



AVENTA

CENTRE OF EXCELLENCE FOR WOMEN WITH ADDICTIONS

Strategic Plan Executive Summary 2017 – 2022



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Introduction

Aventa's Strategic Plan is intended to articulate the strategic direction and supporting activities of Aventa. The priorities in this document communicate the focus of Aventa's organizational direction to the end of year 2022.

The Aventa Strategic Plan 2017 - 2022 was prepared through a strategic planning process involving the Aventa Board of Directors, Executive Director, Managers, and Staff. Aventa's Leadership Team and Board of Directors conducted strategic planning workshops to develop the Strategic Plan. The Strategic Plan will be referenced during Aventa Board meetings to determine progress against the Strategic Plan; it will be revisited annually by the Board and Leadership Team to determine if the Strategic Plan requires modifications.

While developing the Strategic Plan, the Aventa Board of Directors took into consideration Aventa's governance and accountability requirements as an incorporated entity under the Societies Act (Alberta) and in compliance with Aventa's By-Laws. Aventa is registered as a Not for Profit Organization with the Federal Government. The Aventa Board of Directors is a governance Board that sets policies that govern Aventa. Board members go through a selection process and are voted on to the Aventa Board for a set term; Board members are recruited from a variety of backgrounds.

The Aventa Board establishes Aventa's Mission, Vision and Values, sets the framework for Aventa programs and services, and is responsible for the financial and social well-being of Aventa. This includes monitoring the quality improvement of Aventa programs and services, management of risk, and Staff, Client, and facilities safety issues. The Aventa Board hires an Executive Director who subsequently hires and builds a qualified and skilled Staff team to implement Aventa's policies and procedures and deliver programs and services.

The Aventa Board monitors the above by ensuring that written policies and procedures are in place and that they are being implemented through the Executive Director and the Aventa Staff team. Regular Board meetings are scheduled; there is ongoing communication between the Aventa Board and the Executive Director. A comprehensive written reporting process is in place from the Executive Director to the Aventa Board of Directors.

The Aventa Board is responsible for writing and monitoring the achievement of Aventa's Operational and Strategic Plans. The legal responsibilities of the Aventa Board are as set out in the Aventa By-Laws. Aventa's financial statements are audited each year by an external auditing firm.

On behalf of the Aventa Board of Directors, we look forward to working with the Aventa Leadership Team and Staff towards the achievement of the priorities identified in Aventa's 2017 – 2022 Strategic Plan.

Best regards,

Erin MacPherson
Aventa Board Chair

Organizational Background

Aventa is a gender-specific women’s residential treatment center located in Calgary, Alberta. Aventa is an accredited organization with Accreditation Canada. Aventa Centre of Excellence for Women with Addictions, formerly known as “The Villa Recovery Centre”, was started in 1970 as a non-profit organization registered under the Societies Act. Aventa provides individualized addiction treatment services on a short-term and long-term residential basis.

Although Aventa is primarily an abstinence based treatment program, for the best health and wellness outcomes and of our Clients, Aventa supports a comprehensive, evidence-based approach to addressing addiction issues, which includes prevention, treatment and harm reduction. Aventa utilizes the following harm reduction practices: acceptance of Clients on Methadone and Suboxone for inpatient addiction treatment. Aventa uses harm reduction strategies for smoking cessation including provision of NRTs. We also provide Naloxone kits, and harm reduction counselling.

Aventa has a comprehensive approach to Fetal Alcohol Spectrum Disorder (FASD) prevention which includes priority access to addiction treatment for pregnant women, specific programing for women with FASD, comprehensive reproductive health education and access to birth control options and counselling. One of Aventa’s priorities is working with pregnant women; pregnant women are admitted without delay to help decrease the risks associated with (FASD).

It has been researched and demonstrated that addictions in women exist for different reasons and manifest in different forms than addictions in men, underlining the need for gender-specific treatment. Due to women’s histories of violence and trauma, gender-specific treatment provides a safe opportunity for treatment and recovery. Aventa’s treatment programs place an emphasis on providing an environment that is safe, supportive, and establishes a clear recovery process for women.

Many women living with addictions have multi-faceted problems with alcohol, drugs, gambling, trauma and mental health issues, indicating the need for treatment facilities that are able to address more than one addiction/health problem at a time. Aventa utilizes a holistic approach in treating women by using a biological, psychological, social and spiritual model. Aventa supports the belief that many of the harmful effects of alcohol and drugs are preventable, and incorporates this belief throughout our programs.

Incorporating curriculum researched and written by Dr. Stephanie Covington, Aventa provides concurrent capable, trauma informed, gender responsive, addiction treatment programs to meet the unique needs of women based on best practices and current research.

Vision

The Vision statement describes how Aventa sees itself five years from now. Aventa's Vision statement is:

"Leader in the treatment of addiction for women in Canada."

Mission

The Mission describes the distinctive identity or purpose Aventa seeks within the community. Aventa's Mission statement is:

"To improve the lives of women and their families affected by addiction, mental health, and trauma through treatment, advocacy and education, in a safe and supportive environment."

Values

Aventa's values define what we believe in; they provide us with a common understanding of what's important and provide us with a framework for our actions.

Aventa's Values:

Respect:

Clients, Staff, Families, Volunteers and Community Partners are treated with respect, compassion, and dignity.

Integrity:

Conduct all business in an honest, ethical, confidential and accountable manner.

Excellence:

Incorporating Safety and Best Practices in the delivery of Client centered programs and services.

Transparency:

Being open and honest about our actions.

AVENTA STRATEGIC PLAN 2017 - 2022

STRATEGIC PRIORITY# 1 RESPONSIBLE FINANCIAL AND FACILITY MANAGEMENT

Key Direction #1: Build sustainable operating revenues and capital management.

Key Direction #2: Maintain efficient, safe, welcoming, and clean facilities and set a high standard for both usage and care.

Key Direction #3: Capital Planning – The Aventa Board of Directors and Senior Management will develop a long-term Capital Plan.

STRATEGIC PRIORITY #2 – TALENT MANAGEMENT – EFFECTIVE MANAGEMENT OF HUMAN CAPITAL

Key Direction #1: Enhance the team culture at Aventa.

Key Direction #2: To be an employer and workplace of choice.

Key Direction #3: Develop the capacity of Staff to deliver innovative and excellent programs and services.

STRATEGIC PRIORITY# 3: QUALITY IMPROVEMENT AND SAFETY

Key Direction #1: Provide quality services with an emphasis on continuous improvement and safety in all areas of our business.

Key Direction #2: Provide services to address health factors that may promote recovery and the well-being of Aventa's Clients.

Key Direction #3: Integrate Aventa's vision, mission and values and application to practice throughout the organization.

Key Direction # 4: Review and update individual and group counselling curriculum to reflect Best Practices.

Key Direction #5: Build resiliency in Clients we serve through skill development, and address mental health issues in the context of addiction recovery.

Key Direction #6: Build effective Support Systems for Aventa Clients post-treatment.

STRATEGIC PRIORITY #4: VISION AND GROWTH

Key Direction #1: Excellence in Public Relations and Communications.

Key Direction #2: Develop an Overall Information Management System to meet Aventa's needs.

Key Direction #3: Program and Facility Expansion (at 610 – 25 Avenue S.W.)

Key Direction #4: Effective Board Leadership, Recruitment and Development.

History of Aventa

In 1970, recognizing a need in the community, Rev. George Whitford of The Trinity United Church appealed to Calgarians and philanthropists Mr. and Mrs. R.J. Robb, to provide the necessary funds to purchase a home exclusively for women in recovery. Mr. and Mrs. Robb generously donated the funds to purchase a halfway home exclusively for women in Calgary. Located close to the Bow River, the home was named The Riverside Villa.

In 1971, The Riverside Villa was run solely by volunteers and funded by donations from businesses, church groups and individuals in the Calgary community. It was during the first year of operation that volunteers realized the majority of the women who stayed at The Riverside Villa misused alcohol; as a result, the Villa developed an Alcohol Recovery Plan for women.

In 1973, The Riverside Villa enrolled its 200th Client and remained the only gender-specific alcohol recovery residence in Alberta exclusively for women. Three years had passed since The Riverside Villa's inception; the residence was still run by volunteers and sustained by donations from businesses, church groups and individuals across Alberta.

In 1974, it was determined that the Riverside Villa's Alcohol Recovery Program required long-term committed funding. The Riverside Villa Board applied to AADAC for funding, and the request was granted for operating costs of a new residential facility located in southwest Calgary. The new treatment facility housed 20 women. Six professional Staff Members were hired and a 28 day addiction treatment program was developed.

In 1977, The Riverside Villa's southwest residential facility was sold and profits were used to purchase a new residential facility. In 1980, a second residential facility was purchased and the agency's name was changed to The Villa Recovery Centre.

1978 – 1992, Unable to locate any information during this time frame in archives.

In 1993, Aventa went through a restructuring process and along with the Alberta Alcohol and Drug Abuse Commission (AADAC), and implemented an outpatient program. Through research and evaluation, it was determined that many women had family commitments or were single mothers; these responsibilities inhibited their ability to receive residential treatment.

With the support of AADAC, Aventa developed a relationship with Alberta Infrastructure who provided Aventa with a beautiful home in the community of Sunalta located at 1916 – 12 Avenue S.W.

In 1996, the Medallion of Distinction Award from the Canadian Centre on Substance Abuse was presented to Aventa for outstanding service in the area of addiction treatment.

During 1997 – 2001, an increase in demand for services and a three month waiting list prompted the Aventa

Board and Executive Director to develop a capital expansion plan. After the evaluation was completed, it was determined that Aventa required approximately \$5 million dollars to purchase and renovate a new treatment facility.

Due to the risk of relapse and overdose Aventa started accepting clients on opioid replacement therapies, an evidenced based approach to opioid addiction.

During 2001 – 2003, Aventa launched a fundraising campaign to purchase and renovate a facility to meet the demand for services. Aventa purchased a facility located at 610 – 25 Avenue S.W. from Extendicare Canada for \$2.7 million and renovated it for a total of \$4.6 million.

During 2004, Aventa renovated and moved into the new treatment centre on March 1, 2004. The expansion allowed Aventa to grow from 16 beds to 45; this included 36 beds at the main facility and 9 long-term beds at the 1916 – 12 Avenue S.W.

During 2005 – 2006, A needs assessment was conducted which determined that Aventa Clients would benefit from a trauma informed curriculum and other program and services enhancements. Aventa worked on identifying funding sources to support program enhancements and quality improvements to enhance Aventa’s programs and services.

In 2007, Aventa added a fitness centre to the facility located at 610 – 25 Avenue S.W. Aventa identified a new trauma-based curriculum written by Dr. Stephanie Covington and began to implement this program in February of 2007. Aventa launched a new smoking cessation program Called “Quit and Stay Quit” and started providing nicotine replacement (NRTs) free of charge to all Clients. Aventa introduced a new gambling Program curriculum called “21 Steps to Stop Gambling”.

In 2008, Aventa significantly enhanced the safety of Staff and Clients through the installation of a camera monitored security system at 610 – 25 Avenue S.W. A total of 38 cameras and monitoring equipment was installed. Security glass was installed in all Staff offices and meeting rooms.

Aventa brought Dr. Stephanie Covington to Calgary for 3 days to train Staff on her trauma curriculum used in our treatment programs. Aventa opened 8 beds for young adults aged 18 – 24, under the Alberta Justice Safe Communities Program. These beds are funded through the Ministry of Alberta Justice in collaboration with Alberta Health Services. As a result of adding the 8 Safe Communities beds, 7 long-term beds were relocated to our second facility located at 1916 – 12 Avenue S.W. for a grand total of 16 long-term beds. The facility was renovated and new furniture was purchased.

Aventa added 8 Phase II short-term beds and 3 pre-treatment beds to 610 – 25 Avenue S.W. for a total of 11 additional beds. This combined grand total increased Aventa’s bed capacity to 62 from 44.

In 2009, motion detector lights were installed on the side of the facility and in the back parking lot to increase the safety of Staff and Clients accessing the facility through the park entrance in the evening. Carpet was removed throughout the facilities and replaced with flooring to create a more healthy and

hygienic environment for Staff and Clients. The second and third floors were completed in 2009 at 610 – 25 Avenue S.W. The flooring in the basement and first floors were changed at 1916 - 12 Avenue S.W.

In March of 2010, Aventa significantly enhanced the landscaping on the front of 610 – 25 Avenue S.W. location in response to some feedback from neighbors in the community of Cliff Bungalow/Mission. Railing was removed, trees were added, rocks were brought in and many plants and bushes were planted.

The Safe Communities Program name was changed to the Young Adult Treatment Program (YAT); in order to accommodate the demand 2 beds were added for a total of 10. Aventa installed a computerized swipe card system that includes door locking and scheduling programs to further enhance the security system and the safety of Aventa Clients and Staff. Motion detectors were installed on the second and third residential floors to assist night Staff in identifying when Clients are moving through the hallways and stairwells in the evening and night shifts.

In 2011, Aventa became an accredited organization with Accreditation Canada. Accreditation Canada is a not-for-profit, independent organization accredited by the International Society for Quality in Health Care (ISQua). Through the standards and accreditation programs, Accreditation Canada works with health care organizations to help them improve quality, safety, and efficiency.

In 2011 Aventa brought Dr. Stephanie Covington to Calgary for 3 days to train Staff on her trauma curriculum used in our treatment programs. Aventa created an agency Facebook page to help stay connected to Alumnae. A monthly E-Newsletter was initiated to provide ongoing information to Alumnae and includes health and addiction information as well as details on all upcoming Aventa events.

During 2012, Aventa continued to focus on Quality Improvement and Safety in every aspect of the organization. A new Client Management Database was purchased and implemented. Accreditation Committees were established to continue the work of quality improvement and safety in all aspects of Aventa's business. Aventa implemented a new assessment tool based on the Addictions Severity Index. Aventa started an internal Newsletter.

Aventa was accredited with Exemplary Standing in 2013 by Accreditation Canada.

In 2013, Aventa partnered with Safeworks, a service provided by Alberta Health Services. Safeworks nurses come on-site to Aventa every other Thursday to provide screening for HIV, sexually transmitted infections, and vaccinations.

For many years Aventa has provided addiction treatment services for women coming from the Northwest Territories. **In 2013**, Aventa extended this service further with the signing of a contract with the Government of the Northwest Territories to put 6 Phase II unfunded beds under contract.

During 2013, Aventa partnered with Smile Dental Hygiene to bring the Smile Dental bus to Aventa Clients every two weeks for onsite dental services. Aventa believes that dental hygiene is a critical part of good oral health because it helps to prevent future dental problems and other serious health issues.

In 2014, Aventa partnered with The Alex Community Health Bus to provide on-site gynecological services to Aventa Clients every two weeks. Aventa also began accepting 4th year Nursing Students from the University of Calgary who shadow Aventa’s nurses to learn about the needs of women with addiction and mental health concerns.

In 2015 Aventa received an Inspiration Award for Leadership in Family Violence Prevention from the Ministry of Alberta Human Services. The Inspiration Awards recognize individuals and organizations for their outstanding commitment and leadership in family violence and sexual violence prevention. Awards are given out in four prevention categories: family violence, sexual violence, child sexual abuse, and bullying.

Aventa was awarded the True Award for True Service in 2016 from The Lieutenant Governor’s Circle on Mental Health and Addiction. On October 6, 2016, the Honorable Lois Mitchell, Lieutenant Governor of Alberta, presented Aventa with a True Award for True Service. Aventa was nominated by Dr. Glenda MacQueen, Dr. Beverley Frizzell and Dr. Kate Bisby.

The selection process is managed through the Lieutenant Governors Circle on Mental Health and Addiction and the award is presented to a public body that has shown itself to be of excellence in the delivery of mental health and addiction services in Alberta. This award is presented to a national, Provincial or civic agency, branch, department or public entity that has made an outstanding contribution to the improvement of mental health and addiction services.

On August 13, 2016, Aventa received an award from the Canadian Federation of Business and Professional Women Centennial Recognition to mark a Canadian Milestone, 100 years of Women’s Suffrage. It was an honor to be selected as one of the 100 organizations across Canada that are dedicated to improving lives of Canadian women and girls, their families and their communities.

The 25th Annual Alberta Justice and Solicitor General Community Justice Awards was held on June 6, 2016 and Aventa received an award in the category of Leadership, recognizing outstanding contribution to community justice in Alberta for providing a holistic and client-centered approach to addictions and trauma recovery.

Nominations for the Alberta Community Justice Awards are submitted annually by members of the public. The awards are presented under the categories of leadership, innovation, community mobilization and partnerships and collaboration. The event was co-hosted by the Honorable Kathleen Ganley, Minister, Justice and Solicitor General, along with the Medicine Hat Police Service Chief Andy McGrogan at the McDougall Centre in Calgary. Community Justice Awards were presented to recipients from across Alberta in recognition of their local community safety and crime-prevention work.

In 2016 Aventa added 2 residential treatment beds at the 610 – 25 Avenue S.W. location through a

partnership with the Calgary Fetal Alcohol Network for women who are diagnosed or suspected of having FASD or severe mental health problems. Aventa also added one additional bed for the Government at the Northwest Territories.

In 2016 Aventa purchased the property adjacent to 610 – 25 Avenue S.W. The new building provides Aventa with the opportunity to create a reception/assessment area, 10 offices, 3 large spaces to facilitate yoga, drumming, Family and Friends and Parenting Groups, Staff Training, Alumnae meetings and celebrations, and Continuing Care.