



# Annual Review 2013

The Substance Abuse Foundation Inc.



# INSPIRING

# HOPE

**Verdun**  
A Place of Healing from Addiction.



# CONTENTS

<b>3</b>	Mission Vision Values
<b>4</b>	Our People
<b>6</b>	Organizational Profile
<b>8</b>	Message from the Board of Directors & Executive Team
<b>10</b>	Clinical Operational Review
<b>15</b>	Our Micro-business Programme
<b>24</b>	Future Outlook
<b>26</b>	Financial Highlights





## Our Mission

Helping addicted persons heal and lead productive lives

## Our Vision

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

## Our Values

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







## Our People

### **Board of Directors**

Norman Barrow  
- *Chairman,*  
Nicola Berry,  
Peter N. Boos FCA  
- *Chief Executive Officer*  
Harold Hoyte,  
Tristan Millington-Drake,  
Katrina Sam,  
Sterling Mungul,  
Pauline Tulley

### **Executive Team**

Peter N. Boos FCA  
- *Chief Executive Officer*  
Marietta Carrington –  
- *Director - HR, Communication & Client  
Development*  
Jacqueline Lewis  
- *Clinical Director*  
Bernard Pooler  
- *Director – Finance & Administration*

### **Company Secretary**

Jan Boos



Company Registration Number - 12928  
Charity Registered Number - 206  
Registered Office  
C/o Ernst & Young  
Worthing  
Christ Church

*"I enjoyed being at Verdun House, especially being able to learn to love others and to really start to love me for me."*



## Organizational Profile

The Substance Abuse Foundation Inc. (SAF) is a registered charity of Barbados, established in 1996 to fight the harmful impact of illicit drugs and alcohol on the shattered lives of citizens and their families in Barbados and the wider Caribbean. It was formed by a number of socially-aware and committed men and women who recognised the urgent need to help these victims with appropriate professional rehabilitation in an enabling environment that meets internationally accepted standards of accommodation and treatment.

To this end, The SAF established Verdun House. Today, it is a leading internationally accredited health institution in the Caribbean, providing critical intervention and recovery services to persons suffering with the disease of addiction.

The ongoing success of Verdun House has been made possible by a remarkable and continuing partnership between private individuals (many of whom are volunteers), Government and its related Agencies and a major UK based benefactor, (Hans Rausing), with support from many other stakeholders in all sectors both in Barbados and externally.







## Message from the Board and Executive Team of Verdun House

*“Verdun House is a physical monument, built not with steel and concrete, but with love and compassion.”*

As the leaders of The Substance Abuse Foundation Inc., we are firmly dedicated to Verdun House's mission of helping addicted persons heal and lead productive lives.

Addiction is a debilitating human disease and it does not discriminate by class, race or creed. The consequences of addiction are often devastating to those afflicted, their families and our communities. We all hate their behaviour but must embrace the addict.

At Verdun House we seek to treat every person with dignity and respect. We treat the whole person not just the illness. Recovery is difficult and requires a lifetime of dedication to staying sober one day at a time. Relapse is often part of the recovery journey.

Hope and understanding are essential values. We have all seen what look like lost causes make full and lasting recoveries. Thank God.





In 2014 we have exciting and ambitious plans to enhance our staff competencies, provide a residential treatment facility for Women and establish a sound long-term financing project for funding the operations of The Substance Abuse Foundation Inc.

We thank our clients, our staff and our many supporters and stakeholders for their support and confidence in Verdun House. Your passion and generosity make it possible for us to provide hope and healing to our clients. You help us to inspire individuals affected by the disease of addiction to heal and live productive lives.

We will work hard to earn your continued trust and support. Verdun House could not exist without the giving spirit of the organisations and individuals who believe in what we do. A big thank you to our major benefactors: the Government of Barbados who contributed \$730,530.00 and the Eva & Hans Rausing Trust for their grant of \$1.32 million.

Worthy of note, our single major fundraising event, the Annual Charity Golf Tournament has been an amazing success again this year, raising approximately \$150,000. For this we would like to thank our Board Member, Pauline Tulley. Pauline believes in the work of Verdun House and the promise that lives within each client. She is truly dedicated to working with us.

We thank God for bringing us so far and ask for your prayers and generosity as we continue our work.



## Clinical Operational Review



For Verdun House, 2013 was another year of progress.

To begin with, we started the year financially sound thanks to the generosity of our major benefactors and sponsors. Coupled with prudent financial management this enabled us to successfully accommodate even more clients than we did in previous years.

During the year, we also strengthened our financial position through successful fundraising in the form of our annual golf tournament and continued momentum of our micro-businesses. These businesses represent an important thrust towards sustainable food production for the clients at Verdun House whilst reducing operating costs.

We strengthened our executive team through the addition of a Director with responsibility for Human Resources, Communication & Fundraising and Client Development. This has enabled us to

provide greater focus on key functions and to better equip us for expansion and growth. This followed closely on the heels of the appointment of three new Board members with experience in clinical, legal and HR disciplines. These additions have strengthened our leadership and management capabilities and lowered the average age of the Board.




### Clinical Work

Verdun House is an all-male residential facility. The treatment programme is specifically designed to promote total abstinence while reintegrating clients to their families and communities as productive citizens.

The Verdun House programme is divided into two stages: First Stage – Primary Treatment (25 beds) and Second Stage-(35 beds) set in the naturally therapeutic environment of Pool, St. John, Barbados.

Our multi-disciplinary clinical team works with clients through the well-structured treatment programme that has been accredited by the European Association for the Treatment of Addiction (EATA).





Our records show that 85 clients entered into Primary Treatment. Of this number 41 clients met the requirements to participate in the Second Stage of treatment. Clients presented drug use histories of marijuana, alcohol, cocaine and crack cocaine. This is consistent with previous years.

However, we are seeing an increase in the number of younger clients presenting with marijuana addiction and behavioural problems. Another observation is the increased number of clients coming to Verdun House with co-occurring issues. In simple terms, this refers to a client presenting with addiction as well as mental health disorders.

There is a global trend emerging where individuals are turning to home-made drugs made from ingredients that are readily available and legally obtained. This trend appears to be catching on in Barbados.

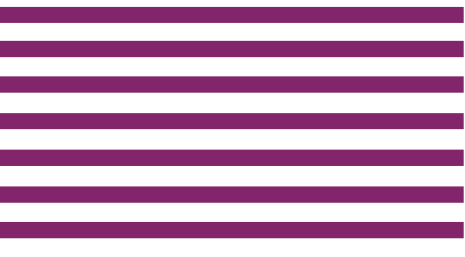
Given the complexities of addiction and the various forms of drugs, treatment can present challenges to clinical professionals as well as for the clients.

*“I came to Verdun House and found people who were just like me. Who had been through what I had been through; people who could understand. I found counsellors that cried and laughed with me. I got the extra boost of love that I needed to start believing in myself again”*

## Treatment Programme

Our treatment programme therefore uses a range of therapies that takes advantage of several therapeutic strategies such as reality therapy, cognitive behavioural therapy, rational emotive therapy, motivational therapy (MI) and psychodrama to ensure all levels of healing are assessed and addressed.

It is a 12-Step programme based on the belief that Chemical Dependency is a disease. The other methods that we use include:



- Individual Counselling
- Interpersonal Group Therapy
- Medical and Psychiatric Support Services
- Family Services
- Recreational Activities
- 12-Step Fellowship
- Aftercare Programme

At Verdun House we have also created an innovative skills and job preparation programme which we call the Verdun House Micro-Business Programme. This is a vital component of treatment.



## Partnerships

We deepened the existing relationships with the Ministry of Health in Barbados, National Council on Substance Abuse (NCSA) and the Judicial System, which includes the Magistrates Court, High Court, Probation department and HM Prisons Dodds.

We continued to participate in community outreach projects, worked closely with the Pan American Health Organisation (PAHO) and provided mentorship on several boards. Our involvement with these boards allows us to share critical information regarding the treatment of individuals with addiction problems. It also gives us the opportunity to influence national policies.



## Family Programme

A total of 31 primary clients benefited from direct family services including family assessments, home visits, family sessions and family workshops. In the Second Phase where re- integration with family is a great priority, 30 out of the 41 clients have had access and continual family service, in-family workshops and family sessions format.

In particular, the Family Programme worked with the Ministry of Health and PAHO for nine weeks, implementing the Substance Abuse Prevention for Children and Adolescents programme. The various workshops focused on developing parenting skills as it relates to stress, prevention of substance use, and the learning by children on how to create healthy boundaries.





## After Care

We have established partnerships with two organizations in the community that allow us to place eligible clients into their 'Safe Houses' programmes for up to a period of one year. In 2013, six of our clients benefitted from this service.

At Verdun House we continue to help facilitate the support groups of Alcoholic Anonymous and Narcotics Anonymous meetings, which are held every Saturday and Sunday.

The After Care programme supports the Halfway Community and Verdun House alumni through weekly meetings that focus on their reintegration to society in relation to work, family and sober living.



*"We addicts are fragile emotionally now that we do not have the drug to lean on. I have to change my behaviours one day at a time and Verdun is helping me to do this."*

## Micro- businesses Programme

Verdun House's micro-businesses programme is first and foremost a therapeutic tool that allows our clients to enter into a work arrangement in a "safe" environment. These businesses provide clients with some income, in the form of a stipend, and create the opportunity to teach effective money management skills, sound work ethics and teamwork – life skills that are vital for those in recovery.

These businesses presently consist of vegetable and animal farms, lawn and garden maintenance services and a bakery.







## Vegetable & Animal Farms:

Our vegetable and animal farms also help us to be sustainable. They help us provide fresh fruit, vegetables, meat and poultry that we serve up as nutritious meals for our clients. We sell the excess and the proceeds from the sale of these items go towards purchasing other necessary food items.

In 2013, Verdun House consumed the equivalent of \$115,577 worth of food produced from our farms. Since our overall food bill was approximately \$271,000. In essence our farms produced 43% of our total food bill.



## Bakery:

Our ovens at Verdun House are used primarily to provide breads, cakes and pastries for our Clients. In the last quarter of 2013, we accelerated efforts to add a Therapeutic Duty Assignment (TDA) component as well as a commercial element. Very soon we will be baking up healthy alternatives for sale to the public that will include gluten free, low sodium and no sugar varieties.

*“The programme has also given me life skills to survive when I leave Verdun.”*





## Lawn & Garden Maintenance

We have several ongoing contracts that have been part of our Lawn and Garden Maintenance portfolio for several years. Twice a month, the clients of Verdun House travel to Cattlewash in St. Joseph and clean the beaches and part of the roadside curb spanning more than a mile.

This arrangement with the Cattlewash Property Owners' Association allows our Clients to contribute to keeping our environment clean. In addition, by special request, some property owners engage us to undertake de-bushing jobs.

At Polo season, Verdun House's clients are also engaged in repairing the fields, and individual home owners dedicated to helping us provide jobs for our clients give us the opportunity to manicure their lawns.

In 2013 clients worked for approximately 215 man days in the Lawn and Garden Maintenance micro-business earning \$10,735.00.

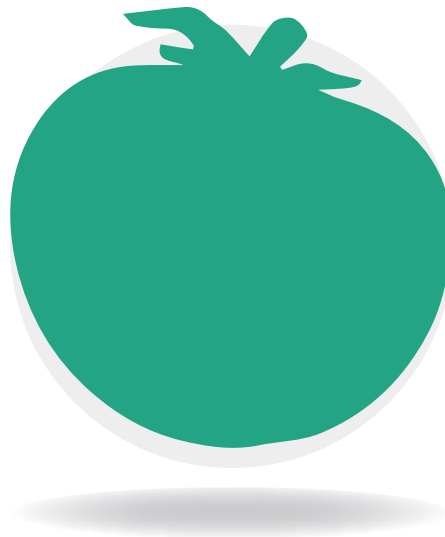




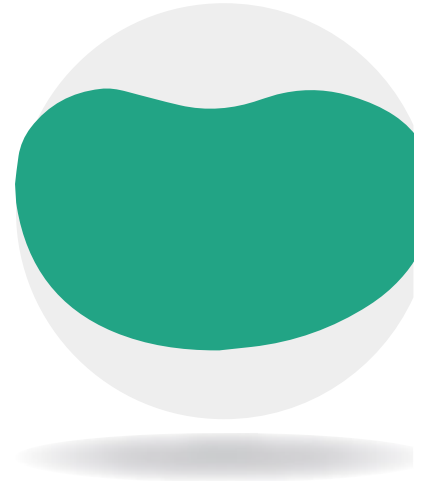
## Vegetable Production for 2013



**Pumpkin**  
3,067.5 lbs  
\$ 4,601



**Tomatoes**  
2,299.5lbs  
\$ 5,799



**Beans**  
1304  
\$5,115



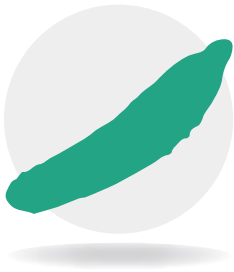
**Marrow**  
754 lbs  
\$ 754



**Okras**  
693  
\$ 1,386



**Squash**  
519lbs  
\$ 1,478



**Cucumbers**  
1254.5lbs  
\$ 1,579



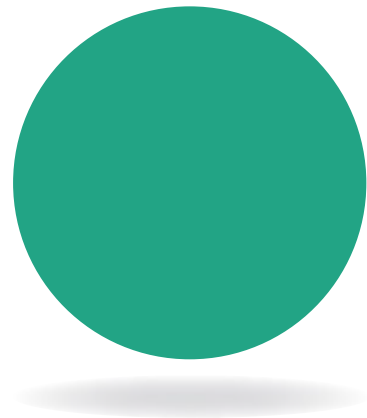
**Corn**  
989 lbs  
\$ 683



**Lettuce**  
387.5 lbs  
\$ 830



**Eggplant**  
334.5 lbs  
\$ 441



**Other**  
667.5lbs  
\$ 3,704



**Total:**

**12,270 lbs**  
**\$ 26,370**

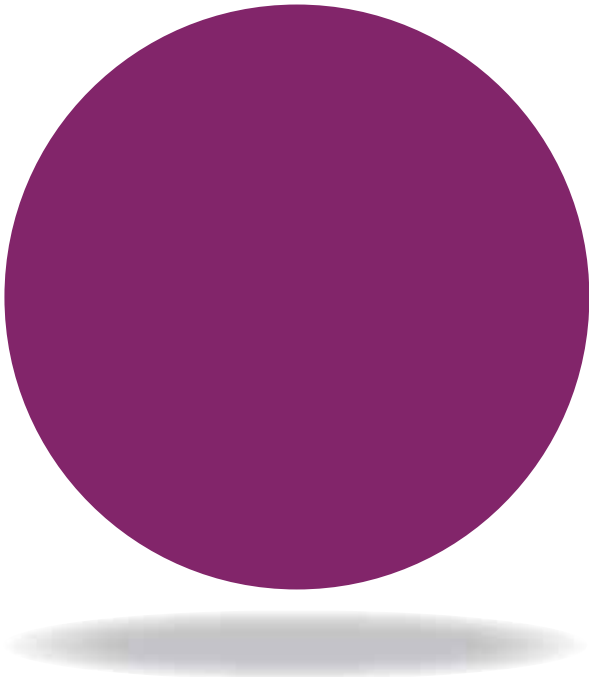
## Animal Farm Production for 2013



**Chicken**  
**20,959.5 lbs**  
**\$ 95,067**

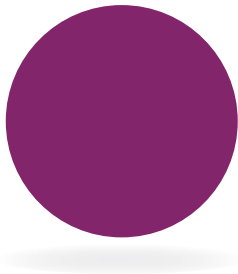


**Eggs**  
**42,135 each**  
**\$ 23,646**





**Pork**  
**2,229.8 lbs**  
**\$ 14,770**



**Sheep**  
**546.5 lbs**  
**\$ 3,971**



**Ducks**  
**128 lbs**  
**\$ 1,246**



**Total: \$ 138,700**



## The Future Outlook 2013

Despite a successful year much work remains to be done. We have an excellent platform on which to build.

Creating a supportive addiction treatment and recovery ecosystem is multi-dimensional and requires community support to be successful. It also requires funding.

We expect 2014 to be a challenging year given Barbados' current economic situation. While we anticipate that the Government of Barbados will remain a major benefactor and supporter, we know that there are increasing demands on the public purse. Therefore our fundraising will become an increasingly important source of revenue for us as we continue this important and necessary work.

Accordingly, we have set ourselves a domestic fundraising target of \$500,000. The Board is hopeful that we can achieve this goal.

International benefactors have helped enormously to sustain The SAF financially over the last 15 years. Domestic donors have also played their part. External donors will continue to provide support if domestic donors bear part of the load. We plan to raise 20% of our total funding needs domestically with the rest coming from our international benefactors and Government.

To ensure our long term financial stability, we are actively in discussions with a partner to establish a major solar power plant to generate sufficient electricity to meet our needs and also to supply the national grid under Government's Renewable Energy Initiatives. This is a truly innovative project for a charitable organization as it relates to long-term sustainability.

Other exciting initiatives that we will pursue in 2014 include:

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In January 2014, The Hazelden Foundation of the United States of America (USA) will commence delivery of a year-long education and training project to enhance the addiction counselling skills of our clinical staff.

This is a part of our preparation to be accredited in the USA through the Commission on Accreditation of Rehabilitation Facilities (CARF).

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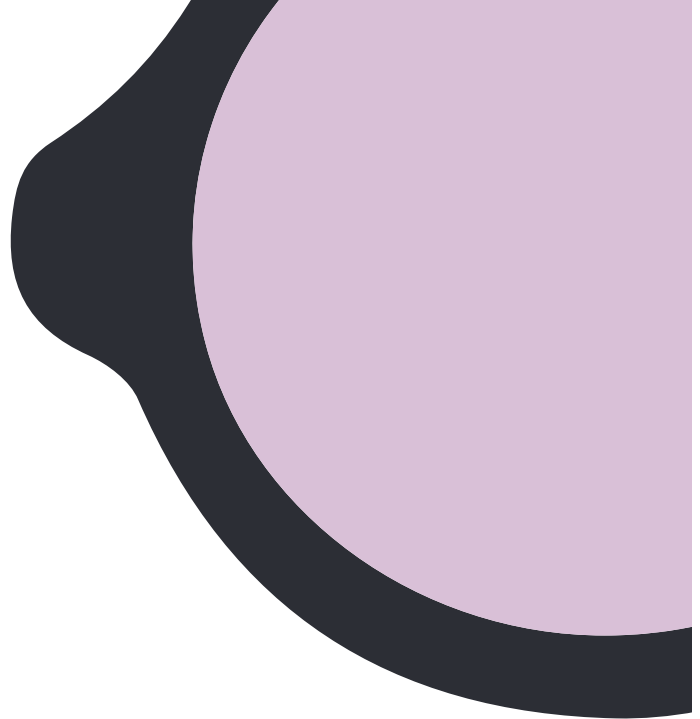
With the generous support of The Maria Holder Memorial Trust we will establish a residential treatment facility for women at Newcastle, St. John.

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On leaving Verdun House our clients start their journeys outside their secure environment. We need to place them in jobs and in safe environments where their recovery can continue and be supported. Job placements require skills development and employers willing to partner with Verdun House to ensure their success. Recovery is a long-term proposition and addicts are always at risk of relapse.

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We expect to be registered by the Technical and Vocational Education and Training





(TVET) Council as a Second Chance Institution. The Second Chance Programme is an initiative of the United States Agency for International Development (USAID) and the Caribbean Examinations Council (CXC) designed to provide youth (16 – 30 years) who have been unable to complete their formal education, with another opportunity or second chance or indeed a third, to access educational opportunities tailored specifically to them.

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Our micro-businesses are an important pillar of the recovery programmes at Verdun House. Clients develop skills and they supply much of our food consumption as well as generate revenues. We wish to expand and grow these businesses under the Verdun House brand name with appropriate partners so that they reach at least breakeven in 2014.

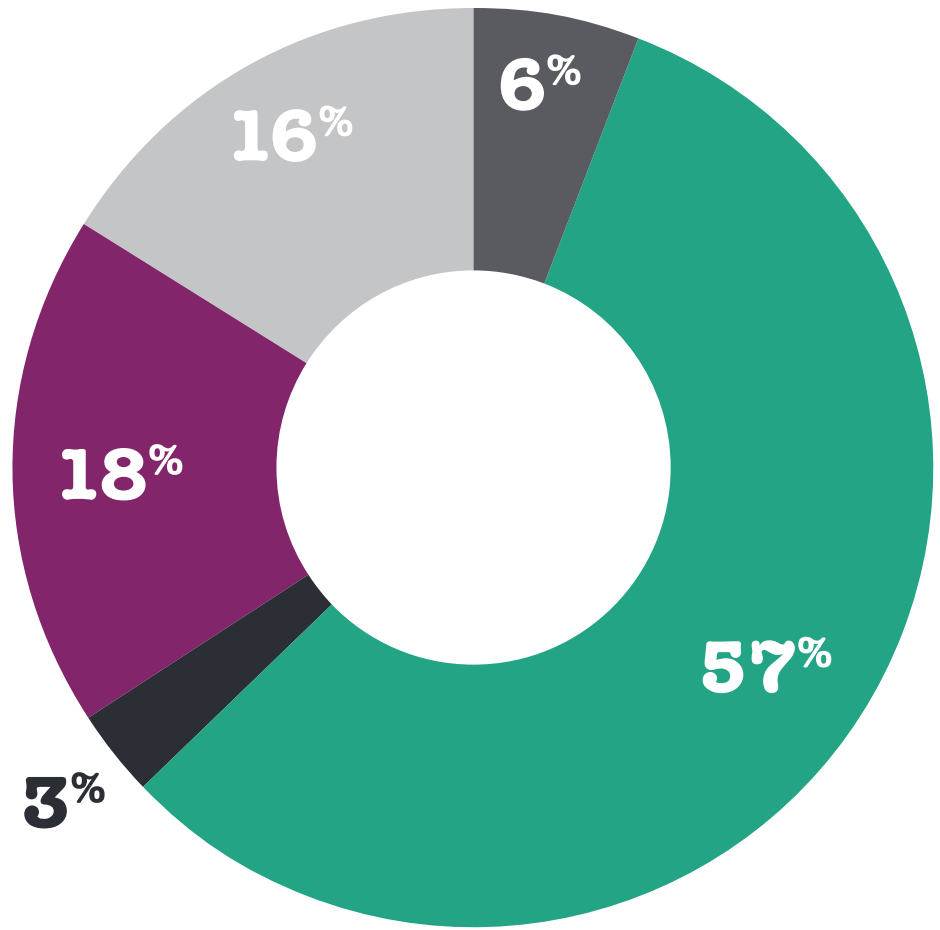
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There are very few Caribbean based trained addiction counsellors. We will begin exploring the opportunities for The SAF to become, with help from The Hazelden Foundation, a provider of addiction treatment counselling training for the Caribbean.

**Year**  
**April 2012 - March 2013**  
**Sources of Donations**

**Financial Highlights**  
**Expressed in Barbados Dollars**

-  Dollar a Week
-  Golf Classic
-  Covenants
-  Donations
-  Non Cash Donations

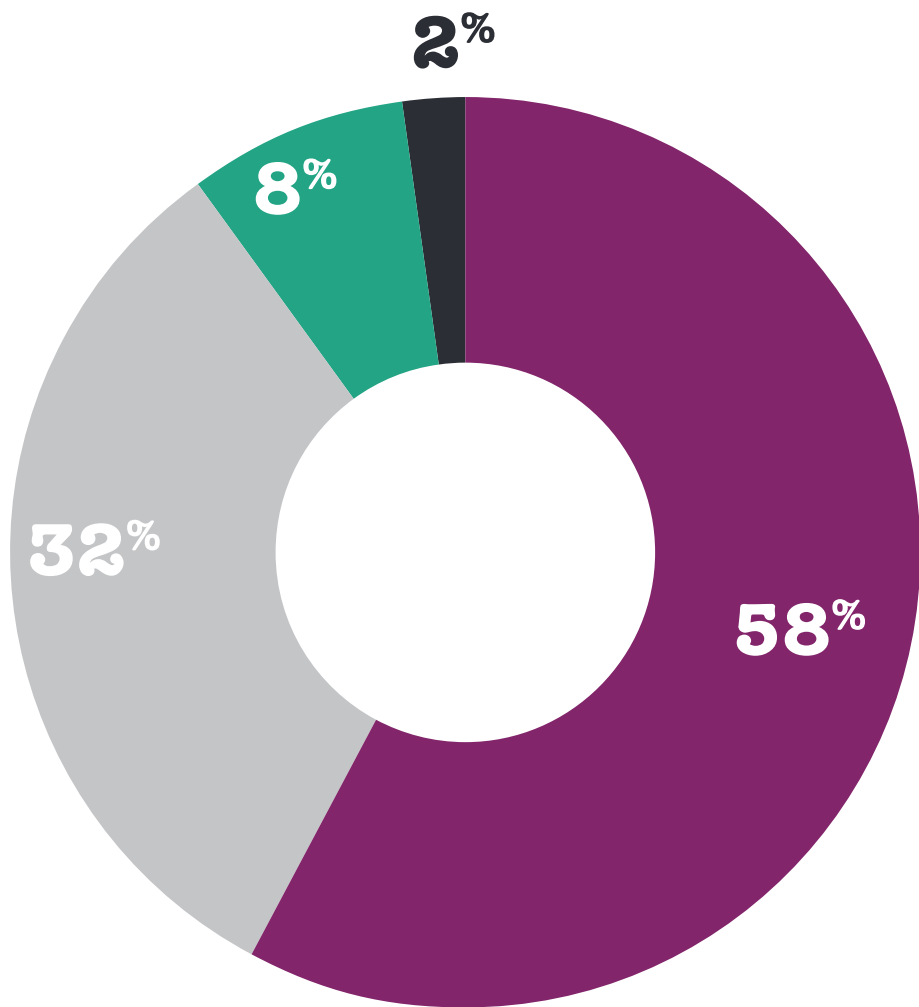


**Total Donations: \$197,364**

Year  
April 2012 - March 2013

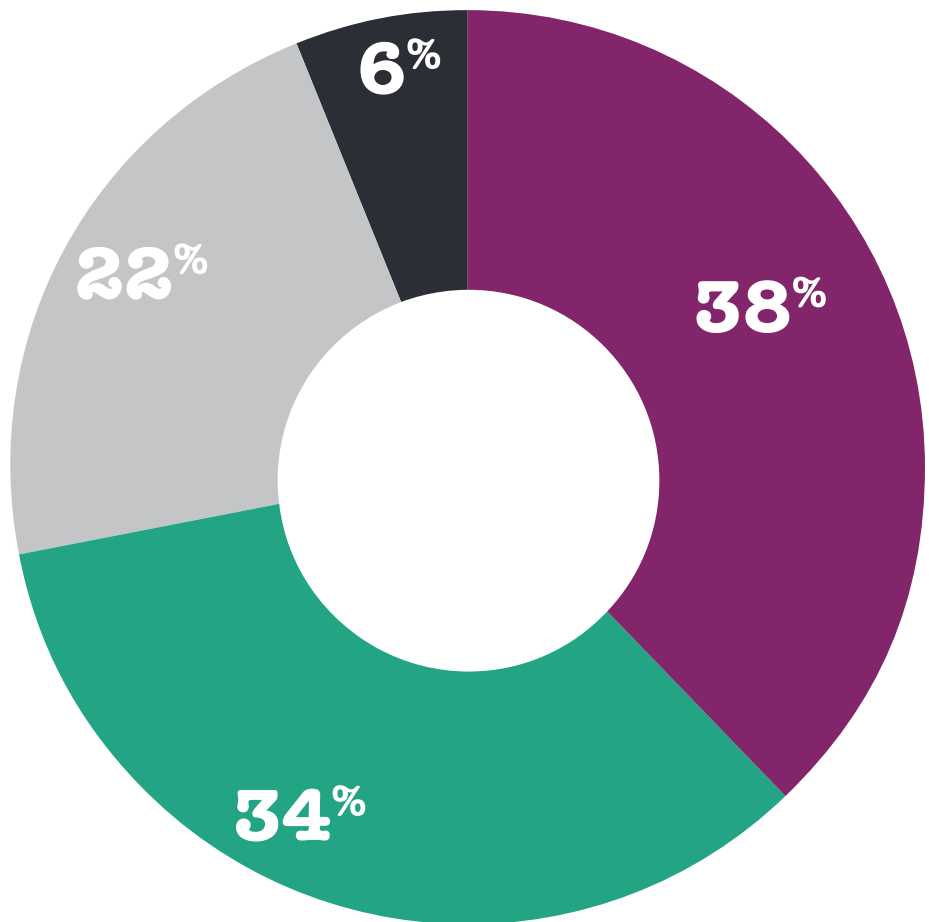
### Financial Highlights Analysis of Receipts Expressed in Barbados Dollars

-  Raising Trust
-  Government Grant
-  Fund Raising
-  Other Income



**Total Receipts: \$ 2,285,154**

**Five Years**  
**April 2007 - March 2012**






**Total Receipts: \$16, 763, 295**

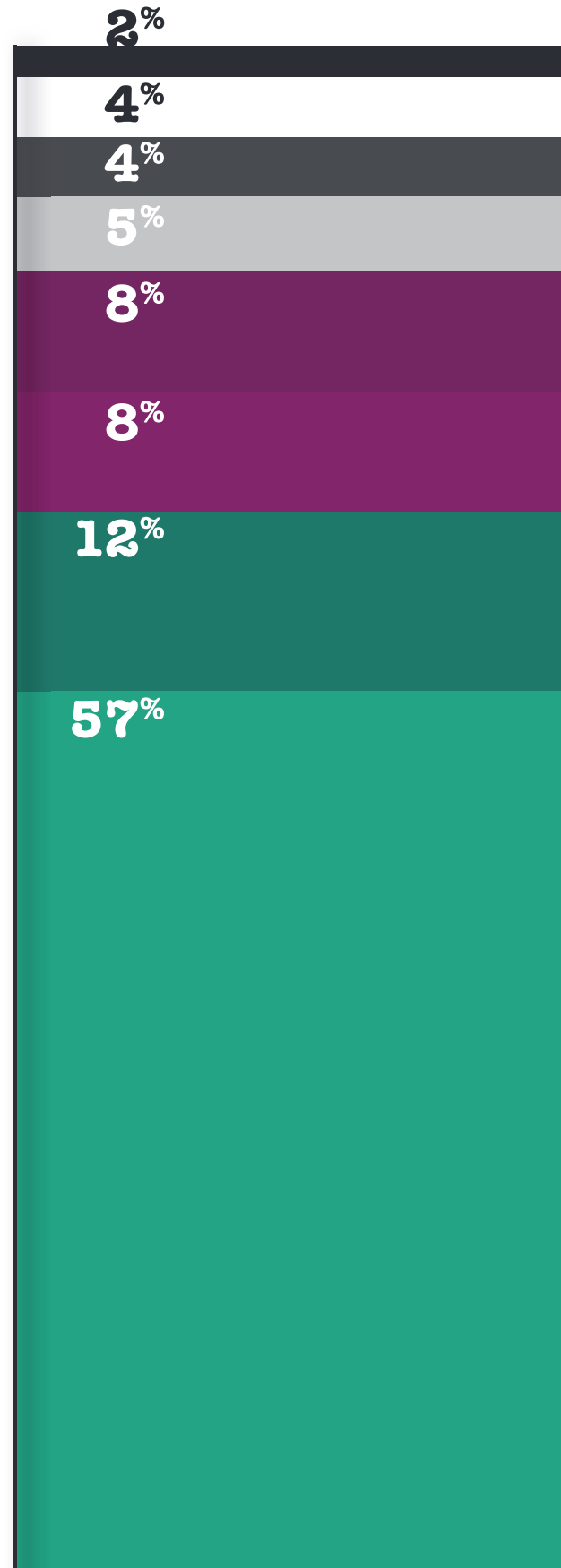
# Financial Highlights

## Analysis of Expenditure

Expressed in Barbados Dollars

Year  
April 2012 - March 2013

-  Capital Expenditure
-  Training
-  Medical & other therapeutic costs
-  Repairs and Maintenance
-  Utilities
-  Administrative costs
-  Food
-  Salaries



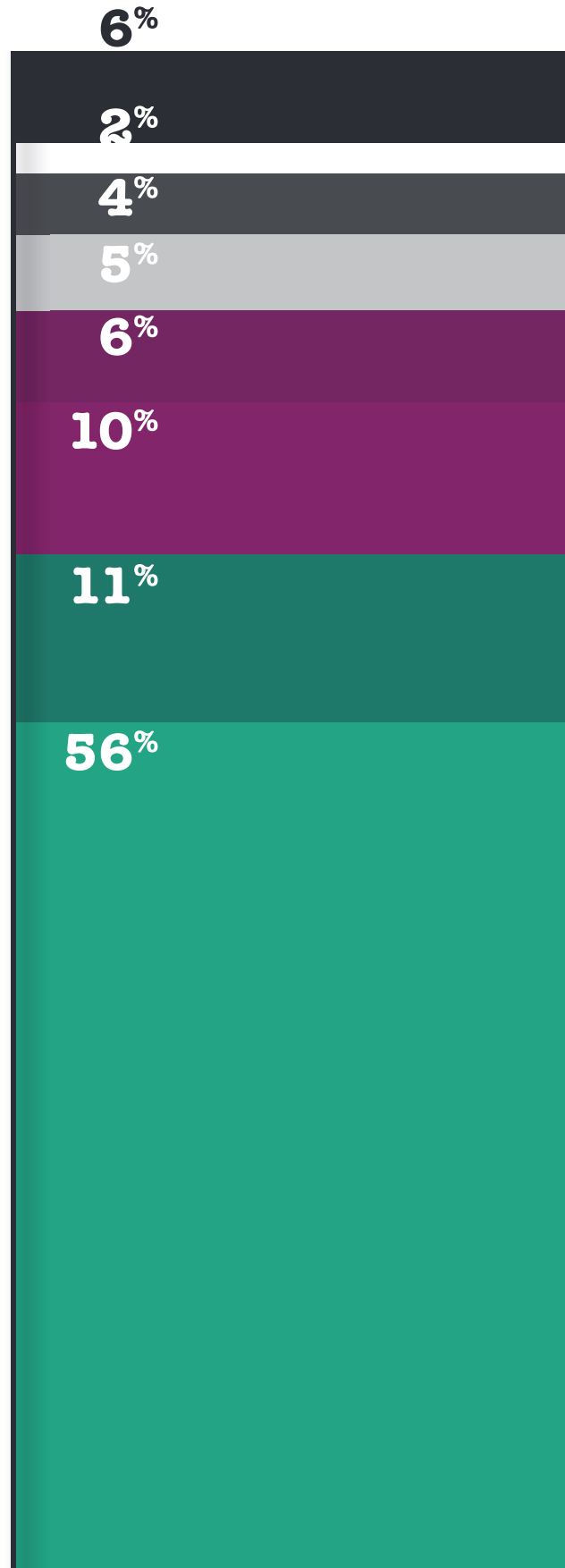
**Total Expenditure:**  
**\$2, 267,431**



## Financial Highlights Analysis of Expenditure Expressed in Barbados Dollars

### Five Years April 2007 - March 2012

-  Capital Expenditure
-  Training
-  Medical & other therapeutic costs
-  Repairs and Maintenance
-  Utilities
-  Administrative costs
-  Food
-  Salaries



**Total Expenditure:**  
**\$10, 967,947**

## Balance Sheet at March 31, 2013

Expressed in Barbados Dollars

<b>Assets</b>	<b>2013</b>	<b>2012</b>
<u>Current Assets</u>		
Cash	545,074	14,044
Other Current Assets	273,057	276,844
	<hr/>	<hr/>
	818,131	290,888
Property, plant & equipment	8,910,887	7,671,552
<b>Total Assets</b>	<hr/> <hr/>	<hr/> <hr/>
	9,729,018	7,962,440
<b>Liabilities</b>		
<u>Current Liabilities</u>		
Accounts Payable & accrued expenses	79,913	118,120
Deferred Income	926,644	376,644
	<hr/>	<hr/>
	1,006,557	494,764
Non-Current Liabilities	753,288	1,129,932
	<hr/>	<hr/>
	1,759,845	1,624,696
<b>Net Assets</b>	<hr/> <hr/>	<hr/> <hr/>
	7,969,173	6,337,744
<b>Financed by:</b>		
General Fund	2,678,110	2,436,228
Revaluation Surplus	5,291,063	3,901,516
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	7,969,173	6,337,744
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Our audited financial statements are available on request.

**The Substance Abuse Foundation Inc.**

**Verdun House**

Verdun

St. John

Barbados

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**A Place of Healing from Addiction.**