



**NADA**

network of alcohol and  
other drugs agencies



NADA proudly acknowledges Aboriginal and Torres Strait Islander people as the Traditional Custodians of the lands and waters throughout Australia. Our office stands on the land of the Gadigal people of the Eora Nation.

We recognise, respect and value the deep and continuing connection of Aboriginal and Torres Strait Islander people to land, water, community and culture.

We look to and celebrate Aboriginal and Torres Strait Islander people for their cultural guidance, leadership and expertise.

We pay our respects to Elders past, present and future.





NGO alcohol and other drugs organisations have emerged from the last decade of reform, change and review as a strong, evidence developing, consumer and community service sector.

Together, NADA and its members are building a sound future for the delivery of our programs.

# Welcome from NADA's President and CEO

## Key issues impacting our sector

The 2016/17 financial year has seen more major developments in our sector. Of interest to our membership has been the ongoing rollout of the NSW Drug Package—with tenders for youth AOD services, women's AOD services—and the AOD Early Intervention Innovation Fund. NADA will provide a number of support activities under the NSW Drug Package to support our sector's capacity to deliver services in these key areas.

The NSW Ministry of Health, in conjunction with the Local Health Districts (LHDs), has conducted an assessment of the AOD funded NGOs for movement to long term stable three year contracts, as described by Dr Jo Mitchell at last year's NADA AGM. This process will see all but a few NSW Ministry funded members move to three year contracts from the 2018 year, which will provide much needed certainty for these services—a development that has been a long time coming. NADA provided valuable input to this process of grants reform and will work closely with the NSW Ministry to further refine the performance and outcomes measures across our sector. The expansion of the NADabase service is key to this exercise and will be discussed later in this report.

The Primary Health Networks (PHNs) have also been busy rolling out their tenders for funding under the National Ice Action Strategy, and NADA has provided assistance to a number of PHNs in this area. This funding has seen the expansion of services provided by a large number of NADA members across the state, but it has also raised the concern about the complexity of multiple new contracts overlaying





the historical state and federal contract environment of NGO AOD providers. NADA is addressing this issue directly with PHNs, state and federal health departments, and will be concentrating our efforts to have more contract harmony and less red tape among these three major funders of our sector. This will be crucial in the context of the potential full devolution of federal AOD NGO funding to PHNs by 2019.

### **Architecture of the AOD sector in NSW**

NADA is working closely with the NSW Ministry and LHD drug and alcohol directors and key NGO stakeholders, through the Drug and Alcohol Program Council, to achieve better integration with the PHNs, as the major funders of services in NSW. This will involve the greater coordination of performance information and outcomes data, more cohesive contract harmonisation across the NGO specialist sector, and more coordinated planning and service monitoring across the whole AOD program in NSW. There are plans for the development of an overarching Clinical Governance Framework for AOD services in NSW, and we will work closely with all program partners over the coming year.

At the national level, the Ministerial Drug and Alcohol Forum and the National Drug Strategy Committee are the two newly established National Drug Strategy governance mechanisms; and NADA understands that the NSW Ministry is considering the establishment of a NSW human services, justice agencies and NGO forum to support good communication linkages to these new national governance structures. NADA has also been working closely with the Drug Strategy Branch within the Department of Health



# Welcome from NADA's President and CEO

on the grants programs they administer, as well as data and performance requirements. The Australian Government is also in the process of developing a National Treatment Framework and a National Quality Framework to inform the implementation of the newly released National Drug Strategy 2017 to 2026.

## **NADA networks engagement**

NADA has continued to support its specialist member networks: the Youth AOD Services Network, the Women's AOD Services Network, the NADA Practice Leadership Group and the Community Mental Health Drug and Alcohol Research Network. These networks have continued to enhance our ability to support these specialist practice areas across our membership. We would like to thank the members of these networks for the value they add to the delivery of support services to the NADA membership.

We have also commenced work on a new area of member support through the development of an AOD consumer participation support project to help members to enhance their engagement of, and support for, consumer involvement in AOD service delivery, planning and service enhancement.

## **Board, governance and organisational development**

We would like to thank the NADA Board of Directors for their service in the 2016/17 financial year. They have provided their time and expertise to oversee the ongoing growth of the organisation, our internal and operational policy and procedures, and recent office relocation. Through their sound financial





oversight, we were able to draw upon our strategic reserves to facilitate the move and make substantial infrastructure upgrades—which in turn enables NADA staff to continue to deliver high quality support services to members. The board continues to be a central resource of sector corporate knowledge and is a great strength of the NADA program.

We take this opportunity to thank all staff for their dedication to the mission, eagerness to innovate, and their skills to create a suite of services and supports for our membership. As CEO I would especially like to welcome our new staff who have come to us over the last year and thank those staff who have left—there is a full acknowledgement later in this report. I would also like to acknowledge Robert Stirling, Deputy CEO, for his strategic and operational leadership with me both internally and externally in the complex world of our senior governmental and other expert stakeholders.

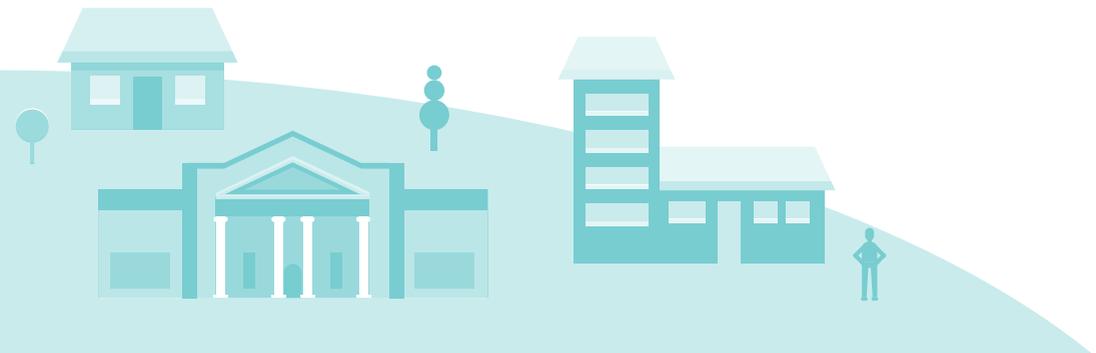
We commend this annual report to our members and key stakeholders; and we look forward to your continued engagement with NADA over the course of this financial year.



**Gabriella Holmes**  
NADA President



**Larry Pierce**  
NADA CEO



# Board of directors

as at 30 June 2017

**Gabriella Holmes**, NADA President

Program Manager—Triple Care Farm, Mission Australia

**Gerard Byrne**, Vice President

Clinical Director—The Salvation Army Recovery Services

**Mark Buckingham**, Treasurer

Chief Executive Officer—Kedesh Rehabilitation Services

**Libby George**, Secretary

General Manager—Drug and Alcohol Health Services Inc. (DAHS)

**Garth Pople**

Chief Executive Officer—WHOs

**Dr Julaine Allan**

Director, Research and Practice—The Lyndon Community

**Joe Coyte**

Chief Executive Officer—The Glen Drug and Alcohol Rehabilitation Centre

**David Kelly**

Senior Operations Manager, Health—St Vincent de Paul Society NSW Support Services

**Catherine (Cate) Hewett**

Chief Executive Officer—Kamira Alcohol and Other Drug Treatment Services

## Treasurer's report

I am pleased to present the financial report for the year ended 2017. During the 2016/17 financial year, NADA received overall grant funding of **\$2,297,923**. The NSW Ministry of Health contributed **\$1,717,600** towards this total, with the Australian Government Department of Health contributing **\$450,322**.

The total interest earned of **\$14,926** was distributed across our entire program.

Income through membership fees was **\$54,361**.

NADA expenditure for the year was **\$1,931,688**, supported by new grant funding, grant funds held from prior years, interest income and membership fees.

We have grown our member's equity from **\$403,081** to **\$527,875** at the end of June 2017 and we have holdings of **\$396,340** of grant funds (rollovers) to be expended in future years.

### Grants to members

A number of NADA's programs included distributing grants to members for workforce development, quality improvement and service development. In 2016/17 grants provided to members came to a total of **\$57,448**.

I commend the 2016/17 accounts to the membership.



**Mark Buckingham**

NADA Treasurer

# Income and expenditure statement

Year ended 30 June 2017

	2017	2016
	\$	\$
<b>Income</b>		
Grant—received this year	2,297,923	1,706,479
Grant—rolled in from prior year	69,251	8,524
Grant—rolled over to next year	(396,340)	(69,251)
Membership	54,361	42,740
Interest	14,926	12,105
Conference	2,886	59,157
Miscellaneous	13,475	17,895
	<b>2,056,482</b>	<b>1,777,649</b>
<b>Expenditure</b>		
Auditing	13,650	13,000
Accounting services	72,957	68,673
Bank fees and charges	2,633	1,875
Computer and IT	3,087	1,230
Conference, events and training	19,426	105,194
Consulting	523,864	365,714
Depreciation	24,639	28,551
Grants to other organisations	57,448	59,656
Insurance	10,323	10,276
Lease payments	14,855	12,719
Miscellaneous expenses	14,004	12,689
Motor vehicle expenses	9,074	10,955
Meeting costs	62,349	43,325
Postage, printing and stationery	26,182	35,308
Premises costs	116,028	99,271
Recruitment	50,216	796
Resource production	628	710
Salary and employment related costs	845,777	823,547
Telephone and internet	27,938	25,782
Travel and accommodation	36,610	29,054
	<b>1,931,688</b>	<b>1,748,325</b>
Surplus / (Deficit) from ordinary activities	124,794	29,324
<b>Surplus at start of the financial year</b>	<b>403,081</b>	<b>373,757</b>
<b>Surplus at end of the financial year</b>	<b>527,875</b>	<b>403,081</b>

# Asset and liabilities statement

as at 30 June 2017

	2017	2016
	\$	\$
<b>Current assets</b>		
Cash and cash equivalents	841,216	604,957
Receivables	9,803	3,487
Other	82,176	48,911
<b>Total current assets</b>	<b>933,195</b>	<b>657,355</b>

<b>Non-current assets</b>		
Property, plant and equipment	173,833	72,272
Investments	1,177	1,177
<b>Total non-current assets</b>	<b>175,010</b>	<b>73,449</b>

<b>Total assets</b>	<b>1,108,205</b>	<b>730,804</b>
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<b>Current liabilities</b>		
Creditors and sundry accruals	93,601	146,333
Unexpended grants received in advance	396,340	69,251
Employee provisions	71,148	96,906
<b>Total current liabilities</b>	<b>561,089</b>	<b>312,490</b>

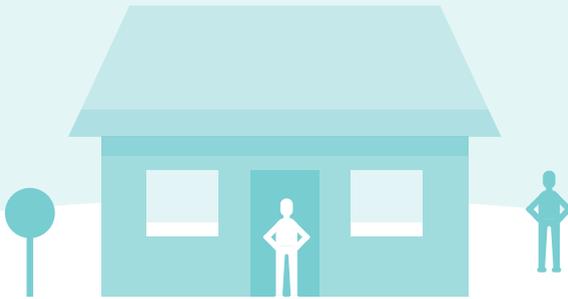
<b>Non-current liabilities</b>		
Employee provisions	19,241	15,233
<b>Total non-current liabilities</b>	<b>19,241</b>	<b>15,233</b>

<b>Total liabilities</b>	<b>580,330</b>	<b>327,723</b>
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<b>Net assets</b>	<b>527,875</b>	<b>403,081</b>
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<b>Members' funds</b>		
Retained surplus	527,875	403,081
<b>Total members' funds</b>	<b>527,875</b>	<b>403,081</b>

**87% of members reported that their organisations are better off as a result of NADA's activities** 2017 NADA member feedback survey



**\$57,448** in grants to member organisations to support workforce and organisational development

**93** organisational members

**4** new members

**37** visits to members across NSW and ACT

## NADA members

Providing a range of quality, evidence-based services to reduce alcohol and drug related harms, NADA members are diverse in their structure, philosophy and approach. Their views, experiences and challenges inform NADA's policy, advocacy and sector development work.

Members are resilient, adaptive to change and resourceful. NADA is proud to support them.

*'I have worked with many peak bodies in the past. I think NADA is well led, strong, focused and respectful of its members.'*

2017 NADA member feedback survey



90%

**of stakeholders reported that NADA was effective at advocating for and representing the sector.**

2017 NADA stakeholder feedback survey

90%

**of members reported that NADA was effective at advocating for and representing the sector.**

2017 NADA member feedback survey

## Policy, advocacy and representation

NADA's advocacy and representation has focused on ensuring sustainable contract arrangements for the NGO sector at both the state and federal levels, as well as providing advice to PHNS and supporting the implementation of the NSW Drug Package.

NADA finalised its first Reconciliation Action Plan, the NADA Innovate RAP, for launch during NAIDOC Week.

*'NADA is a strong advocate for treatment and for the entire drug and alcohol sector.'*

2017 NADA stakeholder feedback survey

**\$50,991**

**in training grants provided to  
member organisations**

**51**

**training grants  
approved**

**333**

**staff received  
training**

**NADA provides members with financial support so they can participate in training, or present their research and initiatives at conferences.**

## **Workforce development**

During the year, NADA hosted **28** training workshops to improve the workforce's capabilities when working with women, clients affected by trauma, Aboriginal people, and more.

### **Top five workshops**

- Are you asking the DV question? Identifying and responding to victims of domestic violence in AOD settings
- Sex, drugs and what's my role?
- Engaging Aboriginal women in AOD services
- Safeguarding yourself
- Enhancing clinical practice: A NADA Practice Leadership Group forum

### Aboriginal inclusion tool

A tool to improve Aboriginal inclusion in AOD services

new

### Women's AOD Services Network

Gender responsive model of care

new

### Program evaluation guide

A guide for the NSW non government alcohol and other drugs sector

new

### Supporting young people with alcohol and other drug issues

Profile

2nd edition

### Women's AOD Services Network

Profile

2nd edition

### Working with women engaged in alcohol and other drug treatment

Practice resource

2nd edition

## Communications and resources

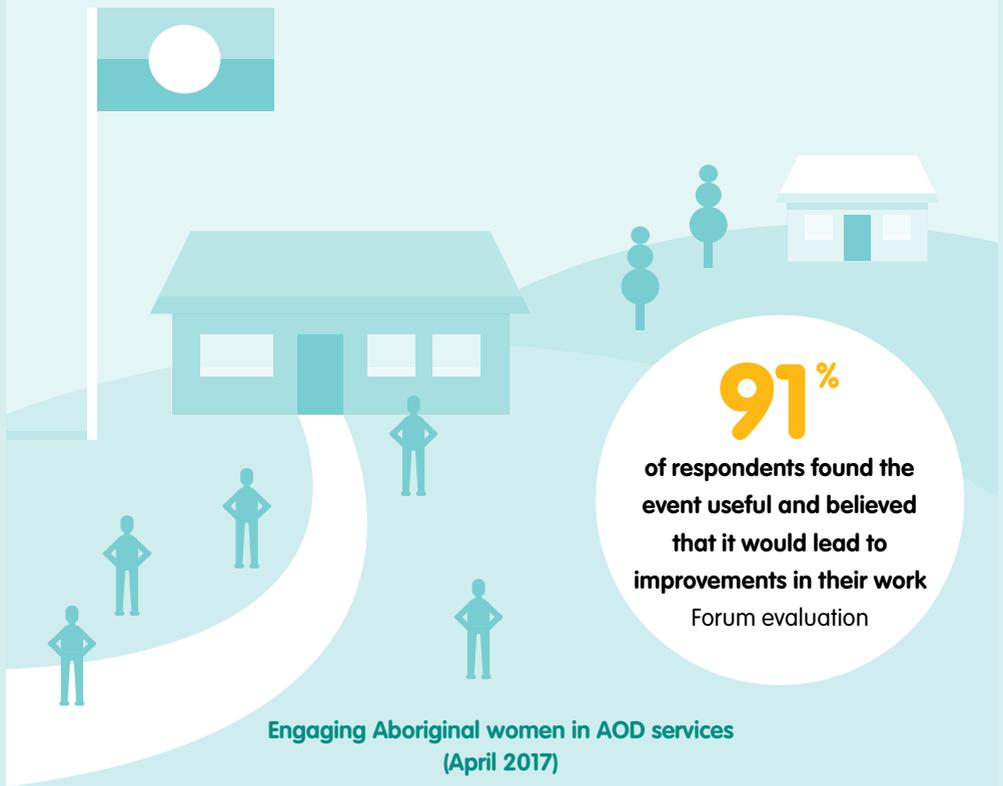
Members express their satisfaction with NADA's communications. During this year, work commenced on a new email newsletter for frontline workers, and a revised website.

### Communications count

- 4 editions of the Advocate
- 17 editions of the Member eUpdate
- 3 editions of Sector Watch

97%

of members reported  
NADA's communications are  
useful and valuable  
2017 NADA member  
feedback survey



91%

of respondents found the event useful and believed that it would lead to improvements in their work  
Forum evaluation

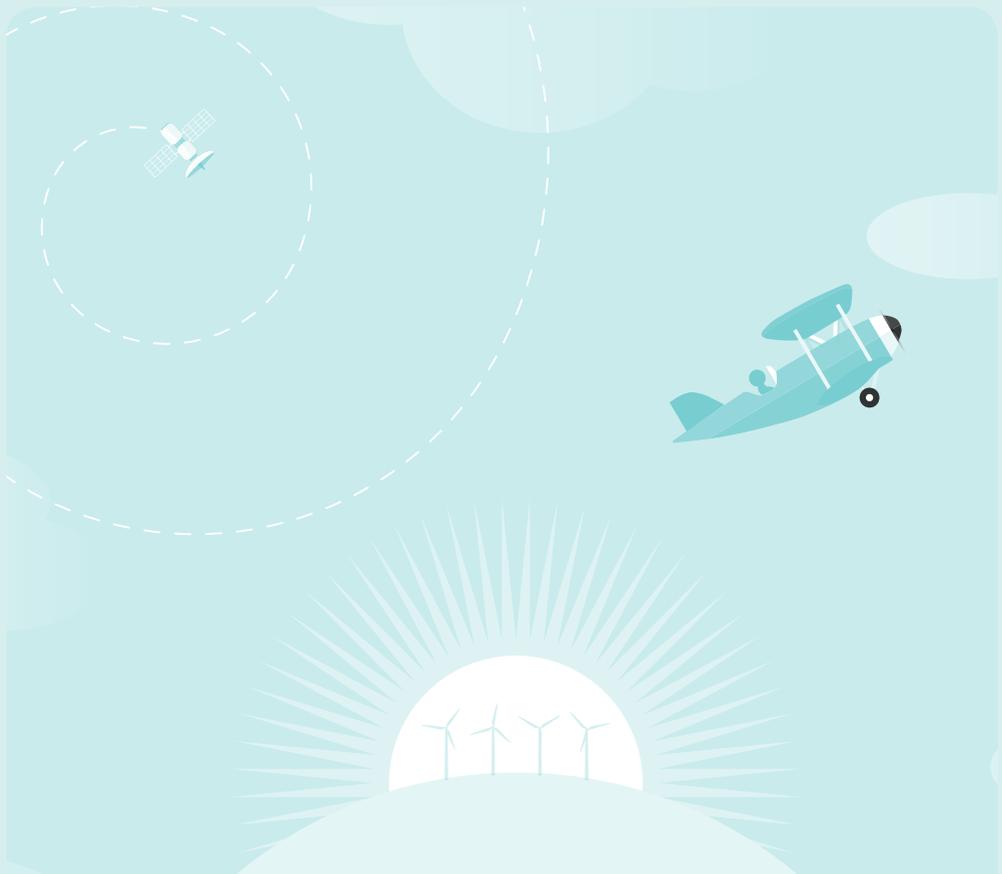
Engaging Aboriginal women in AOD services  
(April 2017)

## Women's AOD services development program

### Highlights

NADA and the Women's AOD Services Network identified working with Aboriginal women in mainstream settings as a priority. In response, they hosted a forum on the topic, with **44** participants attending. This resulted in NADA and the Women's Network being nominated for the Relationships Australia NSW 2017 Reconciliation Partnership Award.

*NADA Practice Resource: Working with women engaged in AOD treatment* was launched in July 2016 and a companion training package was implemented. The package was adapted to integrate additional domestic violence training basics. **43** participants attended sessions in Dubbo and Sydney.



## NADA Practice Leadership Group

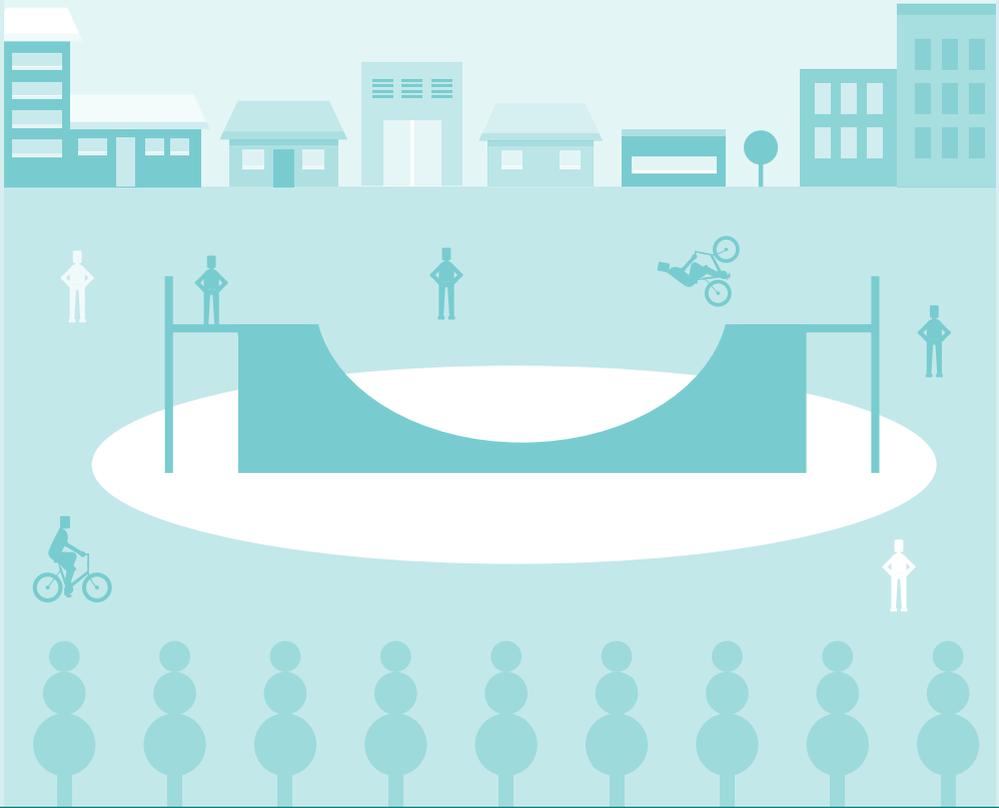
The NADA Practice Leadership Group (NPLG) have had discussions regarding withdrawal management with LHD providers, explored NADA's *Aboriginal Inclusion Tool* in their organisations and provided consultation on the Health of the Workforce and Language Matters projects.

### **Major achievement**

The NPLG conducted the 'Enhancing clinical practice' forum to provide practice tips and information that members could apply within their organisations.

*'This was an ideal way to engage and learn more about certain approaches.'*

'Enhancing clinical practice' forum evaluation survey



## Youth AOD Services Network

The Youth Network comprises **21** specialist youth services providing AOD services, support and treatment to young people across regional and metropolitan NSW. The network meet four times annually for information sharing, training and networking.

### Training

Prevention and de-escalation of crisis in young people

Working with people in AOD using a Dialectical Behavioural Therapy (DBT) approach

*'I can't express to you the joy and encouragement I feel to bring this education to the [organisation] so all can access the learning.'*

'Prevention and de-escalation of crisis in young people' evaluation survey

## Trauma informed and family inclusive

**Continuum  
of care**

**Holistic  
approach**



**Client centred and  
gender responsive**

**Evidence based  
treatment practices**

**Empowering  
environments**

**A strengths-based and resilience oriented framework**

## Women's AOD Services Network

### **Achievements**

- Associate membership established: organisations with an interest in supporting women with AOD use issues are enabled to exchange information and access networking and capacity building opportunities
- Domestic violence training, policy development for the policy toolkit, and screener added to NADAbase
- Women's Choice and Change Facilitator Training Round 1 conducted
- Women's Model of Care launched
- Participation in the Women NSW, NSW Ministry of Health, Domestic and Family Violence Early Intervention Strategy Roundtable



9 seeding grants provided

75% of CMHDARN members agreed that the research capacity of their organisation had grown as result of CMHDARN activities



8 mentoring partnerships established

Any events?

Kickstart: Turning ideas into action workshop (April 2017)  
Framing a research idea forum (November 2016)



CMHDARN Research Ethics Review Committee established



### Achievements

## CMHDARN

*'The workshop provided me with practical frameworks and processes that I could use to guide me through the process from idea to research question, and the presenter, both through his theoretical content and anecdotes of his own experiences, made it seem achievable.'*

Kickstart workshop evaluation survey

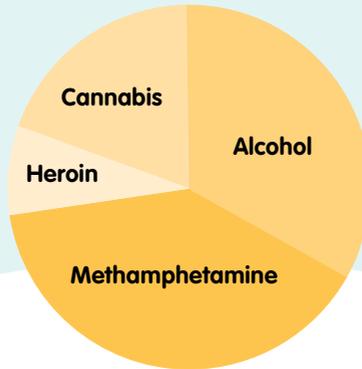


The Community Mental Health Drug and Alcohol Research Network (CMHDARN) is a collaborative project between NADA and Mental Health Coordinating Council (MHCC), in partnership with the Mental Health Commission of NSW.

**122**

**AOD treatment  
services/programs  
entered data into  
NADAbase**

**Principal drug of concern**



**14,147**

**episodes  
completed  
during 2016/17**

The **NADAbase Expansion Project** commenced with the establishment of an advisory committee and the employment of a new program manager for data systems.

**New screeners developed:** suicide risk, blood borne virus and sexually transmitted infections exposure and testing, and women's experiences of domestic and family violence

**Self-administration initiated.**

## NADAbase

*'NADA provides one quarter of NSW's Minimum Data Set for Drug and Alcohol Treatment Services. Of the NADA extracts received by NSW Ministry of Health for the financial year 2016/17, there were only two records that were rejected. This is an outstanding effort and a reflection of clinicians and the NADA team's dedication to ensure services delivered are recorded accurately and in a timely manner.'*

**Lelde Taylor**

Senior Systems and Development Officer—D&A | InforMH  
Health System Information and Performance Reporting, NSW Ministry of Health

95%

of stakeholders reported that NADA was effective at facilitating partnerships and networks within the sector and with key stakeholders

2017 NADA stakeholder feedback survey



## Partners

**NADA would like to thank our partners that have worked with us to support the NSW non government alcohol and other drugs sector.**

Aboriginal Health and Medical Research Council of NSW • ACON Health • Agency for Clinical Innovation • Alcohol and Drug Foundation • Alcohol Tobacco and other Drug Association ACT • Alcohol, Tobacco and other Drugs Council Tasmania • Association of Alcohol and Other Drug Agencies NT • The Australian Council on Healthcare Standards • Australian Government Department of Health • Australian Institute of Health and Welfare • Blue Knot Foundation • Centre for Community Welfare Training • Centre of Research Excellence in Mental Health and Substance Use • Centre for Social Research in Health, University of NSW • DAMEC • Domestic Violence NSW • Drug Policy Modelling Program, University of NSW • Family Drug Support • Hepatitis NSW • Justice Connect—Not-for-profit Law • Local Health Districts • Lyndon • Matua Raki • Mental Health Commission of NSW • Mental Health Coordinating Council • National Centre for Education and Training on Addiction, Flinders University • National Drug and Alcohol Research Centre, University of NSW • National Drug Research Institute, Curtin University • NSW Council of Social Service • NSW Department of Family and Community Services, Clinical Issues Unit • NSW Ministry of Health • NSW STI Programs Unit • NSW Users and AIDS Association • Primary Health Networks • Quality Innovation Performance • Queensland Network of Alcohol and other Drug Agencies • Reconciliation Australia • Relationships Australia • School of Medicine and Public Health, University of Newcastle • School of Psychology, University of Wollongong • South Australia Network of Alcohol and other Drug Agencies • Victorian Alcohol and Drug Association • Western Australia Network of Alcohol and other Drug Agencies

*'In my experience, NADA is wonderfully responsive, fabulous to work with.'*

2017 NADA stakeholder feedback survey

# Staff and acknowledgements

**NADA would like to acknowledge the dedicated and talented team that work to meet the needs of its members.**

**Larry Pierce**

Chief Executive Officer

**Victoria Lopis** (maternity leave from March 2017)

Project Officer

**Robert Stirling**

Deputy Chief Executive Officer

**Tata de Jesus** (started April 2017)

Project Officer

**Suzie Hudson**

Clinical Director

**Kathy Triffitt** (left December 2016)

CMHDARN Research Coordinator

**Ciara Donaghy** (left June 2017)

Program Manager

**Natasha Murray** (started January 2017)

CMHDARN Research Coordinator

**Sianne Hodge**

Program Manager

**Maricar Navarro** (started March 2017)

Office Coordinator

**Cass McNamara** (started February 2017)

Program Manager

**Craig Bulley** (left September 2016)

Administration Officer

**Sharon Lee**

Communications Officer

**Albina Drannikov** (left March 2017)

Administration Officer

Accounting for Good for our financial management  
and Conosco for our information technology support.

## Acknowledgements

NADA acknowledges our 2016/17 funders: The NSW Ministry of Health, the Australian Government Department of Health, and Central and Eastern Sydney Primary Health Network.

We also thank our members who have contributed to the work we do, responding to surveys, attending consultations, providing expertise and participating in advisory groups, and of course, for their valuable work in supporting individuals, families and the community in reducing the harmful associated with alcohol and other drugs use.

## Contact us

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**Website** [www.nada.org.au](http://www.nada.org.au)

NADA is a not for profit organisation incorporated under the NSW Associations Incorporations Act (2009). Published in November 2017.

NADA is accreditation with the Australian Services Excellence Standards a quality framework certified by Quality Innovation and Performance.

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