

Shifting
Gears



2019 ANNUAL REPORT

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OUR **VISION**

We are dynamic professionals who lead with accountability in the field of addiction to innovatively deliver an exceptional service that positively impacts lives.

OUR **MISSION**

We restore quality to people's lives through a holistic approach, valuing personal needs, creating a delightful experience.

CORE **VALUES**

CHRISTIANITY

SERVICE
EXCELLENCE

INTEGRITY

DIGNITY &
RESPECT

TRANSPARENCY

1. CHAIRMAN'S REPORT

Looking back at the events of the past year it is indeed evident that faith has once again pointed Elim Clinic to the future.

Not unlike other industries Elim Clinic was also affected in numerous ways by the changes in the South African economic climate. Hospital groups started new clinics competing in the same market as Elim. This resulted in Elim being financially challenged due to lower patient numbers and a lower resulted income.

These challenges informed Elim's decision to embark on a business re-engineering process. The process was driven by the following factors:

- *Our core business and strengths.*
- *Necessity to make financial adjustments to function optimally within the market constraints.*
- *Re position Elim Clinic in the market by improving business performance.*
- *Regain and strengthen its leadership position in the market.*
- *Adjust services and capacity to the market.*
- *Continue to find innovative solutions to grow the market.*
- *Optimise personnel deployment to focus on strategic areas within the framework of good corporate management.*

After many prayers and planning the seamless executing of the process made it possible for the organisation to re-establish services within the redefined market and move forward with the focus on the core business of the clinic.

It would not have been possible to drive this difficult process without the dedication, commitment and support of the Management Team and staff of Elim Clinic as well as the Board of Directors.

We thank the Lord for his guidance to the process as well as the positive outcome.

Nico Duvenage
Chairman

*"Our passion.....
determines your future quality of life"*



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2. MANAGING DIRECTOR'S REPORT

Introduction

Today's uncertain markets, economic climate and workplace dynamics means that the employers and employees necessitate the urgency to change.

This was no different for the employees at Elim Clinic. The restructuring process brought about the need to shift gears and change how we think and what we do about the business.

During the restructuring process the focus was to realign business and talent strategies. Intelligent strategies and partnerships were adopted to scale impact and deliver the best possible services to the service users.

Board composition

The importance of good governance within the NGO sector is recognised as a key factor for success. Elim clinic is privileged to have a committed, involved Board of Directors that volunteer their time and share expertise without fail.

Designation	Name	Involved with Elim since
Non-Executive - Chairman	Mr N Duvenage	15 February 1988
Non-Executive - Deputy Chairman - Finance Committee	Mr M Venter	18 September 2003
Non-Executive - Human Resource	Ms N Ntshoko	20 September 2018
Non-Executive - Subject Matter Expert	Mr W Lamont	28 September 2006
Non-Executive - Financial Systems	Ms G Kganyago	5 October 2017
Non-Executive - Therapeutic Interventions	Mr F Havinga	5 October 2017
Non-Executive - Labour Relations	Mr S Mahlutshana	13 November 2017
Non-Executive - Finance Committee	Mr J Wilkinson	13 November 2017

A total of 10 Board meetings were attended during the past year over and above assisting when called upon and serving on committees as designated. Election of Board Members took place at the AGM during 2018.

3. TREATMENT PROCESS

Elim Clinic continues to offer professional interventions in the field of substance use – and behaviour disorders on all levels of care. The process was attuned to become client centred and accessible to accommodate a 24-hour admission process.

Admissions

Two dedicated Admission Administrators ensure a seamless, efficient admission process from obtaining authorisation from the medical aids to final placement and hand over of the service user to the medical staff.

Therapy

A qualified therapist develops a comprehensive treatment plan after a psycho-social assessment has been completed. Group and individual sessions are compulsory for each and every service user.

Family session

Final family reunification sessions prepare both family and service users for reintegration into their respective communities.

Medical

Nursing staff conduct a comprehensive medical assessment prior the detoxification period. Special care is taken to prevent risk and harm. The Medical Practitioner prescribes an individualised treatment regime for each and every service user.

Pastoral

Pastoral services are available to all on request with a group setting or individual as well as daily devotions facilitated by qualified pastoral workers.

Aftercare

After care services offer support and care to assist service users with the challenges encountered after discharge.

5. RESEARCH

Elim was contracted by the University of the North to participate in a research study wherein the correlation between ADHD and addiction is being researched. This not only provided insight in the complexity of the subject matter but gave service users unique insight into their challenges whilst completing the assessments and during involvement in the focus group discussions.

6. PASTORAL SERVICES

The pastoral services were strengthened by an extensive network of people who have a passion for ministering in the field of addiction. Individual counselling is available on request and group counselling supports the therapeutic processes. These services are rendered by volunteers with vast experience and qualifications. As much as Elim is founded on the values of Christianity treatment services does not exclude any other religion.



7. CLINICAL SERVICES

Elim Clinic is well known as specialists in short term (21 – 35 day) addiction treatment. The treatment structure and package are continuously revised to meet the challenges of service users. The structure of the treatment programme was revised to accommodate the fluctuating needs of the service user population:

- *Sensory awareness activities were added.*
- *The new “Facing your Giants” programme and sessions with significant others were introduced to prepare service users for reintegration into the community.*
- *Recreational activities were expanded to complement the therapeutic session e.g. drumming and other sporting codes.*

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8. HUMAN RESOURCE DEVELOPMENT

Staffing

- o Consulting medical practitioners
- o Professional nurses
- o Social Workers
- o Pastoral Councillor
- o Occupational Health and Safety Officer
- o Admission Administrators
- o Gardeners
- o Security Officers
- o Human Resource Development Administrator
- o Administration Manager
- o Driver / Administrator
- o Clinical Manager
- o Matron



The organogram was realigned to support the new business model. The restructuring regrettably led to the retrenchment of six staff members of which two was voluntary retrenchments. Internal reallocation of staff and duties made it possible to maintain all services without any interruptions.

Empowerment of staff remains a priority. Training initiatives included Life Coaching, Positive Psychology strategies, drug testing, conflict resolution, time management, Sage Pastel Accounting and basic computer training. The Occupational Health and Safety representative completed the NOSA training and is now fully qualified and able to maintain health and safety standards as required by legislation.

Elim Clinic is fully compliant with all relevant Labour Legislation such as the BBEEE -, Employment Equity-, Workmen's Compensation and Skills Development Legislation. Additional training was attended with regard becoming compliant with the POPPI Act.



Gardens and maintenance

The well-kept gardens and facility is maintained by a dedicated hard working team with 95 years of collective service.



Security

The security team is the first contact with all visitors and service's users. They offer strict but supportive services to ensure the safety to staff and service users.



Communication systems

The restructuring provided an opportunity to introduce new technology to increase operational efficiency and cost savings.

Integrated formulated PBX, network and internet solutions with cloud applications were sourced.

The new printers offer managed printer solutions that created cost savings and less labour requirements.

All therapists were provided with laptops to fast track report writing and mobile access to the internet.



Administration

Under the leadership of the Administrative Manager the admin team continue to support all functions of the Clinic and service users.

Transport to dentists, psychiatrist and other medical centres as per their needs provides a unique offering to service users whilst in treatment.

Service users are provided with money market services so that they do not need to be concerned about the well being of their families whilst they are in treatment.

In addition, a specialised telephone calling system developed for Elim Clinic is offered and maintained at an affordable rate to service users.

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Marketing

The legislative changes with regard to the recent Cannabis ruling created confusion amongst employers and employees alike.

These matters were addressed through a number of wellness days, health and safety days and social media outreach programmes.

The nursing team assisted with Baseline drug testing at Exarro to determine the extent of substance use with the workplace.

Nurses assisted with marketing, drug awareness and medical lectures in the corporate sector.

- *Police*
- *Department of Labour*
- *Exxaro*
- *Ceramics*
- *Eskom*
- *Schools*

Prevention presentations to large numbers of the workers contributed to the understanding of harmful effects of substance use within the workplace.



Finance

The financial management system was reviewed in its totality.

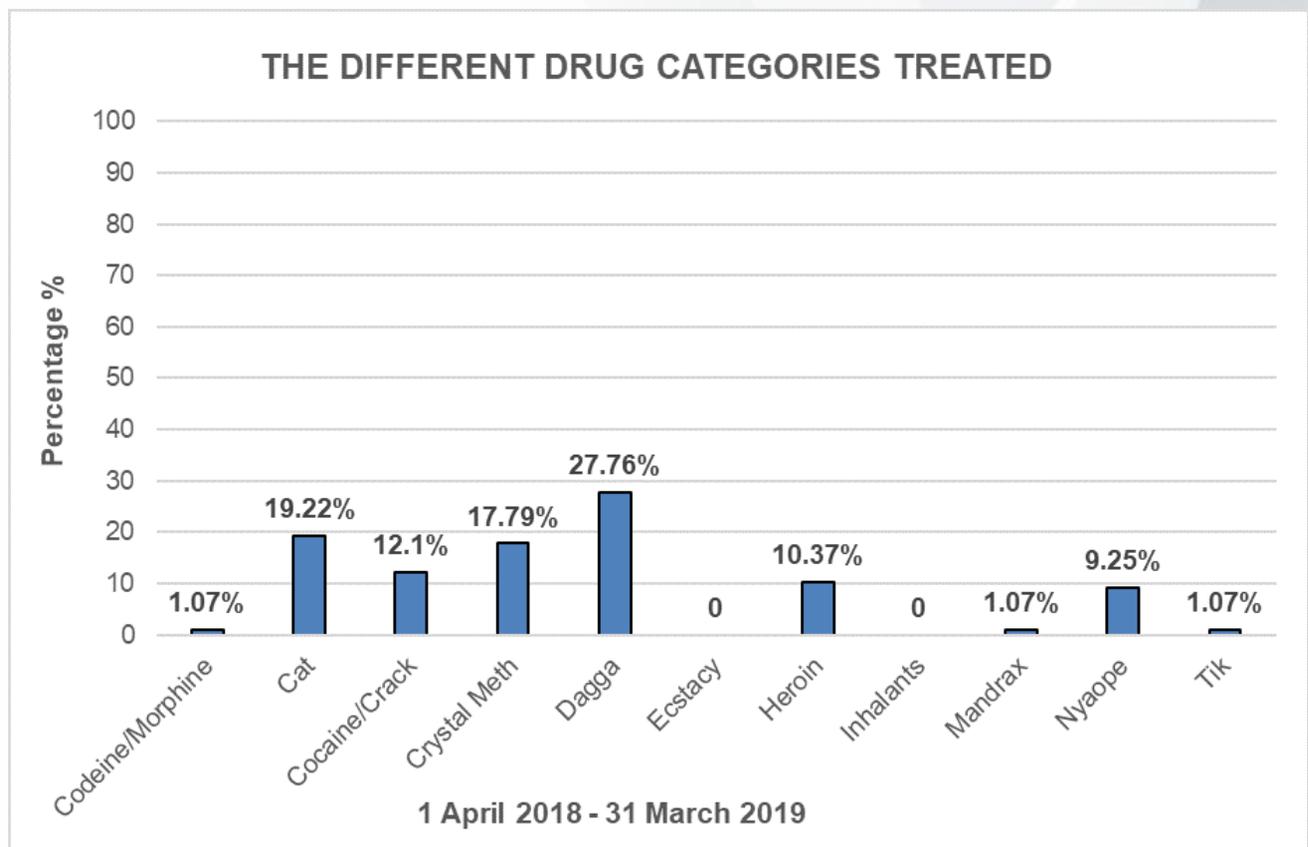
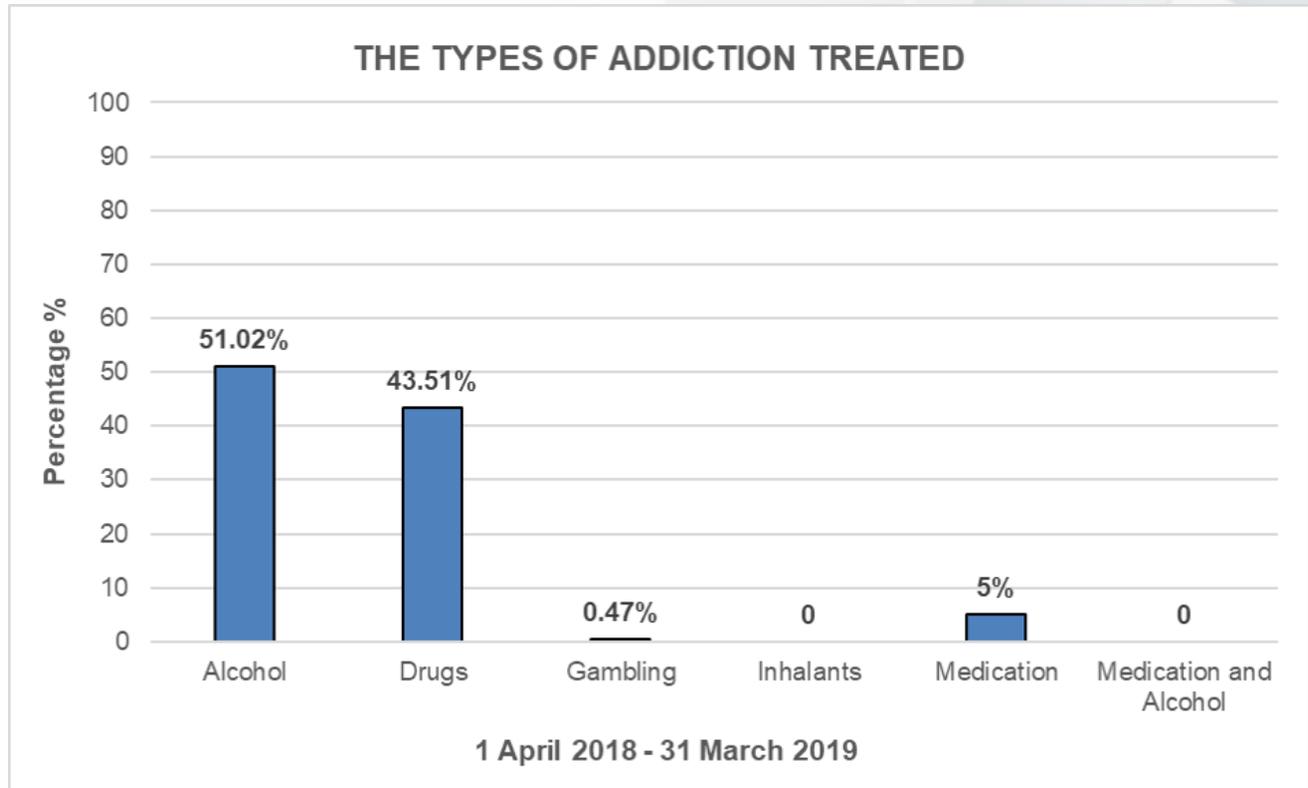
Sage Pastel Evolution replaced the previous system and implemented.

The system brings together all the aspects of the operating environment.

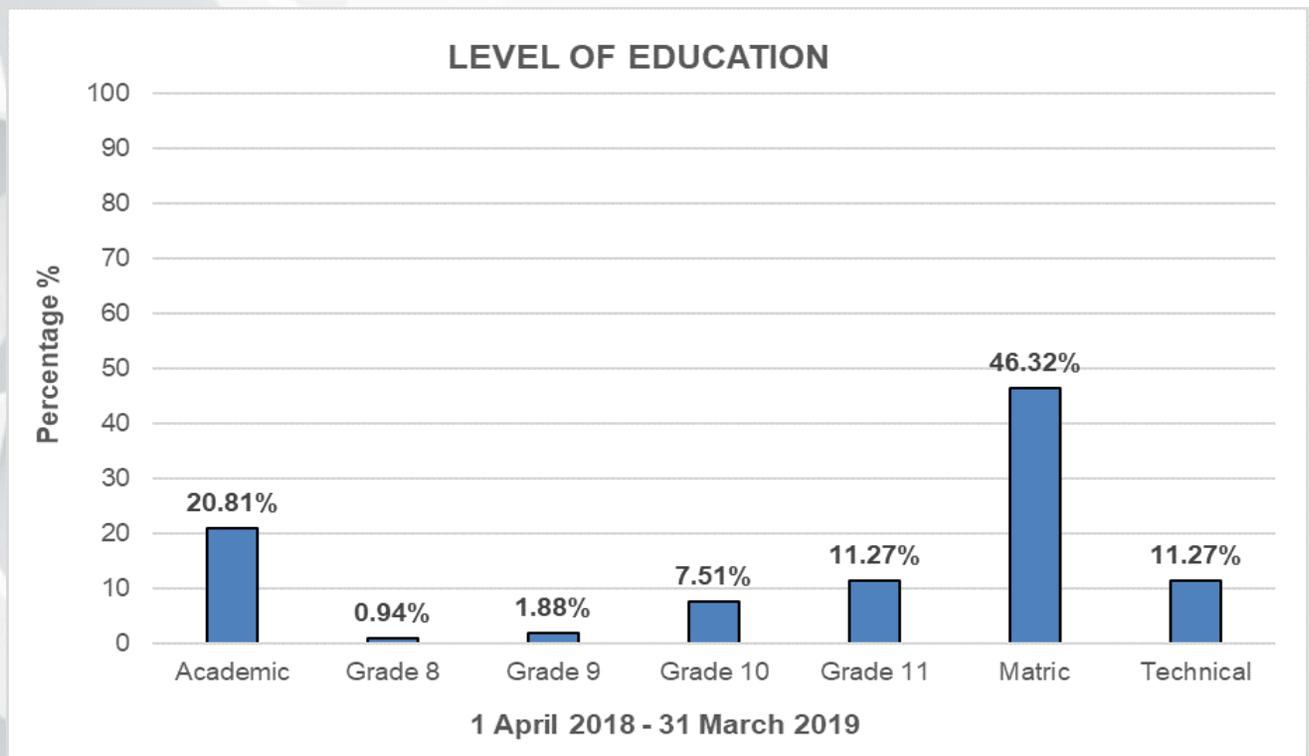
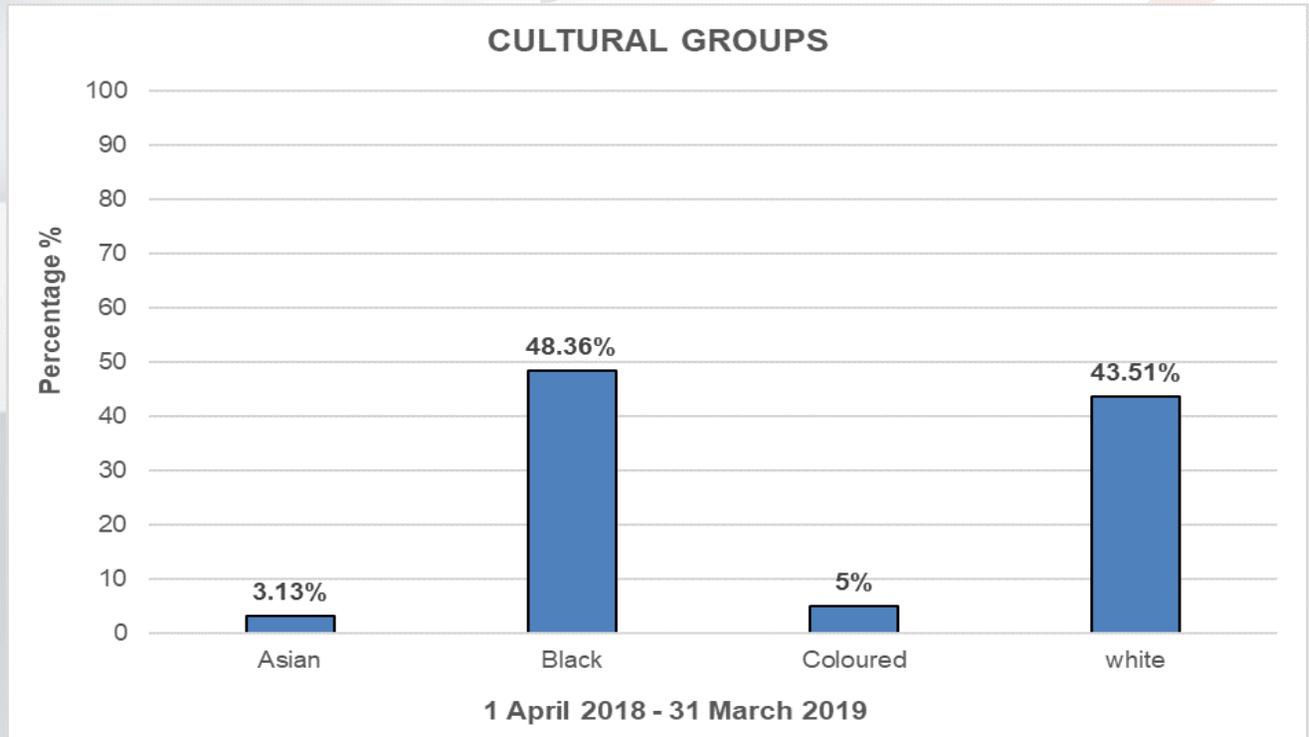
There is now total control over the financial situation as well as relationships with your customers, suppliers and employees.

The services of an external Financial Administrator were sourced bringing efficiency and accountability on all levels of the financial managing within the clinic.

9. SERVICE USER PROFILE



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The majority of service users admitted during the period 2018-2019 were treated for alcohol abuse followed by drug abuse of which Cannabis was most prevalent .

While Cannabis is the most widely produced and used illicit drug worldwide, most people in drug treatment in Africa are being treated for cannabis use.

The WHO report (2018) states that “although cannabis has consistently been the most common drug of use among those receiving drug treatments in Africa, treatment for opioid use disorders is increasing in the region. This trend may be an indication that ongoing trafficking of heroin and pharmaceutical opioids in transit through Africa to other destinations has produced a worrying spill over effect on drug use within Africa”.

The report further more states “the global cannabis market has also changed, it diversified from herbs to edibles and others while the THC content has increased globally, it now reaches up to 70%”. The need for treatment for Cannabis abuse confirms the harmful effect and addictive nature of the substance.

The number of service users treated at Elim Clinic for Heroin/Nyaope (opioid use disorders) has slightly increased in comparison to the previous year.

Although the market for the non-medical use of prescription drugs is reaching concerning proportions it is not reflected in Elim Clinic's treatment population.

The majority of service users treated at Elim Clinic are male, employed, average matric as their highest level of education.

10. CONCLUSION

The strength of Elim Clinic lies in its ability to adapt to conditions in which it operates to ultimately deliver on its values and promises of being a thought leader in the field of substance use disorders.

The staff with the support and leadership of the Board of Directors is committed to an identity focussed on developing a solid value proposition and building distinctive capabilities that will last for the long term.

By following the new strategic direction, Elim Clinic will once again be positioned as an innovative leader in the field of Substance Use Disorders. A bright talent with a long runway.

"Do not follow where the path may lead. Go instead where there is no path and leave a trail."

-RALPH WALDO EMERSON

Louina le Roux
Managing Director

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11. WORD OF THANKS

To our heavenly Father for keeping us safe for yet another year.

The Board of Directors who serve Elim Clinic with passion, commitment and dedication. Thank you for the unconditional support to the management team throughout this difficult year. A special word of appreciation to Mr Mahlutshana who assisted with the retrenchments and all the subsequent processes.

- The Managing Director of Forbtech, Wayne Mellett and all his dedicated staff for making it possible for Elim Clinic to function optimally with the latest technology.
- Dion Barnard from Proper Direction for all the training on Sage Pastel and patience when the staff experienced so many challenges when migrating to the new system.
- Lizelle Greeff for all her work with the social media and all the marketing material.
- Nanette Minnaar for developing all the amazing new products for Elim Clinic.
- The auditors, Moore and Stephens.
- Dr Guillaume van Niekerk and his partners ,our dedicated General Practitioner.
- Dr Mohapi, our visiting psychiatrist.
- The facilitators of the AA and NA support groups.
- Regular donors who make it possible for us to do our work.
- Judge Eberhard Bertelsmann and Bill Lamont and all the supporters of the annual golf day.
- All the medical aids and referral sources who refer service users to the clinic.
- Seesa for all the legal support.
- An extended network of service providers and friends.
- The staff of Elim Clinic for their hard work and dedication.
- The management team for all the extremely hard work , long hours and dedication.

Every service users who trusts us with their recovery.



AIR PRODUCTS

