414,930</u>
	<u>\$ 589,025</u>	<u>\$ 584,178</u>	<u>\$ 568,209</u>







Tamarack Recovery Centre Inc is a private, non-profit, federally registered charity providing residential abstinence based addiction treatment and recovery services in Winnipeg.

Tamarack Recovery Centre is Accredited with Exemplary Standing by Accreditation Canada.