



COUNCIL FOR ABORIGINAL ALCOHOL PROGRAM SERVICES INC.

CAAPS IN 2013





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Aboriginal and Torres Strait Islander persons are warned that some images contained in this report may offend. CAAPS has carefully selected the photos included in this publication and taken all reasonable measures to ensure that the report does not contain photos of those deceased. We thank you for your understanding with this sensitive matter.



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CAAPS STAFF 2013



'We have a good, solid team of people who aren't here for the money. They're here because they want to be and they're committed to working with people who want to change their lives.'

- Rus Nasir, Clinical Manager Healthy Families



A MESSAGE FROM OUR CHAIRPERSON DEAN CHISHOLM

Change is nothing new for Aboriginal community controlled organisations, particularly one that is at the forefront of the Aboriginal Alcohol and Other Drugs sector. Rehabilitating people who face significant AOD issues is about encouraging and supporting change. Working with government and community agencies is about managing change of policy, funding requirements and the demands of our networks. Sometimes we have the luxury of managing change in our organisations through succession planning, but more often than not this is a luxury.

CAAPS is working through significant changes right now: we've had staff changes throughout the organisation and we may have changes to our Board and governance structure in the wake of this year's Annual General Meeting. Change is nothing to be afraid of, because it's a natural process and if we don't change, we stagnate. But in facing change, we have to remember two important things: we need to consolidate what we do; and we need to do the right thing by our clients, our communities, our funding bodies and our staff.

We consolidate daily by keeping our vision and mission in focus and working to them. As a government-funded agency, we have to work to strict funding criteria and show that we are responsible and accountable and I'm pleased to say we have positive dialogue with our funders about our policies, procedures and activities.

As a community controlled agency, we have to show that we deserve the support of our communities by being accountable to them and by supporting other community agencies. As an AOD agency, we have to show that we are effective in working with our clients so they can deal with the issues that have brought them to us; and feedback from our clients and their families and communities suggests we're on the right track. And as an employer, we have to attract staff who share our vision and can deliver our programs effectively; and treat them with the respect they deserve.

If we keep these firmly in mind as we work through the day-to-day business – and I know that's not always easy – and we can show ourselves to be professionals, we'll be doing our job. And that's all anyone can ask of us.

It's not how much we give, but how much love we put into giving – Mother Teresa



WHO WE ARE

CAAPS is a community-based substance misuse service that supports Aboriginal and Torres Strait Islander families who are experiencing alcohol and other drug (AOD) issues. We were formed in 1984 as a joint initiative of the Uniting, Catholic and Anglican churches.

Before moving to the present campus on Boulter Rd Berrimah in 1995, the service operated out of the Gordon Symonds Hostel in Winnellie and then for a brief period at Knuckey's Lagoon.

We are funded by the Australian Government Office of Aboriginal and Torres Strait Islander Health Substance Use Program, the Department of Families and Housing, Community Services and Indigenous Affairs, and the Northern Territory Government.

This funding means we can provide:

- ☐ A residential rehabilitation service, the Healthy Families Program, which offers up to 30 places for a family-focussed 12 week program
- ☐ A residential Volatile Substance Abuse (VSA) program for up to 8 clients for up to 16 weeks
- ☐ An outreach service to the Darwin-Palmerston region.

We have been successful in gaining funding from other sources, notably from Aboriginal Hostels Ltd for supported accommodation in the Dolly Garinyi Hostel for all Healthy Families Program clients. CAAPS remains a Registered Training Organisation, but the training unit has been temporarily suspended while we refocus our efforts.

OUR VISION

It is the vision of CAAPS to provide excellence in service delivery in the area of substance misuse. A central focus will be to provide families and individuals with appropriate educational materials and accredited training directed at explaining the dangers associated with substance misuse. To this end, partnerships will be strengthened with educational institutions.

CAAPS envisages an organisation with support facilities based in communities. It is imperative that we remain sensitive and aware of the needs of our community partners and clients. It is also essential that we communicate these needs to the public and that we contribute to government policy.



OUR MISSION

CAAPS is an Aboriginal and Torres Strait Islander community controlled organisation whose mission is to provide effective and efficient assistance to Indigenous Australians to overcome problems caused by substance misuse.



CAAPS took its place with other Aboriginal organisations at this year's NAIDOC March. Our clients carried the banner they made in art therapy with pride.



OUR PRINCIPLES

CAAPS works in a holistic way and within the guidelines of harm minimization with people who are misusing alcohol or other drugs. We recognise that alcohol and drug misuse can be treated more effectively by involving the whole family.

Family members experience health, emotional and spiritual harm as a result of a family member's use of alcohol or other drugs. They will often be more motivated and responsive to making changes in their lives than the person using the substance and they need to be supported and empowered.

CAAPS has a long-term commitment to the Aboriginal peoples and their communities in Northern Australia. We recognise their diversity and uniqueness and we respond to the needs of all the people through differing models of intervention, including workshops, training, case management, and individual and family counseling.

CAAPS recognises that communities are serviced by a wide range of agencies that often work in isolation from each other. If these agencies work closely together, they will be able to operate more effectively and place less of a burden on community time and energy. We place a high priority on networking with allied agencies (like the NT Departments of Housing, Health, Justice and Correctional Services, the North Australian Aboriginal Justice Agency, and Centrelink) to create better relationships and more effective service delivery.





OUR GOVERNANCE

CAAPS is governed by an elected Board comprising up to three CAAPS members from each of the Catholic Diocese of Darwin, the Anglican Church Diocese of the Northern Territory and the Uniting Aboriginal and Islander Christian Congress and up to three appointed members from the Darwin-Palmerston region.

Two out of three of the nominees must be Aboriginal people and there should be at least one woman and one man from each denomination. Membership of CAAPS is open to Aboriginal or Torres Strait Islander people who live in the Northern Territory. They must be accepted by family and community as maintaining a culturally responsible and sober lifestyle and they must agree with CAAPS' policies, procedures and practices.

Non-Indigenous people may also be members under these conditions, provided they are accepted as sensitive to and supportive of Aboriginal and Torres Strait Islander cultural identities.

CAAPS BOARD

2012-13



Dean Chisholm, Chairperson. is the Manager of St Vincent de Paul's Ozanam House



Frank Ah Mat (Vice Chair, Darwin) works to improve the lives of the NT's Indigenous people and is involved in local sporting associations



Keith Mamarika (Groote Eylandt) is a councillor on the East Arnhem Shire Council who has worked for many years with the Substance Misuse Service in Angurugu Community



Claudia Kantilla was born in Nguuiu, a large community in the Tiwi Islands. She has worked extensively in both CAAPS and in Centrecare in fieldwork and AOD counseling.



David Mirrawana is a Traditional Owner and elder from Maningrida who works with Bawinanga Aboriginal Corporation



Fr Dan Benedetti is a member of the Missionaries of God's Love. He is chaplain to the St Martin de Porres Aboriginal Catholic community.



Djawut Gondarra joined the Board in October 2012. He is a Traditional Owner from Galiwin'ku (Elcho island) and his language group is Golumala in Bakirra. He is a nominee of the Uniting Aboriginal and Islander Christian Congress



Yurranydjil Dhurrkay is also a Traditional Owner from Dhalinybuy, near Nhulunbuy, and a nominee of the UAICC. She is an adviser to Coordinated Support for Indigenous Scripture (CSIS) and a translator in the CSIS Translation Service.



Sue Stanton
Resigned March 2013



Eddie Mulholland
Resigned July 2013



CAAPS PEOPLE



Jill Smith joined CAAPS as CEO in July 2013 after two years in Operations and State Director NT for Mission Australia. Over the past 20 years she worked with the Department of Community Services in the NSW Far West region, based in Broken Hill managing services from Corner Country to the South Australian and Victorian borders and then nine years with a Sydney-based not-for-profit youth service managing residential treatment and community services as Deputy Director for Youth off the Streets.

'I felt I could help CAAPS deliver while reflecting on some core principles based on capacity building for Aboriginal people, working alongside the CAAPS Board and staff while bringing my leadership experience in the NGO sector to the role of CEO.'

Rus Nasir, Clinical Manager of CAAPS' Healthy Families Program is a Darwin-born and raised Aboriginal man whose family is from Broome. His working life so far has been in the health sector. Most recently he was Director of Aboriginal Health with the NT Government. He was previously Program Manager with Larrakeyah Nation, ran the University of Adelaide's Aboriginal Health Unit and worked with the South Australian Aboriginal Affairs Minister.

He is not a newcomer to the AOD sector, having run a substance misuse program in metropolitan Adelaide, which involved outreach services. After six months in the position, he believes CAAPS is a good environment for both clients and workers. 'We have a good solid team and the main challenge is to get the right balance of clients,' Rus says. 'We're all here because we want to be.'



Baldeep Singh joined CAAPS in September 2013 as a Human Resources and Compliance Officer. She brings a wealth of experience in executive roles in human resources management in the private, public and not-for-profit sector in Malaysia and in the Northern Territory. Baldeep moved to Darwin from Malaysia in January 2008 and has been living and working in Darwin with people from culturally diverse backgrounds. "It is exciting for me to become part of the CAAPS family where I have the opportunity to work with all of you".

She applied for this position with three primary interests: working for an organisation with a compelling vision; capitalisation on great capabilities; and working with great people. "My philosophies are to lead by example, be a team player, very much a people person, and together we succeed". Baldeep says.



MORE CAAPS PEOPLE

Claire Taylor is another very new face to CAAPS, having started in early September as our Finance and Operations Manager. She is a Certified Public Accountant who has extensive experience working in both government and private sectors, and in NGOs.

She is a long-term Darwin resident, who has recently returned after 12 years working for aid agencies in the region: in Timor Leste, the Solomon Islands and Papua New Guinea as a financial adviser and mentor, building the skills of her counterparts in local agencies.

Claire chose to work in CAAPS so she could apply what she had learned overseas in an Aboriginal community-controlled setting. 'There are similar issues in capacity building and working across cultures,' she says. 'Working at CAAPS seems like a good fit for me.'



A Walpiri woman from Papunya, Moogie Patu has spent much of her working life in Alice Springs, working in education and health. After graduating from the old Lismore Teachers' College (now Southern Cross University) she began working with NT Education as a pre-school teacher in 1972. She managed the Strong Families, Strong Communities program for NT Health before transferring to Centrelink and moving to Darwin.

She began working with CAAPS early this year as an AOD worker and is now the Homeless Outreach Worker with our Outreach Service. 'I'm finding it humbling working at CAAPS,' Moogie says. 'I thought I knew it all, but I'm really getting educated and starting to join the dots about people and alcohol. My attitude used to be that people should be able to get off it if they wanted. Now I understand it's not as simple as it seemed to be.'

Penny Roberts is another very new face: she started work at the beginning of September as Community Outreach Worker with the Outreach team. She has a Bachelor's degree in Youth Work and a Diploma of Education. Before moving to Darwin to join CAAPS, she worked with Djerriwarrah Community Education, a Melbourne-based Koori organisation, on a Youth Connections program. The program aimed to get the younger clients back into school and the older ones into training and work.

She is excited at the prospect of working in the Top End with CAAPS. 'I did a two-month placement at Papunya while I was studying,' Penny says. 'And I'm looking forward to the challenge of working at CAAPS. For me it's a great opportunity to apply my skills and learn about Indigenous people.'





CAAPS ON THE ROAD

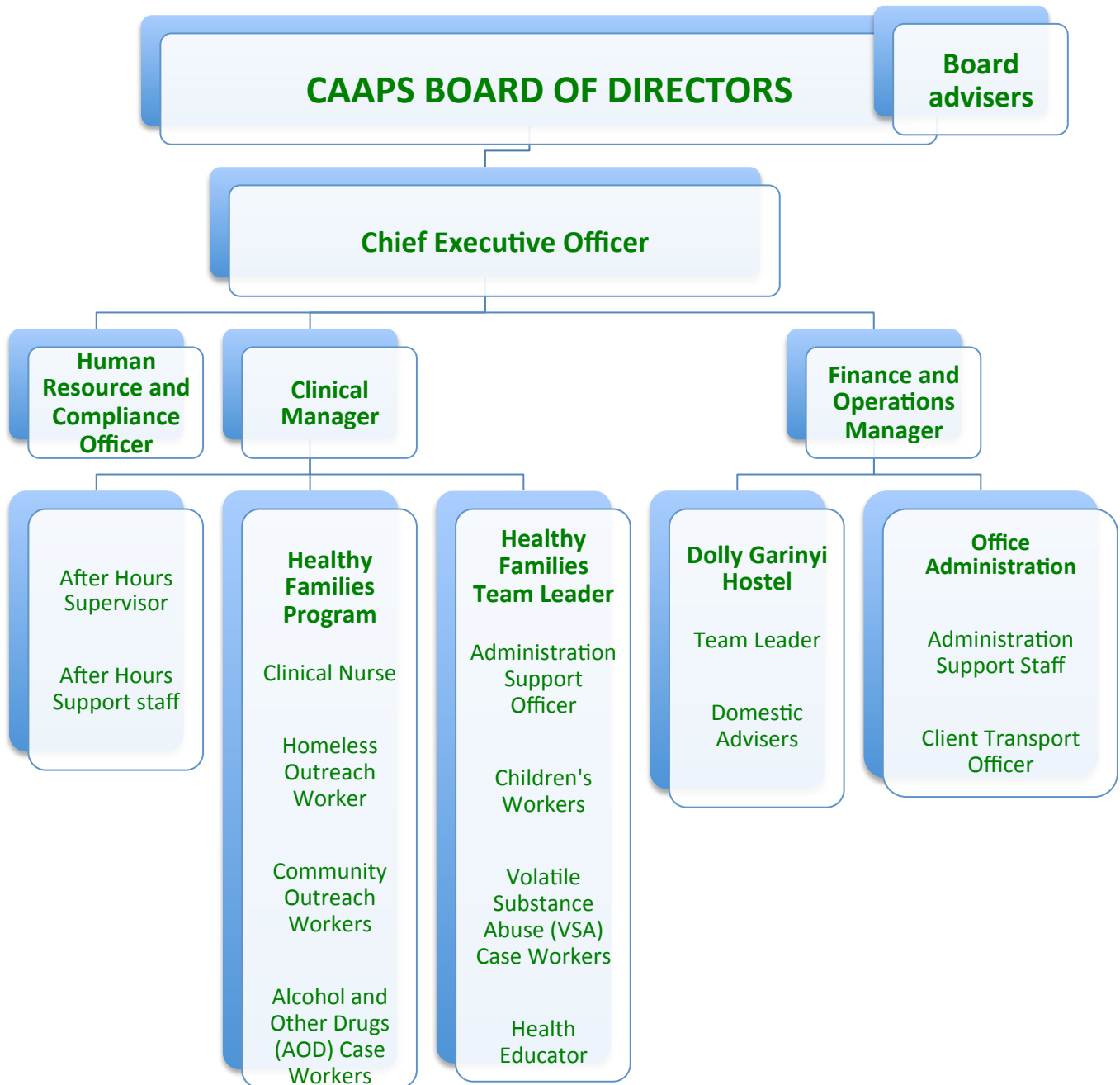
This year the Healthy Families team showcased CAAPS had a high profile presence at the Barunga Festival. Sports stars Daniel Motlop, Gilbert McAdam and Ronnie Burns from the Marngrook Footy Show joined Nova Peris in helping get the message about healthy lifestyle choices to young players in the football carnival and other sporting events.



Healthy Families were also on show closer to home at the Closing the Gap Day at the Karama Shopping Centre.



ORGANISATIONAL CHART



A MESSAGE FROM OUR CEO



I'm joining CAAPS at a time when, as the Chairperson has already pointed out, we need to regroup and refocus. I think we have the team of people who have the imagination and the commitment to do that, but it requires us all to be totally professional in the way we go about it.

And we're in a volatile period at present. Policies are changing as governments and their agencies look for solutions to the crisis of substance misuse. This makes it all the more important for us to have with a very clear idea of what our community needs from us and how we can meet those needs and at the same time stand up to scrutiny from our funding bodies, our communities and our clients.

How do we do that? We listen to our communities and we make sure our vision is consistent with what they are saying, because we are nowhere without them. Then we work through our strategic planning processes and we build our capacity to deliver an effective and accountable service.

We keep our funding agencies close as part of this process, we meet their expectations and we report positively against their indicators. And we recognise that we need appropriate and governance to do that, so the Board will, over the next few months, look at our options for incorporation. We need to build into our day-to-day operation mechanisms like quality improvement that will demonstrate that we are worthy of full accreditation as an AOD service, which is critical to our acceptance by government and the AOD sector.

I believe we have the support of all of the parties to do this and I know we can rise to the challenges. But, again, that means we have to be professional, we have to extend ourselves and we have to build on the skill base we share.

I think we're up for it!

Jill Smith



HEALTHY FAMILIES

CAAPS' Healthy Families Program is about people coming to deal with their substance use issues in a safe place and with family around them. It has developed over almost 30 years and today averages about 30 clients through each 12-week program.

The majority of clients manage to stay the distance and learn more effective life skills through one-on-one and group counseling sessions covering substance use, relationships, gambling and family violence. Increasingly clients are attending Alcoholics Anonymous meetings for additional support. This also helps build support networks for life after CAAPS.

Clinical Supervisor Rus Nasir says CAAPS creates an environment that supports change and recognises that sometimes it's important for people to get away from the pressures of your environment and build a fresh start. 'It's the only place where you can bring your family and work together on the issues,' he adds. 'Our clients stay on campus in the Dolly Garinyi hostel, so that's housing worries taken care of. Everyone gets health checks and we work with Danila Dilba Aboriginal Medical Service, so that's health getting attention. The kids go to local schools, with the younger ones going through our children's program, and their parents get training in parenting skills. Everyone gets to go fishing occasionally, so it's a holistic approach.'

Attendance in itself is not going to make a difference. 'We want people who want to make a change in their lives and we take people who we think can do the program,' Rus says. 'But we also want to have a balance of clients: we'll have people who come in on referrals or who self-refer; and we have people who have been mandated – sent here as a condition of release from custody. We also have a balance of single people and families, and of men and women.'

Having the right staff for Healthy Families is critical. 'We have a good, solid team of people who aren't here for the money,' Rus says. 'They're here because they want to be and they're committed to working with people who want to change their lives.' Rus Nasir envisages a wider role for the future. 'We've been working in the AOD field for 30 years and we need to broaden our scope,' he says. 'We need to work more in communities – particularly in remote areas - to set up support groups and involve parents and families of people with AOD issues. They understand what their kids are going through and they can help them at a local level to draw the line.'



Megan Conrad reads to clients' children during a Children's Program session.



OUTREACH

CAAPS Outreach workers service the small camps and communities of the Darwin-Palmerston region. The team is there to meet whatever need arises. Clearly a major role is in AOD assessments, advice and referral. But the team also helps connect people with appropriate agencies for health, legal issues, jobs or education, like Danila Dilba, NAAJA, Ozanam House and Centrelink. Early intervention is critical.

This year the Outreach team has added a Homelessness Outreach Worker, who works with clients while they are on the Healthy Families Program to assess whether housing is an issue. If they are NT Housing clients, this means liaising with that agency to make sure the client and family have somewhere to go to once they leave the program. If people are homeless, then they need help to get on to the priority waiting list and the Homelessness Worker will also liaise with community housing agencies and the mainstream real estate sector.



Moogie Patu, CAAPS' Homelessness Outreach Worker (right) with Outreach Worker Penny Roberts

VOLATILE SUBSTANCE ABUSE

CAAPS' VSA program takes up to eight young clients for a 16-week program, which runs in a similar way to Healthy Families, although for a younger age group. Over time the program has built up a good record of completions and young people tend to stay the distance here too. Feedback from communities says people recognise that it is a place where their children can go and come back with a more positive outlook on life.

CLINICAL NURSE

The Clinical Nurse does the groundwork of helping people maintain general health and wellbeing and empowers them to manage their own health. This year Clinical Nurse Jenny Mahoney has collaborated with the Children's Worker and the AOD workers to set up an early intervention program to assess and manage any developmental issues the children may have. Jenny and the Children's Worker work closely with the Education Department's Student Services staff, local schools and families. 'Early intervention – bringing in the right services as soon as you identify issues – is critical,' she says. 'If we get in early enough, there's a good chance we can do something about it.'

Jenny has also worked with Danila Dilba Aboriginal Medical Service and the Darwin City Council on a joint active health program through BodyFit. Exercise physiologists assess a client's fitness and tailor a program of exercise and nutrition specifically for them. The pilot will be assessed at the six week and 12 week marks. Darwin City Council is funding the pilot and CAAPS will seek funding to continue if the pilot is successful.

HEALTHY FAMILIES PEOPLE



The Team: (from left)

Leslie Egan, Admin Support; Jenny Mahoney, Clinical Nurse; Deb Canendo, AOD worker; Rus Nasir, Clinical Manager; Yadab G.C, AOD worker; James Parfitt, VSA worker; Elizabeth Stubbs, Healthy Families Team Leader; and Julie Wauchope, VSA worker

James and Julie, from the VSA team, discuss strategies with Elizabeth Stubbs (right) in the program's new Therapy Room. Elizabeth is the Healthy Families Team Leader and coordinates clinical work with the clients. She has been an AOD worker in remote and urban communities and joined CAAPS in 2007. She has done a bit of everything here before taking up her current position. "VSA after hours, the children's program, VSA and AOD support," she says. Elizabeth is now studying for a Bachelor's Degree in Behavioural Science. She is a member of the National Health and Medical Research Council's National Committee on Volatile Substance Use and co-authored a chapter in the *Handbook for Aboriginal Alcohol and Drug Use*.

"CAAPS is a great workplace and I like what we're trying to do," she says. "I like working with people who want to make a difference in their own lives."

Right: Max the Family Therapy dog insists on a place in a staff photo.





DOLLY GARINYI HOSTEL



Hostel staff (above); Auntie Noeline Briston, Manager Kim Ellis and Dee Voysey

CAAPS' Dolly Garinyi Hostel can accommodate up to 36 people at a time in single, double and family units. Over the past year the hostel has been working to capacity and already there is a waiting list for clients for future Healthy Families Programs. Domestic advisers work with clients, who do their own cooking, washing and cleaning. The hostel maintains a small office with a dedicated phone line for clients wishing to contact Centrelink.

This year Aboriginal Hostels Ltd (AHL) approved a \$15,000 grant to allow the hostel to buy new beds and bedding and the roofs of every building have been painted with heat-reflective paint. Hot water services have been upgraded and, apart from filling their usual duties, staff have already started preparing cyclone kits. A new basketball court (right) is a big winner and staff and clients manage a thriving vegetable garden.

AHL staff from Canberra paid the hostel an informal visit earlier this year. 'They just arrived on an ordinary day to see how we were going and we were doing our usual jobs,' says Hostel Manager Kim Ellis. 'I think they went away impressed at what we're achieving'.





GOODBYE HENRY WHITE

***'It's been the best job I've
had, working here...'***



After more than 18 years at CAAPS Henry White finally called it a day on the 12th December last year – on the 12th minute after midday, to be precise. In his time Henry managed the hostel and was one of CAAPS' award-winning training team. He had 14 years in the insurance business and his career ended with his resignation the Friday before Cyclone Tracy hit Darwin. He entered CAAPS after 13 years in his own business, running a take-away. "I'd been working too many hours to make a profit out of the business and the chance of working at CAAPS came up," he says. "I phoned up on a Thursday and was interviewed the same day, then I was called upon Friday to start work the following Monday." In the early days, funding was scarce and it was Henry's job to make the dollar go as far as it could. "I did all the handyman work around the place and used to go out looking for donations of fruit and bread," he says.

Henry was born in Brisbane, just after the end of World War 2. His mother had been evacuated from Darwin before the bombing. He didn't actually come to Darwin until 1948, when the family lived in Stuart Park, where the Highway Arcade now stands. CAAPS' Deputy Chairperson Frank 'Doodles' Ah Mat was a neighbour and the two have remained friends. After his parents divorced, Henry went to live in Garden Point, and then went to Townsville with his father, who was of Torres Strait descent. He remembers eating plenty of mud crab, turtle and fish with his relatives.


For Henry, CAAPS has always been about people. "I've been lucky working with like-minded people," he says. "We worked as a team; we were a unit. And we were all committed to helping our fellow human beings and we all believed everyone was important. It's been the best job I've had, working here." And working at CAAPS was doing what came naturally. "I've always tried to treat people the way I wanted to be treated," Henry says. "That's how I was brought up – to do the right thing. People might think they're a problem, but they're just people like the rest of us."

Henry is proud that the work he and others did in the training unit was acknowledged with a national award. "It's not the award as such that matters to us, because we knew we were doing a good job and we got good feedback from our clients," he says. "As long as people in the community and our students knew, that was enough for us. But it was important to let other people know – the people who didn't know what we were doing." Henry's family – three sons and two grandchildren – is spread between Sydney, Brisbane and Darwin. He will not be relaxing too much in his retirement, because he still does voluntary work for the Catholic Church. He recently took students from the NT to meet the Pope at the World Youth Congress in Brazil. And, knowing Henry, he's sure to find more things to keep himself busy.



WORDS (AND A PICTURE) FROM OUR CLIENTS...





I was once a blind drunk but now I see, what these three months have done for me. You gave me a home and a safe shelter, but better than that, you bought my little family back together. It was hard at first but with your help, you made me realise that I had to take the first step. So thank you staff of C.A.A.P.S for teaching me about the 12 steps, that will hopefully make my life a bit less stressed.

From your very happy and grateful client.



LAST, BUT NOT LEAST

When everyone else goes home, they're on the job for our clients. The CAAPS After Hours Team (from left):

Rocky Cousins, Leon James, Gina Smith, Pat Raymond, Marty White and Michael Chan



FINANCE

The CAAPS Board would like to thank the following agencies for their continued financial support during 2012/2013:

- ☐ Office for Aboriginal and Torres Strait Islander Health (OATSIH)
- ☐ Department of Health and Aging (DoHA)
- ☐ NT Department of Health
- ☐ NT Department of Children and Families
- ☐ Aboriginal Hostels Limited
- ☐ Commonwealth Department of Families, Housing, Community Services and Indigenous Affairs (FaHCSIA)
- ☐ Commonwealth Department of Education, Employment and Workplace Relations (DEEWR)
- ☐ NT Department of Education and Training (DET)

Understanding the financial position of an organisation is essential for the successful provision of its services to clients. Managers and staff need sound financial information when they are delivering, monitoring, evaluating and planning CAAPS activities and programs. The role of Finance Department is to provide accurate and timely financial information and robust systems to support the decision making process. With this in mind an internal Finance and Operations Manager has recently been appointed.

Maintaining and improving the financial management framework at CAAPS continues to be an important focus of our work. CAAPS is committed to the continuous ongoing improvement of its' financial governance, procedures and processes in order to ensure that it delivers a socially valuable service in a financially sound manner. Our aim is to ensure accountability and transparency in all our financial dealings, while maintaining an appropriate balance between meeting our clients' needs and our responsibility to ensure funds are used efficiently and effectively. If this outcome is achieved the result will be improved outcomes for all CAAPS clients and stakeholders.



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SERVICES INC.**

