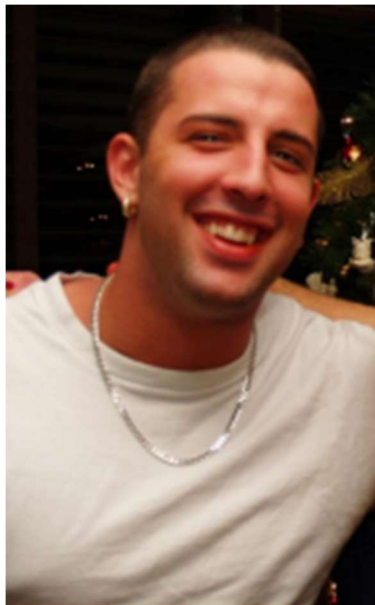


*Melani Fernando, under the supervision of Judith Jayasuriya with the partnership Bruce Oake Recovery Centre has written this case solely for the 2024 Tri Hour Challenge Case Competition. The author has no intention to comment on or evaluate the handling of managerial decisions within Bruce Oake Recovery Centre. Photocopying transmitting, distributing or reproduction this case in any form or by any means is strictly prohibited.*

# Bruce Oake Recovery Centre: A Place for Healing, Recovery and a Foundation for Life

## Bruce Oake (1985 – 2011)



A foreword by Anne and Scott Oake

Bruce was our firstborn son. He was precocious and engaging, with a big, booming voice. A diagnosis of Attention Deficit Hyperactivity Disorder (“ADHD”) made elementary school difficult for him. But, by high school, he had learned to adapt. He was popular. He made his varsity basketball team through hard work. He was a Canada Games boxer, which easily established him as the toughest person in either of our extended families. He had a gift for contemporary music and won a number of “rap battles”. Bruce described those battles as a fistfight with words. Imagine his conservative parents cheering their son as he tried to out-insult his opponent with witty and often crude repartee. And we did because we recognized his talent and wanted him to succeed.

A big component of ADHD is impulsiveness. It made Bruce willing to try almost anything. And no amount of parental guidance could keep him away from drugs, although, God knows, we tried. It started in high school with weed. That didn’t separate him from a lot of his peers but, moving on to ecstasy and crystal meth did. From there it wasn’t a giant leap into opiates, and soon after, heroin.

By his early 20s Bruce was in trouble and when Anne and I were first faced with the harsh reality he was an addict we acted quickly and decisively. We sent him, at considerable cost, to a private rehabilitation treatment centre just outside of Toronto. We naively thought a 45 day stay there would fix everything and we'd all go back to our routine lives. Sadly, it was just the beginning of an odyssey that would end tragically. Bruce's life became a chronic cycle of treatment, rehab and failure. His stays in treatment centres were all too brief. For a profound addict like Bruce they were akin to a rinse and wash or spin dry cycle. Nothing worked until we found a treatment centre in Calgary. Simon House is where Bruce had his greatest success. It is a 3 stage, long-term facility where addicts can stay for up to 3 years and where they are hopefully given the tools that give them a fighting chance to make it. Bruce stayed at Simon House for a year. He was clear headed and facing up to what he was; an addict. It may seem odd to say, but Anne and I were never prouder of him.

Sadly, the cycle had not been broken. Bruce should have stayed at Simon House but left after a year. He relapsed. A year later he re-entered Simon House and lasted only a few months. A week after being asked to leave for failing a drug test our son was dead of a heroin overdose at age 25.

Anne, Bruce's brother Darcy and I have holes in our hearts that will never heal. Nonetheless, we are determined to make Bruce's life mean something, to have something good come out of his tragic death. That would be the establishment of a rehabilitation facility in Manitoba. We will call it "Bruce Oake Recovery Centre – A Place for Recovery, Healing and a Foundation for Life". It will be a journey to get there. We hope you'll join us.

Sincerely,  
Anne and Scott Oake

## 1.0 General Overview

There is a significant need for a treatment facility of this nature in Winnipeg and Manitoba. Existing treatment facilities have waiting lists in excess of a month. Furthermore, delaying treatment for substance abuse can be detrimental to treatment success and often clients drop out during the wait period.<sup>1</sup> There are currently no facilities in Manitoba with residential post-treatment support longer than one year.

The organization, with oversight from its board of directors, has secured a location for the facility and construction is began in January 2020. A \$16 million capital campaign is underway and expected to be 100% successful. The financial projections in the following sections are based upon the experience of Fresh Start with adaptations to the Manitoba environment and operating costs of our specific facility.

The Bruce Oake Recovery Centre will be a long-term treatment facility located at 255 Hamilton Avenue in Winnipeg. The facility will contain 50 client beds in 25 dormitory style rooms, kitchen, dining and living areas, as well as a fitness centre. The facility will have a meeting room for group counseling sessions and smaller individual meeting rooms which will also serve as office space.

The overall goal for Bruce Oake Recovery Centre is to be an accredited organization that is recognized for its exceptional client success rate, service effectiveness, and organizational efficiency. In order to achieve these goals, there is a need to establish deep roots in the community with vibrant and extensive

partnerships. Bruce Oake Recovery Centre will offer a range of services and resources essential for successful recovery.

Addiction has no cure but does have a solution. The Bruce Oake Recovery Centre will provide treatment under the FRESH START MODEL and PROGRAM. The Fresh Start treatment program follows the disease concept: They see addiction as an illness that is progressive and often fatal if untreated. The good news is that with treatment and a program of recovery, you can live a healthy, happy and productive life.

The Fresh Start program includes daily individual and group counselling sessions throughout the course of the program. This is reinforced with enhanced recreational and therapeutic activities conducted in an atmosphere conducive to physical, emotional, mental and spiritual growth. Fresh Start has seen many lives restored and families who have been brought together through this process. Fresh Start nationally recognized treatment program offers an individual approach to recovery. There is no one size fits all treatment.

### **VISION**

The Bruce Oake Recovery created a long-term program for those suffering from addiction that wish to seek Recovery without any financial barriers.

### **MISSION**

The Bruce Oake Recovery Centre provides addiction treatment as well as the resources and skills necessary to successfully re-enter society. The centre will help alleviate long waitlists from other treatment facilities in Winnipeg and Manitoba, aiming to significantly reduce the barriers to treatment for those who need it as well as support families that are also affected by the disease.

### **VALUES**

- **Compassionate:** We lead with the heart and approach our mission with love and kindness.
- **Trustworthy:** We value honesty, humility, and integrity trust is fundamental in the work we do.
- **Inclusive:** We want all identities, cultures, and abilities to be safe and supported in each person's self - determined journey towards well-being. We value the voice of diverse lived and living experience and the many paths of recovery and well-being.
- **Community:** Connection and supporting each other is core to our recovery-oriented values. We build bridges and bring participants, families, our health sector, and corporate partners together to create communities that can realize our mission and vision.
- **Better, Best, Brilliant:** We support each other to achieve industry leading standards using a strength - based approach. We recognize that prioritizing our own health and a culture of well-being leads to better health outcomes for those we serve.
- **Hope, Belonging, Purpose, Meaning:** Both science and Leaders/Elders have shown us that at the core of well-being is a felt sense of hope, belonging, purpose and meaning.

### **ORGANIZATIONAL OBJECTIVES**

- Provide access to world-class addiction treatment and substance use health support to Manitobans 24/7/365.
- Achieve industry leading treatment completion and recovery tenure rates.
- Support participants to achieve their housing objectives.
- Support participants to achieve their employment and education objectives.
- Provide access to world class therapeutic family supports to any Manitoban with a loved one struggling with substance use.

- Create and sustain a thriving workplace culture where community and well-being are nurtured and prioritized.
- Truth and Reconciliation - Bruce Oake aspires to be allies to First Nations, Metis, and Inuit communities and to continually improve our responsiveness to the cultural needs of Indigenous participants and their families and communities.
- Develop and celebrate recovery capital throughout Manitoba in partnership with other organizations across the full continuum of mental health and substance use services.

#### **KEY PERFORMANCE INDICATORS TARGETS (2021)**

- 140 Bed-based admissions to Phase I treatment/year
- 60%Phase I treatment completion
- 70%Housing Tenure at I year
- 60% Employment secured at I year
- 40% achieving their Recovery Goal at 1-year milestone
- 160 Participants supported through Outreach/year
- 140 Family members supported through family program/year
- 70% Employee engagement and psychological health and safety in the workplace
- • 24-7-365 Warm-line addiction support and Intake
- Implementation of new policies and practices that integrate the Calls to Action of the Truth and Reconciliation Commission.

#### **OUTCOMES DRIVEN FOR MANITOBANS**

##### Key Performance Indicators Update – 2022

In 2022, Bruce Oake demonstrated the ability to deliver and achieved the planned outcomes of the model through the following key performance indicator results:

- 140 admissions to treatment per year:
  - 152 Admissions achieved in 2022
- 60% Treatment Completion
  - 66% achieved in 2022
- 70% Housing Tenure at I year
  - 97% Positively Housed at one year post enrollment
  - At intake/enrollment only 27% housed
- 60% Employment secured at I year
  - 83% Employed at one year enrollment.
  - At intake/enrollment only 13% employed
- 40% achieving their Recovery Goal - 1-year milestone
  - As of 2022 end of year, 60 participants had 365 days since completing programing, of which 34 achieved their goal of continual abstinence.
  - This is 57% of participants achieving their initial long-term recovery goal.
- 168 Participants supported through Outreach in 2022
- 122 Family members and loved ones supported through family program in 2022 • 78% Employee engagement in 2022
- 24/7/365 Warm-line addiction support and Intake achieved in 2022
- Implementation of new full time Traditional Counsellor to support increased cultural responsiveness and integrate the Calls to Action of the Truth and Reconciliation Commission into Bruce Oake operations
- Co-Led Recovery Day Winnipeg 2022.

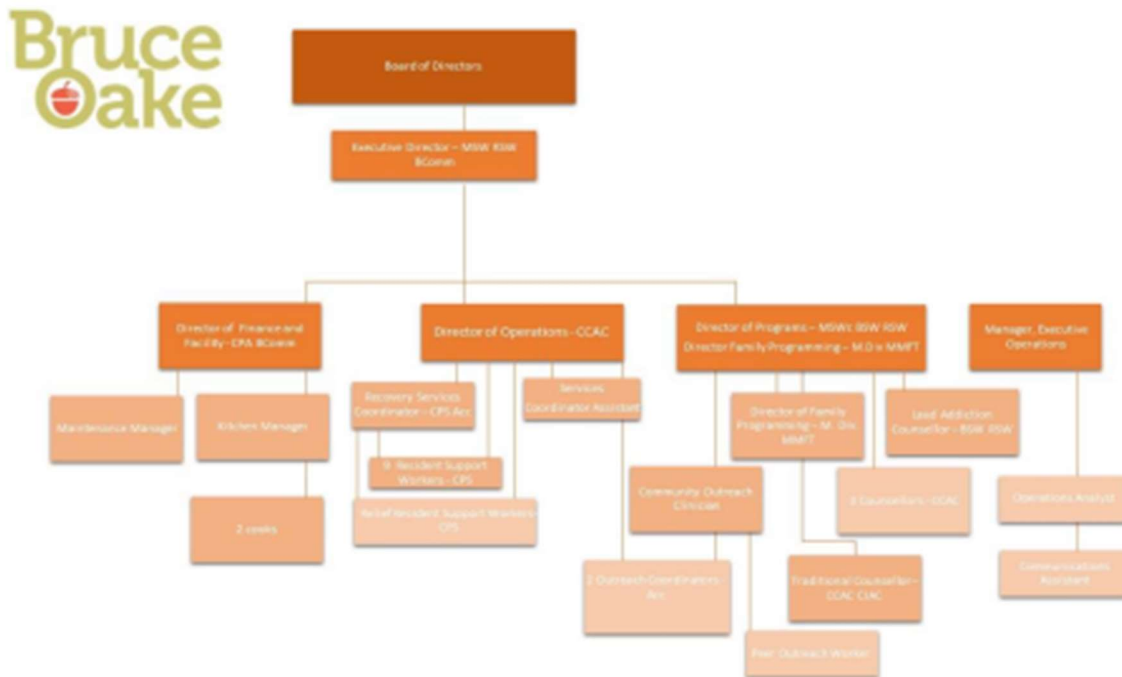
## 2.0 Operational Plan

Planning for the operation of the facility once completed is well underway. Our road map and blueprint is the Fresh Start Recovery Centre in Calgary, AB. (See appendix document).

### Organizational Structure

A volunteer Board of Directors oversees the governance of the organization. An Executive Director joined the organization in 2021. While construction was in progress this individual had the critical role of:

- Spending time at Comparable recovery centres to successfully replicate the program in Winnipeg
- Development and execution of the business plan including critical steps of identifying and negotiating partnerships with agencies for direct billing, building relationships within the Manitoba network of agencies for client referrals and sourcing Phase II housing options. • Seek out and hire key individuals



### Bruce Oake Recovery Centre Service Offering

Bruce Oake Recovery Centre is the first male only addiction treatment facility in Manitoba to offer inpatient primary and secondary treatment as well as a post-treatment supportive living program. Clients are assessed upon entry and a customized program is determined to treat each individual case. Similar to Comparable recovery centres, there will be a four-week pre-intake program before clients are admitted into the program. The program incorporates cognitive behavioral therapies, family systems therapy, and life skills training. Employment and education are among the modalities employed to address the physical, mental, emotional and spiritual aspects of personhood and wholeness. The program will require clients to take personal responsibility for their recovery and find employment if they are not currently employed.

Bruce Oake Recovery Centre offers residential and day programs, providing tools that support behavior change, now and in the future. Clients who want to make a change towards an abstinence-based lifestyle are accepted, regardless of background or ability to pay. The treatment program offers stages of progression and support based on individual needs. Clients have lifelong access to counseling and a community of support to prevent relapse and provide early intervention or assistance if relapse occurs. After the first intensive treatment phase and working through the Twelve Steps of Recovery, clients are encouraged to take on progressively more leadership responsibilities among their peers and contribute in a positive way to their community. The program helps the individual rebuild their life, reconnect with family, gain employable skills, obtain secure housing, make restitution to those harmed by their addiction, and become a contributing member of their community.

Bruce Oake Recovery Centre focusses on the mental, emotional, spiritual and physical aspects of the person. The model is further supported by clinical assessment and case management to address other underlying issues such as trauma or mental illness. Through community partnerships Bruce Oake Recovery Centre will be able to connect clients with organizations that can assist them with:

- Legal services
- Spiritual needs
- Medical services
- Vocational (educational) services

The Bruce Oake Recovery Centre program model is broken down into three phases, determined by the amount of time the client has been in treatment. The phases are modeled after the very successful Fresh Start program. The three phases are outlined in Table 2. Bruce Oake Recovery Centre (See appendix document).

Clients will enter Bruce Oake Recovery Centre following completion of a detox program at another facility. Bruce Oake Recovery Centre will not provide a monitored detox process. Upon completion of detox, patients will coordinate with Bruce Oake Recovery Centre for enrollment, and a two-week pre-treatment program is completed with a counselor. Patients are assessed by the facility addiction and mental health clinician upon entry and then together with an addiction support worker, a tailored Phase 1 treatment plan is created. The treatment plan will include a combination of group and individual counseling, employment counseling and in some cases behavioral and family therapy in addition to working through the Twelve Step Recovery Program. Phase 1 spans a period of up to 16 weeks. The client can enter Phase 2 of the program after 16 weeks assuming they have successfully completed Phase 1 and have worked through all twelve steps. Phase 2 is considered secondary treatment. The patient must attend group and/or individual support meetings normally less frequently than during Phase 1. Phase 2 concludes once an individual has been in the program for up to 18 months or their goals and transition targets have been met; at this time any individual who has not re-integrated back into their community or needs additional time can remain in the program and enter Phase 3, the post-treatment support stage. Individuals can transition into Phase 3 prior to 18 months if they feel ready and there is a client bed available.

## 3.0 Programming

### **Gender, Identity, Age, and Inclusivity**

Bruce Oake recognizes that individuals identifying as female and 2SLGBTQ+ face more barriers in accessing and participating in treatment that connects with their lived experience. We support females to access services through Tamarack Recovery Centre. Bruce Oake has a particular focus on reducing barriers for 2SLGBTQ+ individuals to accessing treatment and conducts in depth assessments pre-treatment to accommodate safe spaces and supports for those individuals meeting program eligibility who are male identified. Bruce Oake also recognizes safe spaces begin with respect for one's identity and safe language and proper pronouns are used to reflect the individuals identity. Ongoing training and competency from community partners in the area of identity and gender are necessities to building services which are inclusive to all and Bruce Oake prioritizes this.

Bruce Oake also recognizes the challenges experienced by young persons in accessing treatment. Bruce Oake is a partner organization of the Huddle Integrated Youth Service Hub on Broadway. We provide support and access to care for young persons who are motivated for treatment. Bruce Oake will make exceptions for age requirement of treatment programming if the young person meets other areas of program eligibility. Bruce Oake also walks alongside youth in other areas of program deliver and has a current partnership with Action Therapy who supports youth involved in Child and Family Services. Currently, Bruce Oake provides access to Sweat Lodge and community gym space to youth in care monthly and looks toward building long term relationships with youth in community who may eventually need bed-based addictions treatment.

### **Philosophy and Programming**

Our 16-week treatment program is a bio-psycho-social-spiritual-cultural model of recovery that is inclusive of daily individual client and group counselling sessions. This approach is reinforced with enhanced recreational and therapeutic activities conducted in an atmosphere conducive to physical, emotional, mental, and spiritual growth. We integrate treatment modalities including dialectical and cognitive behavioural therapy and mindfulness-based relapse prevention. We incorporate the peer support model into the aftercare programming by encouraging regular alumni attendance to our weekly alumni meetings, gratitude ceremonies, and monthly birthdays: all of which can be attended online, and every client is provided access information upon discharge. Monthly follow-ups are performed for the first year after completion of the program with a specific focus on the sixth month, the ninth month, and one-year markers

### **Staffing**

Our staffing model is exceptionally diverse and eclectic. We have approximately 200 years of combined lived experience amongst our 30 full-time employees, giving us the ability to bring forth a practical, empirically based approach to treatment. Reinforced with levels of formal education and certifications and degrees of academic Recognition. Educational requirements range from Masters trained social work and marriage and family therapists, to Bachelor of Social work counsellors to B.As., counselling staff are recognized Canadian Certified Addiction Counsellors and governed under the Canadian Addiction Counsellors Certification Federation. Our staff are certified in first aid and crisis intervention, trained in Motivational Interviewing or Certified Peer Support depending on their roles

Our Kitchen and dining room is managed and run by a team of 4 exceptionally dedicated individuals, one being a red seal chef while the other two being recognized sous chefs. They work aggressively towards

being creative in meeting the dietary requirements of our clients. Breakfast, lunch and dinner services are daily, and various snacks and refreshments are throughout the day. Special consideration to those requiring nutritional adjustments due to allergies, medical, or religious or cultural reasons is assured.

We are staffed 24 hours a day, 7 days a week giving the utmost care and attention not only to the men who live with us, but those who are on our waiting list in addition to those who will graduate and become our Alumni. Our care begins when a participant first makes contact to be added to the waitlist and continues post program completion. We pride ourselves in providing a caring and supportive environment which men and their families can rely on.

We as well have numerous collaboratives and retained partnerships throughout the community, including, but not limited to:

- Assiniboine Pharmacy
  - The pharmacist attends Bruce Oake daily and available on an as-need basis to support participants and staff.
  - Each participant has complete access to a pharmacist to address any medication concerns and to seek input and guidance.
  - The pharmacist works in unison with the participants doctor as well as our counselling team when applicable or appropriate.
  - Regular audits, reviews/reconciliation of all participant medications.
  - The pharmacist administers all OATs and other controlled substances as required onsite each morning.
- Klinik Community Health - <http-s://klinik.mb.ca/>
  - Team based medical care.
  - Specialized services such as mobile detox available to appropriate participants. ○ Mobile detox program partnership
  - Participants may access supports and services from the clinic off-site on an as needed basis.
  - Training available to Bruce Oake staff as requested.
- Dr. Waldman - <http-s://executivemedicalsolutions.com/>
  - Participants on an as-needed basis have access to psychiatric assessment from Dr. Waldman

We, as an organization, are very aware of the importance of collaborative partnerships and are proud to speak of the many resources we bring forward, both formal and informally. We provide culturally informed and safe programming. We have leaders, Elders and instructors from a variety of spiritual disciplines who attend our facility.

The interdisciplinary team at Bruce Oake Recovery provides addiction recovery services in an accredited environment. We are actively investing in and working towards building a community-based approach that encourages recovery through the principles of empathy, compassion, integrity, trust, honesty and understanding. Our team reinforces these principles with enhanced recreational and therapeutic activities conducted in an atmosphere conducive to physical, emotional, mental, and spiritual growth. Our treatment model of integrated chronic care is underpinned by a biopsychosocial spiritual model of therapy in unison with strength-based counselling and delivered through various goal-setting strategies. This outcome is accomplished through creating a place of unity and equality, thus serving to provide a



therapeutic environment in which individuals and families suffering from the affects of addiction would receive support in the development of skills necessary to live free in recovery.

### **Programming Con'd**

Each week, we provide over 25 to 30 hours of direct programming in addition to one-on one counselling and daily meditation (morning & evening). Participants attend four community-based recovery groups in addition to the weekly in-house alumni group and other related in-house recovery celebrations. Every individual is assigned a chore and may also be requested to volunteer at various community events and/or with Bruce Oake community Partners. Every part of our program and operations is designed to support individuals as they reconnect and become accountable, contributing, and productive members of society.

Our fully certified and credentialed team executes a comprehensive case management schedule and facilitates strong individual recovery and wellness plans for every individual.

Our continuum of care approach refers to having a detailed plan for what services a person needs to help him or her stay healthy and on the course of recovery. This is a process where we guide and monitor clients as they progress through all levels and phases of care. This approach is now recognized as a "Recovery Oriented System of Care." Bruce Oake is a proponent and practitioner of ROSC. We are a collaborative organization.

It is more evident today that you can live a full and productive life after being diagnosed with a substance use disorder; however, the individual needs to stay on top of their recovery. We work towards reducing risk through long term approaches and various aftercare strategies.

Bruce Oake's substance use programs and services utilize person centred care approaches that recognize each individual's choice in their path towards well-being. Substance use disorders are progressive and often fatal if untreated. The good news is that when folks choose treatment and engage in a program of long-term recovery, a healthy, happy, and productive lives is not just possible, it is probable. Our goal is to send parents back to their children, sons and daughters back to their families, and to empower people to return to full lives of their choosing within their community.

Individualized and integrated programing includes CBT and DBT skills workshops, traditional practices and land-based teachings, mindfulness- based stress reduction and relapse prevention, psychoeducation, narrative and family systems therapies, motivational interviewing, acceptance and commitment therapy, and certified peer support. Our clinicians are trained and registered, ensuring provision of person-centred, culturally responsive, trauma informed care. An individualized goal driven treatment plan is created to meet each person where they are at.

## **4.0 Case Ask**

Our secret sauce is supporting the 30-member staff team and building the team culture and health of the organization - people love working at Bruce Oake, and it is critical to success. A core competency and strength of our org is that we take care of each other as a team, and the Executive Director, Greg Kylo prioritizes the health and wellness of employees first – which leads to greater outcomes and impact. This includes him taking care of himself as leadership! When the team is healthy, they deliver

incredible levels of care and this translates into best in class outcomes. How can they maintain this and take it to the next level?