

Harvest House Ministries
—
2023-2024 Annual Report

Table of Contents

| | |
|---|----|
| 1. Executive Summary | 3 |
| 2. Mission & Objectives | 4 |
| 3. Core Addiction Treatment | 5 |
| a. Individual / Group Counselling | 5 |
| b. A New Direction | 5 |
| c. Recovery Meetings & Bible Studies | 6 |
| 4. Rehabilitation and Community Reintegration..... | 6 |
| a. Digging Up the Roots: Overcoming Explosive Anger | 6 |
| b. Choosing Non-Violence | 7 |
| c. Skills Development | 7 |
| d. Education | 8 |
| e. Re-Entry | 9 |
| 5. Our Board | 10 |
| 6. Our Staff | 10 |
| 7. This Year's Highlights | 11 |
| a. Performance Objectives and Measures | 11 |
| b. Achievements | 11 |
| c. Program Challenges, Issues and Risks | 12 |
| d. Benchmark Comparisons | 12 |
| e. Finances | 13 |
| f. Revenue | 13 |
| g. Expenses | 13 |
| h. Financial Challenges, Issues and Risks | 15 |
| 8. Objectives for 2024-2025 | 16 |
| a. Program Objectives | 16 |
| b. Financial Objectives | 17 |

Executive Summary

Harvest House Ministries (HHM) is dedicated to rehabilitating young men with addiction issues through a long-term, faith-based residential program in Ottawa. Our mission is to instill inner change through faith in Jesus Christ while being open to all, regardless of religious background.

We employ a therapeutic community model emphasizing support, openness, and accountability. Our comprehensive approach includes personal development meetings, educational opportunities, and various therapeutic classes aimed at addressing addiction and related behaviours. We also encourage graduates to participate in aftercare programming to maintain lasting sobriety.

HHM's revenue primarily comes from donations (53.7%) and fundraising (32.9%), though we also receive some income from room and board fees (12%) and manufacturing activities (0.2%). We experienced an overall increase in revenues of 13.5% in 2023-2024, whereas expenses increased by 5.2%.

Nonfinancial achievements included a reduction in relapse rates among first-year treatment residents, with only 9.1% relapsing compared to 23.6% the previous year. The GED program saw 10 residents obtain their high school equivalency diplomas, achieving a 52.6% success rate. Additionally, the VIP program increased its community engagement, reaching 2,323 students through 38 presentations, a 41% increase in attendance from the previous year.

This year saw a decrease in program completions, with only 4 residents (9%) graduating compared to 11 (23%) last year, and a 70% drop in aftercare participation, with only 3 out of 4 graduates (75%) continuing treatment compared to 10 out of 11 (90.9%) the previous year. Additionally, the average length of aftercare participation decreased from 200 to 66 days, indicating potential retention issues that must be addressed.

For 2024-2025, Harvest House Ministries aims to increase program admissions back to pre-pandemic levels by streamlining screening processes and improving program completion rates to around 20% through enhanced treatment planning and counselling. They also plan to resume in-person VIP program presentations, expand aftercare resources to include support for trades and workforce re-entry, and increase proactive support for graduates through regular check-ins to encourage long-term recovery and community reintegration.

Mission & Objectives

Harvest House is a long-term, residential addiction treatment program located in Ottawa. Our mission is to rehabilitate young, chemically dependent men and instill an inner change brought about by faith in Jesus Christ. However, being a Christian is not a requirement for admission. We are welcoming and open to all.

Harvest House is a therapeutic community whose goal is to create a base of support, openness, and accountability as we work toward lasting recovery. The idea that we cannot recover alone and isolated is at the heart of our program. We all need support in the recovery process; that is where the therapeutic community comes in. Most of the volunteers, staff, and even some board members are themselves recovering addicts or alcoholics who have achieved long-term sobriety.

During their time with us, clients are encouraged to share their struggles, seek help from those with more sobriety, and support their peers in their recovery journey.

Addiction recovery takes time. That is why we are a one-year program. We also encourage graduates to participate in our aftercare programming and remain connected with our staff and their peers after they reintegrate into the community. To maintain lasting sobriety, it is vital to have a foundation of support from people who have been where you are.

Our goal at Harvest House is about more than helping residents achieve sobriety. We work to give each resident the tools they need to succeed in all areas of life. We do not just want to help them get sober; we want to help them enter a bright future.

Our objectives are:

1. To address the individual needs of each resident, recognizing that each of us comes to recovery with different backgrounds, experiences, and issues.
2. To help residents identify the root causes of their addictive disease and give them the tools they need to achieve and maintain sobriety.
3. To provide skills training and educational opportunities so residents can reach their full potential.
4. To show residents that change is possible for them and help them overcome the obstacles that stand in the way of achieving that change.
5. To provide ongoing support to program graduates as they build upon the foundation of recovery they have established at Harvest House.

Core Addiction Treatment

We work toward accomplishing these objectives through the rehabilitative programming we offer our residents. These program elements provide our clients with tools to overcome their addictions while also helping them to address the underlying patterns of thought, emotion, and behaviour that underlie them.

Individual / Group Counselling

Counselling meetings and recovery groups are a core component of HHM's approach, providing a space for residents to share their experiences, challenges, and goals. These meetings focus on:

- Identifying the roots of addiction
- Recognizing relapse triggers
- Promoting honesty and accountability
- Fostering a sense of community and belonging
- Enhancing self-awareness and personal growth
- Developing a personalized treatment plan for each client

Stats for 2023-2024:

- Total participants: 65
- Number of group counselling sessions/participation hours: 104 sessions/208 hours
- Number of individual counselling sessions/hours: 421 sessions / 316 hours
- Program completions: N/A

A New Direction

This class, created by the Minnesota Department of Corrections and Hazelden Publishing, addresses addiction and criminal behaviour. It helps residents:

- Understand the disease of addiction
- Change problematic thinking patterns
- Rebuild positive relationships
- Develop healthy communication skills
- Create relapse prevention plans
- Set goals for a successful, sober life

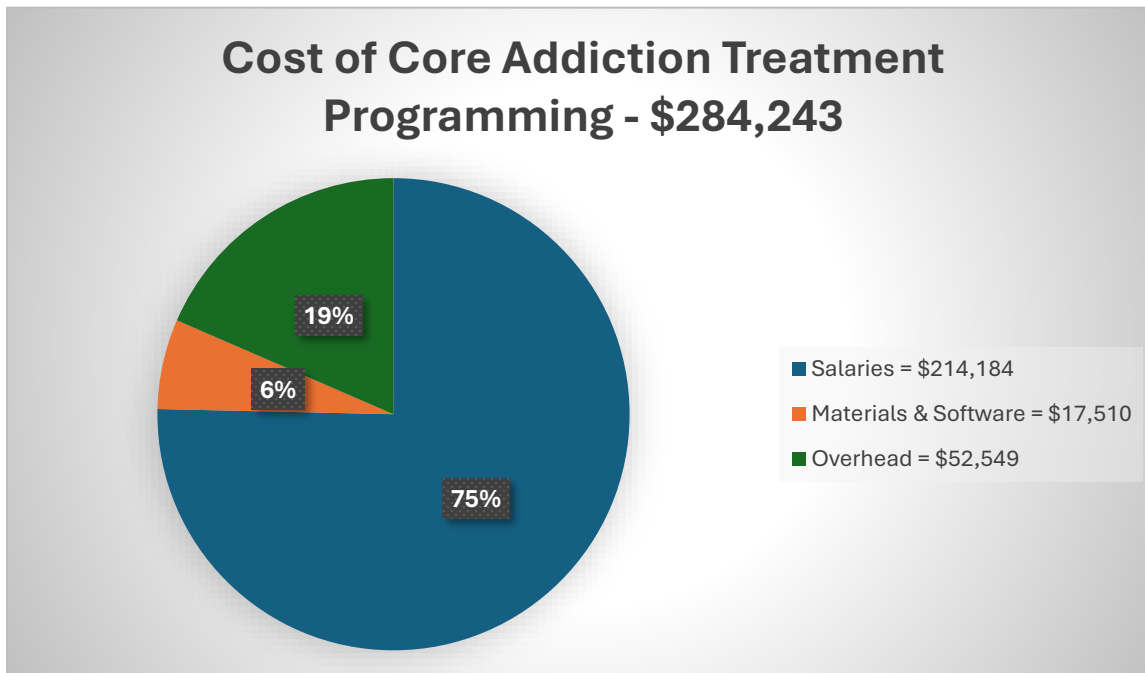
Stats for 2023-2024:

- Total participants: 59
- Number of sessions/participation hours: 104 sessions/208 hours

- Program completions: 14
- Completion rate: 24%
- Rate or relapse within 1-year of program completion: 36% (5 out of 14)
- Rate of recidivism within 1-year of program completion: 29% (4 out of 14)

Recovery Meetings & Bible Studies

HHM also provides weekly recovery meetings on various topics that help residents deepen their understanding of recovery principles and practice applying them. In addition, Bible studies are offered weekly to help residents develop a spiritual component for their personal recovery program.



Rehabilitation and Community Reintegration

Some classes aim to provide a comprehensive recovery and emotional management approach, equipping residents with the tools they need for long-term success and healthy relationships. Others focus on equipping residents with practical skills and educational qualifications to support their recovery and reintegration into the community.

Digging Up the Roots: Overcoming Explosive Anger

This new Christ-centred program addresses explosive anger, characterized by sudden outbursts of aggression. The class covers:

- Defining and identifying explosive anger
- Recognizing warning signs
- Addressing root causes
- Repairing damaged relationships
- Maintaining positive change
- Helping others with similar struggles

Stats for 2023-2024:

- Total participants: 18
- Number of sessions/participation hours: 26 sessions/ 52 hours
- Program completions: N/A
- Completion rate: N/A
- Key Results: N/A

** Some stats marked N/A because the initial cohort's completion date is December 2024.

Choosing Non-Violence

Based on the Domestic Assault Intervention Program (Duluth Model), this class teaches residents to:

- Understand violence as a means of control
- Respect and support their partners
- Build trust and honesty
- Share responsibilities and make decisions together
- Resolve conflicts fairly and work as a team

Stats for 2023-2024:

- Total participants: 59
- Number of sessions/participation hours: 40 sessions/ 80 hours
- Program completions: 14
- Completion rate: 24%
- Rate of recidivism for violent offences within 1-year of completion: 14% (2 out of 14)

Skills Development

Residents at HHM engage in various activities designed to uncover and enhance their hidden talents and interests. These activities provide valuable skills, contribute to their résumés, and fulfill volunteer hour requirements. Key activities include:

- Woodworking and Manufacturing: Residents produce wood furniture and other handmade products, which are sold to the Ottawa community as part of fundraising efforts.
 - Total participants: 9
 - Number of sessions/participation hours: 100 sessions / 350 hours
- Telephone Sales: Involvement in the sales of Harvest House products.
 - Total participants: 52
 - Number of sessions/participation hours: 250 sessions / 750 hours
- Public Speaking: Through the Values, Influences, Peers (VIP) program, residents share their experiences with students in local schools, developing their public speaking skills and serving as positive role models.
 - Total participants: 15
 - Number of sessions/participation hours: 38 sessions / 73 hours
 - Total number of students in attendance: 2,323
- Senior Resident on Duty: Responsibilities include monitoring the front desk, taking attendance, and maintaining daily records, which help develop leadership and administrative skills.
 - Total participants: 24
 - Total number of sessions/participation hours: 730 sessions / 5,840 hours

Other stats for 2023-2024:

- Total participants: 61
- Total completions: 23
- Rate of unemployment within 1-year of completion: 35% (8 out of 23)

Education

HHM offers educational opportunities to help residents achieve their academic goals, particularly through the General Educational Development (GED) program. This program prepares residents for the GED test, covering subjects such as Reading, Writing, Social Studies, Science, and Math. Successful completion of the GED test awards residents an Ontario High School Equivalency Certificate, opening doors to further education and career opportunities. Notable achievements include:

Stats for 2023-2024:

- Total participants: 19
- Total number of sessions/participation hours: 80 sessions / 200 hours
- GED graduates: 10
- Success rate: 53% (10 out of 19)

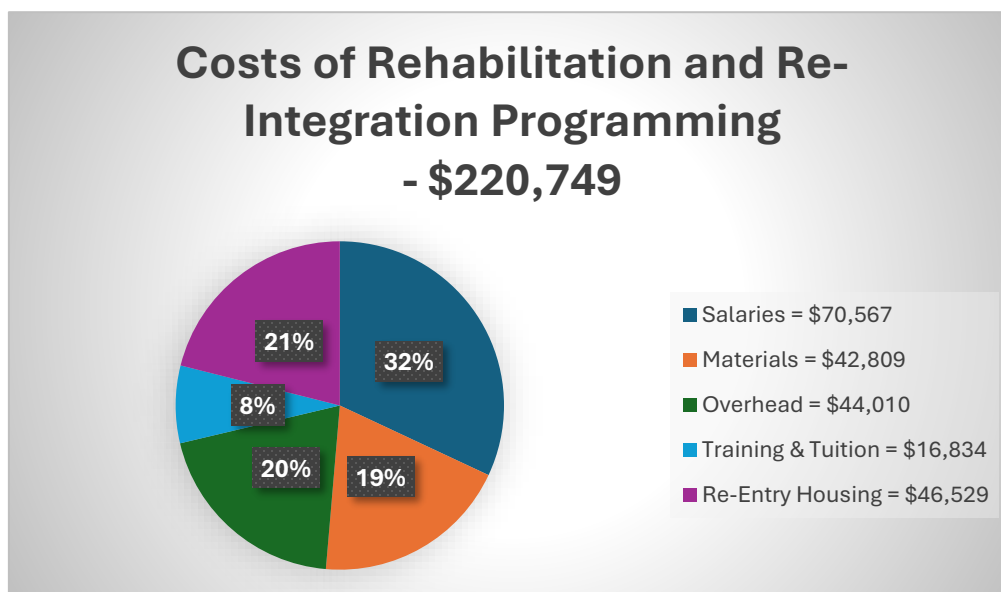
HHM aims to provide a comprehensive support system that fosters personal growth, enhances employability, and encourages lifelong learning among its residents by integrating skills development with educational programs.

Re-Entry

Graduates of the one-year program who decide to stay for a second year can move to one of our second-stage houses (“re-entry”). While living in re-entry, residents get more independence and responsibility. Each day, they come to the main house and still participate in recovery programming while increasing their focus on developing employable skills or upgrading their education. Living in re-entry is a chance to develop a firm basis in recovery by practicing all the skills that lead to life-long change.

Stats for 2023-2024:

- Total participants: 17
- Completion rate (i.e. 12 months of aftercare): 41% (7 out of 17)
- Relapse rate within one year of *participation* (i.e. 1-11 months of aftercare): 29% (5 out of 17)
- Recidivism rate within one year of *participation* (i.e. 1-11 months of aftercare): 24% (4 out of 17)
- Relapse rate within one year of *completion* (i.e. 12+ months of aftercare): 28% (2 out of 7)
- Recidivism rate within one year of *completion* (i.e. 12+ months of aftercare): 14% (1 out of 7)



Our Board

The board of directors of Harvest House meet monthly to provide the managing staff with strategic guidance and oversight. They review Harvest House's financial statements, receive written and oral reports from managing staff, and review the organization's policies and procedures. They ensure the organization's mission is fulfilled, financial health is maintained, and ethical standards are upheld.

Mat Krotki (President): Provides leadership and oversees the ministry's direction, ensuring the fulfillment of its mission and purpose. Guides fundraising, budgets, and board governance while representing Harvest House in the community. Shares expertise in construction and contracting, offering valuable insight into the building, property, and equipment.

David Haight (Treasurer): Oversees finances and compliance with regulations and standards. Reviews financial statements coordinates with auditors, and provides guidance on budgeting and fundraising activities.

Patricia Krotki (Secretary): Manages administrative duties, keeps meeting minutes, and helps guide board members. Provides valuable insights on finance, human resources, social media, and web design.

Peter Brown (Past President): Offers guidance to current leadership, leveraging extensive organizational knowledge and experience gained over 25 years on the board.

Debbie Brown (Member at Large): Contributes to board discussions and decision-making based on her familiarity with the organization, gained over 25 years on the board.

Our Staff

Harvest House's managing staff oversee daily operations and ensure quality client care. They report to the board of directors on program performance, financial health, and client outcomes while maintaining strong relationships with donors and the community to secure funding and support.

Leslie Main (Executive Director): Oversees the organization's operations, manages its finances, and represents Harvest House to the public. Leslie also works with the board of directors to develop and implement strategic plans.

Rev. Dr. Daniel Crépault, Ph.D. (Program Director): He is a program graduate, and Daniel oversees and ensures the quality of all therapeutic programming at HH. He works to enhance the program's effectiveness, train staff, and develop new initiatives to serve clients better.

Randall James (Director of Client Services and Administration): Oversees day-to-day operations of the facilities. He manages staff, ensures quality client care, and coordinates administrative tasks to facilitate a smooth-running program.

This Year's Highlights

Performance Objectives and Measures

This year, Harvest House set several key performance objectives to align with our mission of rehabilitating young, chemically dependent men and instilling an inner change brought about by faith in Jesus Christ. Our primary objectives included:

1. **Increasing Program Completion Rates:** We aimed to increase the number of residents who completed our one-year program by 50%, from 11 graduates in 2022-2023 to 16 in 2023-2024.
2. **Improving Treatment Outcomes:** We revised our treatment planning to give residents more time to work with their assigned counsellors to create a strong community reintegration plan in the months before discharge. We hoped that this would improve the treatment outcomes and reduce relapses for graduates opting not to participate in our aftercare.
3. **Enhancing Aftercare Participation:** Encouraging graduates to participate in our aftercare programming to maintain lasting sobriety. In 2022-2023, we had 3 graduates complete a second year of treatment, and our goal was to increase this to 6 in 2023-2024.
4. **Expanding Educational Opportunities:** Providing more residents with the opportunity to earn their General Education Development (GED) equivalency diploma. In 2022-2023, we had 3 residents successfully obtain a high school equivalency diploma through our GED program, and our goal for 2023-2024 was to increase the number of graduates to 6.
5. **Expanding Community Engagement:** Increasing the number of VIP (Values, Influences, Peers) presentations in local schools. In 2022-2023, we held 43 VIP presentations in 9 schools and spoke to 1,647 students. In 2023-2024, we sought to increase the number of schools to 15 and the number of presentations to 50.

Achievements

- **Lower Relapse Rates:** While relapse remains a risk for our residents, we saw a reduction in relapse rates among our first-year treatment residents. In 2023-2024, 4 (9.1%) of 44 residents relapsed during their treatment, whereas during the previous year 9 (23.6%) of 47 residents relapsed during their initial treatment. Please note that these figures represent only those who relapsed during treatment, not those who relapsed after withdrawing from treatment. We are continually refining our relapse prevention strategies to better support our residents.

- **Educational Success:** Our GED program helped 10 residents obtain a high school equivalency diploma this year. Of the 19 original participants, 6 (31.5%) withdrew from the program, and 13 (68.4%) completed the program and wrote the provincial GED exams. Of the 13 residents who wrote the GED exams, 3 (23%) failed, and 10 (77%) passed. That represents an overall success rate of 52.6% for this year.
- **Increased Community Engagement:** This year, our VIP program held 38 presentations in 10 schools, reaching 2,323 students in the Ottawa area. Residents shared their experiences of addiction and recovery to educate and inspire young people. While we fell short of our goal of 50 presentations in 15 schools, we spoke to 676 more students this year than in 2022-2023, which represents a 41% increase in attendance. So, despite falling just below our set target, we are trending in the right direction toward an expansion of our engagement with the community.

Program Challenges, Issues and Risks

- **Fewer Program Completions:** This year, 4 residents (9%) successfully graduated from our one-year residential program, compared to 11 (23%) last year. That represents a 63.6% decrease in residents completing our one-year program. We had hoped for an inverse change, with program completions trending upward.
- **Fewer Aftercare Participants:** In 2023-2024, we had 3 out of 4 program graduates (75%) who opted to continue their treatment by participating in our aftercare programming, which is down from the previous year when 10 out of 11 program graduates (90.9%) opted for aftercare. This represents a 70% decrease in aftercare participation.
- **Shorter Aftercare Participation:** The average length of participation in aftercare decreased to 66 days in 2023-2024, down from 200 the previous year. That may suggest a problem with retention and that, moving forward, we should explore strategies to encourage aftercare program completion.

Benchmark Comparisons

- **Cost Effectiveness versus Incarceration:** In 2023-2024, 32 (72.7%) of our 44 clients were incarcerated prior to admission. For these clients, treatment at Harvest House is far more cost-effective than incarceration. While in 2023-2024, treating someone at Harvest House costs \$102.50 per day, incarceration in Canada costs \$326 per day.¹ Annually, this amounts to \$37,426 per person for treatment at Harvest House compared to \$118,990 per person for incarceration.

¹ <https://www.statista.com/statistics/561289/average-dailyinmate-costs-adult-federal-provincial-territorial-correctional-services-canada/>

Finances

Here is a summary of the ministry's finances. For a complete picture, our audited financial statements can be found at <https://www.harvesthouse.org/about-us/reports/>.

Revenue

HHM's revenue streams can be classified into four main categories:

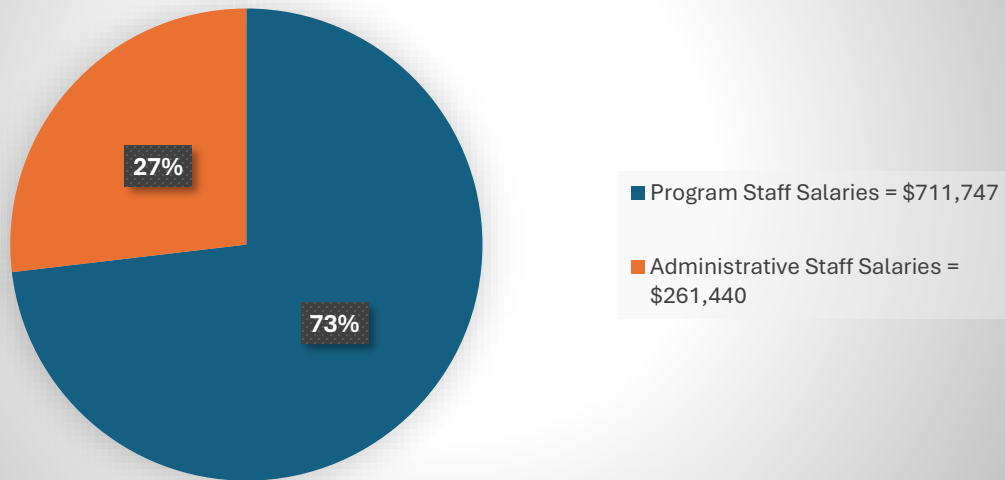
- **Donations (53.7% of total revenues):** Solicited donations represent the largest source of revenue for HHM, totalling \$855,173 for the year ended March 31, 2024, down from \$821,410 in 2022-2023, a difference of \$33,763. The large proportion of our total revenue that these solicited donations represent highlights the crucial role community support plays in sustaining HHM's operations and mission.
- **Fundraising (32.9% of total revenues):** Fundraising activities, including events, generated \$513,274 in revenue for the year ended March 31, 2024. This was a slight decrease from the total of \$538,014 in 2022-2023. This income stream showcases HHM's proactive efforts in engaging with the community and securing resources to support its programs. Its consistency suggests that HHM's fundraising efforts are proving effective.
- **Room and Board (12% of total revenues):** Residents contribute to the program's operational costs through room and board fees, paid through either Ontario Works (OW) or Ontario Disability Support Plan (ODSP) benefits. In the year ended March 31, 2024, these payments amounted to \$188,621 in revenue, which was a notable increase from the \$149,783 received the previous year. This increase reflects the room and board allowance increases provided by OW and ODSP.
- **Manufacturing (0.2% of total revenues):** HHM engages in manufacturing activities related to producing and selling wood furniture and other handmade products. In the year ended March 31, 2024, our manufacturing generated \$3,625 in revenue, down from \$10,850 the previous year.

Expenses

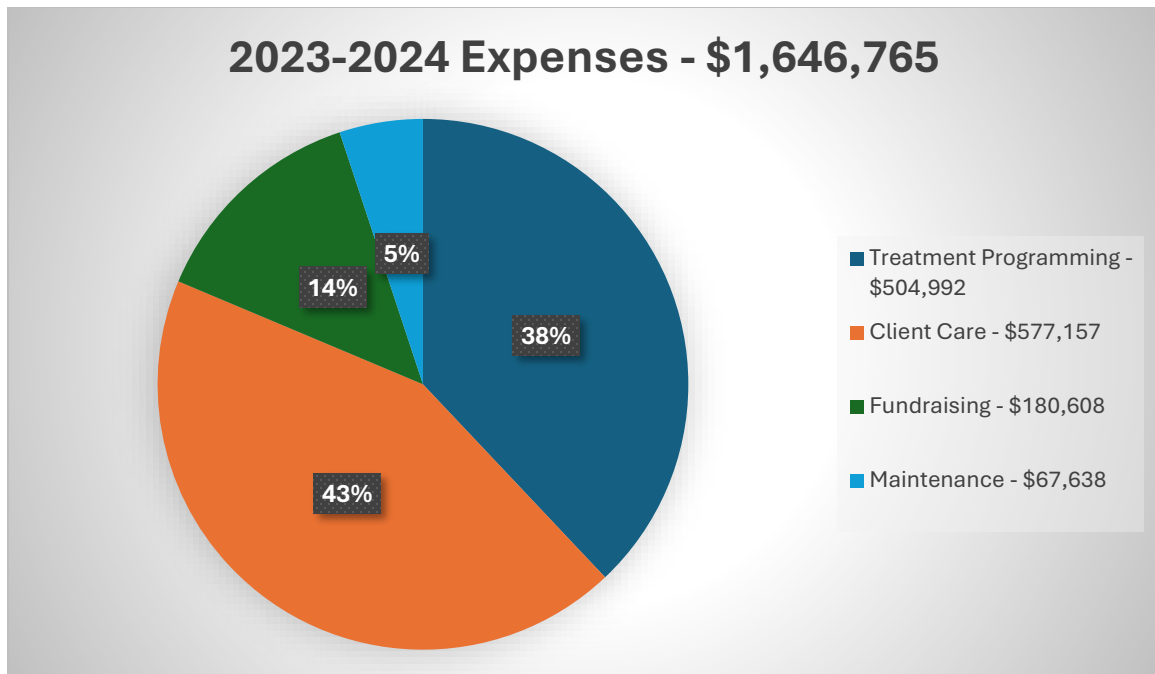
Here is a breakdown of HHM's expenses, from largest to smallest:

- **Salaries and benefits (57.3% of total expenses):** HHM's largest expense category increased from \$933,586 in 2022-2023 to \$973,191 in 2023-2024. As the chart below shows,

Salaries Breakdown for 2023-2024 - \$973,191



- **Food (6.6% of total expenses):** As a residential facility, we strive to provide our clients with nutritious meals and a balanced diet. Inflation has increased the costs associated with this, and we have also switched grocery providers, resulting in an increase from \$68,745 in 2022-2023 to \$108,965 in 2023-2024. We have since implemented some cost-saving measures to reduce this expense in the coming year.
- **Fundraising (5.4% of total expenses):** Fundraising expenses decreased from \$93,908 in 2021-2022 to \$88,608 in 2023-2024. This represents a 76.8% increase year over year.
- **Utilities (5.3% of total expenses):** Utility expenses decreased from \$99,264 in 2022-2023 to \$88,016 in 2023-2024. This decrease can be attributed to changes meant to increase our energy efficiency, such as installing a more efficient boiler that uses propane instead of oil.
- **Other Expense Categories (25.4% of total expenses):** Other expense categories represent costs associated mainly with administration and client care. They include maintenance and repairs, professional fees, rent, automobile, personal needs allowance, interest and bank charges, telephone, waste removal, office supplies, equipment leasing, bonuses and stipends, insurance, miscellaneous and other, travel, books and tapes, training and education, memberships and dues, interest on long-term debt, resident care, and loss on sale of capital assets.



Financial Challenges, Issues and Risks

- Dependence on Solicited Donations:** HHM's financial structure relies heavily on donations and fundraising activities to finance its operations. In 2023-2024, these activities accounted for 87.6% of HHM's total revenues. This source of revenue can be inconsistent from one month to the next, with donations during some times of the year being less and others being more abundant. This ebb-and-flow cycle with solicited donations, compared with other more consistent revenue streams, can present challenges for financial planning, particularly if unforeseen factors compromise the more abundant periods for donations that we depend on. That is another challenge of relying primarily on solicited donations. We have seen how economic recessions or other crises, such as the COVID-19 pandemic, can drastically reduce the amount of solicited donations we receive. Moving forward, we can meet these challenges and insulate ourselves from the cash flow problems they can lead by diversifying our revenue streams.
- Telephone Solicitation:** Nonprofit charities relying on telephone solicitations face significant challenges in the modern era. Many potential donors no longer have landlines and mobile users often screen unknown calls, reducing the chances of successful contact. Additionally, people prefer digital communication methods and may find phone solicitations intrusive or inconvenient. Furthermore, privacy concerns and regulations, such as the Do Not Call Registry, limit the effectiveness of telephone fundraising efforts.
- Donor Engagement & Communications:** HHM benefits from a committed base of supportive donors. We have seen that when we release communications about the

work we are doing, either through social media channels, newsletters, or directly by email, many supporters take the time to respond with positive feedback. These communications are an important means by which we build our relationship with donors by reminding them of the good their support enables us to do. Unfortunately, staffing challenges over the last few years have made this an area of weakness for HHM in recent years. Consequently, we have experienced some inconsistency with social media posts, website updates, direct mail, and so on.

Objectives for 2024-2025

Program Objectives

- **Increase Program Admissions Rates:** Before the pandemic, we served an average of 75 clients per year; however, for the last two years, the number of clients served has been around 45. Our goal for the coming year is to increase the number of client admissions back to pre-pandemic numbers (i.e. around 75), which we can accomplish by streamlining and, in some cases, simplifying our screening and admission processes.
- **Increase Program Completion Rates:** This year, we fell significantly short of our target with respect to program completions. We plan to increase our rate of program completions this year by focusing more on treatment planning with each client, emphasizing through our individual counselling and coaching the importance of long-term participation and program completion as a key to future success in staying sober and crime-free. We hope to increase our program completion rate to around 20%.
- **VIP Program Outreach:** Our VIP program used to be provided to classrooms of students in person, but the COVID-19 pandemic forced us to adapt by delivering this program virtually on platforms like Google Meet. One of our goals is to resume offering these presentations in person because the quality of the engagement between the speakers and the students is better, making the presentations more impactful. Since the pandemic ended, we could not resume in-person presentations because of logistical limitations of providing a vehicle and driver for transportation to and from the school. This year, we hope to surmount those challenges by training additional staff or volunteers who can facilitate transportation for these presentations.
- **Expand Aftercare Resources:** One way to maximize the chances of success for our clients while minimizing the risks of relapse and recidivism is to encourage their participation in aftercare programming after they finish the first year of treatment. One way to encourage that participation is to expand our aftercare resources. While we offer comprehensive aftercare support for graduates who wish to upgrade their post-secondary education or participate in our skills development programming, we need to expand that support to include those who wish to pursue a career in the

trades or those who wish to rejoin the workforce while staying in our supportive housing. Making these changes would almost certainly increase the number of first year graduates who choose to stay for a second year, which in turn would increase their likelihood of long-term success.

- **Increase Support for Graduates:** Harvest House provides extensive support to those graduates who opt to participate in aftercare. Whether they want to participate in aftercare or not, we help residents prepare for community reintegration by creating a comprehensive recovery plan. We encourage them to maintain contact with us so that we can continue to support their recoveries; however, we need to be more proactive in that area. For example, establishing a weekly or monthly phone call between counsellors and graduates who have left the facility to check in on their progress would have important benefits. It could help encourage the positive changes clients have begun at HHM, decrease the sense of isolation many clients experience when they return to the community, and provide an ongoing connection to their supportive peers in recovery.

Financial Objectives

- **Direct Mail Campaign:** One way to reduce HHM's dependence on telephone solicitation is to have a direct mail campaign. This would involve sending physical letters or brochures to potential donors, informing them about HHM's mission and encouraging donations. Benefits could include increased donor engagement, higher response rates compared to telephone calls, and the ability to provide detailed information about our impact and needs.
- **Develop a Communications Strategy:** To address HHM's communication challenges, we will designate a dedicated communications coordinator to ensure consistency across all platforms, including social media, newsletters, and direct mail. They will develop a content calendar to schedule regular updates, highlighting success stories, program milestones, and upcoming events. Modern email marketing tools can also be used to automate newsletters and updates, ensuring timely and consistent communication.
- **Expanding Manufacturing:** As part of our Skills Development program, residents can upgrade their employability by learning tangible skills such as woodworking and embroidery. The COVID-19 pandemic put many of these activities on hold, and we have gradually resumed them. Expanding our manufacturing by increasing the number of residents who participate and training additional staff and volunteers will increase manufacturing revenue, helping reduce HHM's reliance on solicited donations while enhancing client employability through skills development.