In FY 2018 there were improvements in several areas: remodeling of building and grounds, rewriting policies and procedures, clarifying employee roles, improving external relationships with tribes and other referents, and increasing networks with WA State personnel.

NWITC programs succeeded in meeting service, satisfaction, and financial goals. Satisfaction feedback was usually positive. Patients were receptive to the cultural activities that were held weekly and bi-weekly. Every resident made a hand drum (towards the end of their stay) and received a beading kit.

Sweat lodge ceremonies were held once a week for patients, and once each month for alumni. They also participated in making medicine with herbs grown at the center or bought from outside vendors. Herbal teas, made at NWITC, were kept for patients in the dining area and patients learned about them in classes. Shaker Church ceremonies, led by Squaxin Island tribal members, and Pentecostal services, led by Quinault tribal members, were held bi-weekly. In 2018, the Shakers prayed over the building and grounds. Longhouse cleansing ceremonies were offered to staff, and a staff sweat lodge was made available.

The clinical counseling staff had excellent reviews on a quarterly basis. Treatment reviews confirmed that the counseling provided was culturally competent. This high standard was maintained by appropriate, on-going training and careful monitoring.

New counseling interns were taught to provide counseling related to generational trauma and the healing process of grief and loss. Much of the success of the NWITC came from the intensive training of new Counselors, and frequent feedback to Treatment Attendants and other staff.

The kitchen/housekeeping staff worked hard to create meals that were appealing, healthy and culturally appropriate. Menus were improved to provide more variety of healthy meals. New bedding and rugs improved the attractiveness and comfort of patient rooms. The treatment attendant staff displayed excellent skill in providing support and direction to patients within appropriate boundaries. Communication and performance were improved by more frequent staff meetings, consistent feedback and retraining.
**DIRECTOR:** June O’Brien

Job descriptions were rewritten to more accurately and completely reflect position expectations. Related policies were made current and provided to employees. Some positions were reclassified. Two tribal internship positions were developed.

Maintenance was steadfast in maintaining the safety of the grounds, buildings and vehicles. In 2018, patient bathrooms were renovated and a new roof, vents and duct work were installed. A contractor refurbished the grounds and installed a sign to help visitors locate the facility and aid emergency vehicles. Safety policies were updated.

The Nurse and Intake Coordinator worked as a team to ensure appropriate admissions and to meet the needs of current residents. Several obstacles to patient admissions were removed. Medical policies were rewritten to be consistent with WA State Department of Health requirements and safe practices. Parameters for medical conditions and vital signs were developed and provided to relevant staff.

The recovery support team was funded by two federal grants and other funding sources. This staff met with each patient to assess their needs for safety and aftercare. They made arrangements for aftercare, housing (when necessary), transportation and, occasionally, other unmet needs. They also provided support for recovery post-treatment via Facebook and phone calls. The database they maintained helped the organization measure outcomes and identify needs. In addition, they trained recovery coaches in several communities and provided support for them. This team provided one Recovery Coach Academy in a tribal community in 2018 and two ASIST suicide prevention trainings. They visited multiple tribal programs, aftercare providers and transition housing sites.

In 2018, WA State changed its methods of reimbursement. There was a period in which NWITC was unsure about the continuing stability of essential funds. With the help of the American Indian Health Commission and the Legal Department of the Squaxin Island Tribe, issues were resolved in our favor. The projected revenue will help the residential program meet its needs in 2019. The overall strategic plan of the organization, in terms of market and resources, are on track and consistent with the mission of NWITC.