

NADA

network of alcohol and
other drugs agencies

2020

Annual report

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.





Our vision

Connected and sustainable non government alcohol and other drug services providing quality evidence based programs to reduce alcohol and drug related harms to NSW communities

A background image of a forest floor with moss-covered logs and trees. Overlaid on this are several circles of different colors: a large teal circle in the upper center, a white circle in the lower right, and several smaller teal and grey circles scattered around.

Purpose

To advocate for,
strengthen and support
non government alcohol
and other drugs services

Collaboration

Collaboration is central
to NADA's operation

Inclusion

NADA values diversity and ensures our approach is equitable and accessible

Integrity

NADA operates with fairness and transparency to maintain an independent voice

Respect

NADA is respectful of the culture, views and experiences of the sector

Our values



A circular image showing a dense forest with tall trees and sunlight filtering through the canopy. The text "2019/20" is overlaid in white.

2019/20

A solid teal circle containing the text "Annual report".

Annual report

President's report

As I put pen to paper to welcome you to our 2020 Annual report, I think back to when the new board was elected in November 2019. No-one could have imagined the situation we are in today with a worldwide pandemic challenging everything we do in our personal and professional lives.

In addition, our CEO of 21 years, Larry Pierce, sadly announced his retirement from the organisation he helped build from a very '*small and less diverse group of services, underfunded and not well recognised nor supported by the department or the districts*' to what it is today.

These two major events would be enough to disrupt an already full agenda with competing demands; but it has only invigorated the NADA team and board.

Due to COVID-19, NADA priorities were renewed, and targeted communication strategies were developed to ensure NADA understands the real challenges of people impacted by alcohol and other drugs (AOD) and the organisations supporting them.

Thanks to the great work of our outgoing CEO, who was appointed as the Clinical Lead for all NGOs on NSW Ministry of Health's Communities of Practice, the AOD sector was strongly represented and in turn, we were able to have a direct conduit from members to decision makers in government during COVID-19.

On behalf of the elected board, Libby, Peter, David, Sandy, Carolyn, Latha, Ed, Norm and myself, I wish to thank the staff for their incredible dedication and hard work, and the members for their continued support of NADA. As we all know, NADA exists for its membership and the more we understand what works and what your challenges are, the better equipped we are to support you.

It would be remiss of me not to thank and acknowledge the previous board—a huge *merci*.

I know you would all join me in wishing Larry well in his new chapter of life. He deserves some rest after he worked tirelessly till his last day with us to ensure NADA is a strong and respected peak body. We are looking forward to working with Rob Stirling as our new CEO and continued advocacy on behalf of all NADA members.

I truly believe that it is the collective of the membership that brings unity and strength of our sector.

Stay safe,



Julie Babineau
NADA President

CEO report

This year has been like no other, with the dual impact of the late 2019/early 2020 bushfires in NSW, closely followed by the COVID-19 pandemic.

Special commission into the drug 'ice'

In January 2020, the Special Commission into the Drug 'Ice' presented its final report to the NSW Government. Yet due to the impact of the bushfires, the government sidelined this for later consideration. Then in February, COVID-19 hit Australia. The government again deferred its response, to sometime later this year. At the time of writing this report, there are still no indications of the government's response to the report's recommendations.

COVID-19

Throughout the COVID-19 pandemic, NADA has been in close contact with members to ascertain the impact this was having on service delivery. We have distributed all necessary information/advice and COVID-19 related guidelines made available by the NSW Ministry of Health. I was made the NGO lead on the Ministry's NGO Community of Practice and the COVID-19 Clinical Council, and this has provided us better access to information and support, and an opportunity to actively advocate for the non government sector funded by the Ministry. It has also shown the regard the Ministry hold NADA for as a leading peak organisation.

NADA surveyed its members as part of a standardised national non government AOD COVID-19 impact study. We sent a copy of the NSW impact report to the Health Minister (and the Ministry) and requested additional funding support for our members to help with additional costs associated with managing the pandemic across their agencies. Unfortunately, we have not been successful in getting the Minister or the Ministry to provide these additional financial resources to our sector.

As part of the national network of non government AOD peak organisations, we sent the national impact study to the Federal Health Minister seeking additional financial resources and a restoration of the cost escalation to the Australian Government NGO AOD grants, and to date, we have received no positive response. This is disappointing on both counts and while we are aware that governments' budgets at all levels are tight, we feel that the non government AOD sector is struggling to remain fully operational and that the modest financial requests we have made are justified.

Business and funding model study

One major piece of good news is the Ministry's recent funding of the Business and Funding Model Study for non government AOD treatment services in NSW—this study is something I have been advocating for over the past decade. Hopefully you are involved in the preliminary consultations. We believe this study will be critical to the future planning and funding for non government delivered AOD services in NSW. I am pleased that we will finally have the body of evidence and financial data we have needed to assist our funding and contract management advocacy into the future.

Networks

Over the past year, we have maintained and grown our partnership networks, both within our own membership and across the health and human services sector more broadly, including our ongoing network with the state and territory AOD non government peak bodies. We have helped to bring together NADA member women's residential rehabilitation services and senior staff from the Department of Communities and Justice and have begun to outline a new information exchange and service partnerships arrangement with this very large government agency.

CEO report

Research

Over the year, NADA has increased its involvement with research partnerships and initiatives. NADA's initiatives include our COVID-19 member impact study, assessing research capacity in the non government AOD sector and, with the UNSW Centre for Social Research in Health, understanding the barriers and enablers associated with access and equity in AOD treatment in NSW. Research will be central to the work of NADA into the future.

Farewell

As the membership knows, I retired from NADA at the end of September 2020 after 21 years of service. It has been a pleasure and an honor to serve as the CEO, and to work closely with our members. Ours is an amazing sector, and I have met many fantastic people and seen the most impressive community based services during this time.

I'd like to congratulate Robert Stirling on his appointment as the next CEO. Robert has been the deputy CEO for the past five years and has been central to the executive management of NADA; I am thrilled he has taken over in the leadership role and I wish him all the best. I'd also like to thank Suzie Hudson for her amazing work as clinical director and like Robert, has been an integral part of the 'brains trust' of the NADA executive. I'd also like to thank all the

NADA staff over the last year for their fantastic work, their focus on members and their help to pivot NADA's program of services to meet members' needs during COVID-19. I'd also like to thank the current board and in fact, all the NADA Boards of Directors who have provided sound and extremely effective governance for NADA.

On a personal note, I'd like to thank all of NADA's membership and the incredible number of brave and hardworking people who make each organisation so effective and critical to meeting the needs of people accessing AOD service across NSW and the ACT. I'd also like to thank all the state and federal bureaucrats who I have worked with and our many and diverse stakeholder organisations who have helped NADA to achieve its goals. It has been an amazing journey and I leave with what seems like a lifetime of professional and personal experiences. I wish all NADA's members and stakeholders the best for the future.



Larry Pierce
NADA CEO

Board of directors

as at 30 June 2020

Julie Babineau NADA President

Chief Executive Officer—Odyssey House NSW

Libby George Vice President

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

Peter Valpiani Finance Executive

Chief Executive Officer—Haymarket Foundation

David Kelly Finance Executive (resigned March 2020)

Manager—Wellington Aboriginal Corporation Health Service

Sandy Kervin

Chief Executive Officer—Jarrah House

Carolyn McKay

Chief Executive Officer—Sydney Drug Education and Counselling Centre (SDECC)

Ed Zarnow

Chief Operating Officer—Lives Lived Well

Latha Nithyanandam

Chief Executive Officer—Kathleen York House

Norm Henderson

Senior AOD Officer—Weigelli Aboriginal Corporation

With thanks to the previous board members, who were required to retire in November 2019, as per the NADA Constitution.

Financial report

I am pleased to present the financial report for the year ended 2020. During the 2019/20 financial year, NADA received overall grant funding of **\$2,693,733** comprising the contributions from NSW Health, the Australian Government and PHN funding.

The total interest earned of **\$11,738** was distributed across our entire program.

Income through membership fees was **\$51,336**.

NADA expenditure for the year was **\$2,804,833**, supported by new grant funding, grant funds held from prior years, interest income and membership fees.

We have grown our member's equity from **\$547,338** to **\$628,377** at the end of June 2020 and we have holdings of **\$200,941** of grant funds (rollovers) to be expended in future years.

NADA made a surplus this year of **\$81,039** which goes to our prudent reserve to support any unforeseen costs that may arise.

Grants to organisations

A range of NADA's programs included distributing grants to members for workforce development, quality improvement and service development. Total grants provided this financial year was **\$508,475**.

I commend the 2019/20 accounts to the membership.

Peter Valpiani

Chair, NADA Finance Executive Sub-Committee

*With thanks to the previous finance executive
for their work during the first half of the financial year.*

Income and expenditure statement

Year ended 30 June 2020

	2020	2019
Income	\$	\$
Grant and project income—received this year	2,693,733	2,758,334
Grant and project income—rolled in from prior year	267,312	205,602
Grant and project income—rolled over to next year	(200,941)	(267,312)
Membership	51,336	51,450
Interest	11,738	15,866
Miscellaneous	62,694	56,302
	2,885,872	2,820,242
Expenditure		
Auditing	14,126	13,650
Accounting services	78,288	76,007
Bank fees and charges	1,893	1,625
Computer and IT	21,506	25,824
Conference, events and training	19,743	53,290
Consulting	544,325	539,881
Depreciation and amortisation	158,546	155,631
Gifts and donations	368	1,262
Grants to other organisations	508,475	418,416
Insurance	11,611	10,211
Interest	26,959	35,249
Lease payments	22	2,811
Miscellaneous expenses	46,148	34,523
Motor vehicle expenses	11,396	15,720
Meeting costs	51,839	119,740
Postage, printing and stationery	11,379	17,573
Premises costs	14,516	16,510
Recruitment	2,237	1,038
Resource production	498	603
Salary and employment related costs	1,217,823	1,172,513
Telephone and internet	21,485	25,114
Travel and accommodation	41,650	73,582
	2,804,833	2,810,773
Surplus / (Deficit) from ordinary activities	81,039	9,469
Surplus at start of the financial year	547,338	537,869
Surplus at end of the financial year	628,377	547,338

Asset and liabilities statement

as at 30 June 2020

	2020	2019
	\$	\$
Current assets		
Cash and cash equivalents	931,834	790,045
Receivables	3,432	49,669
Other	121,966	89,695
Total current assets	1,057,232	929,409
Non-current assets		
Property, plant and equipment	107,674	142,977
Investments	1,048	1,048
Right of use assets	203,766	313,565
Total non-current assets	312,488	457,590
Total assets	1,369,720	1,386,999
Current liabilities		
Creditors and sundry accruals	135,420	106,806
Unexpended grants received in advance	200,941	267,312
Interest bearing liabilities	124,142	108,010
Employee provisions	135,733	93,735
Total current liabilities	596,236	575,863
Non-current liabilities		
Interest bearing liabilities	131,960	256,102
Employee provisions	13,147	7,696
Total non-current liabilities	145,107	263,798
Total liabilities	741,343	839,661
Net assets	628,377	547,338
Members' funds		
Retained surplus	628,377	547,338
Total members' funds	628,377	547,338



100%

**of respondents reported that
their organisation improved
as a result of NADA activity**

2020 NADA member
feedback survey

Responsive and adaptive members

This year presented challenges like no other, and members demonstrated their flexibility and resilience. Quick to adapt, they altered their practices so the health and wellbeing of their clients and staff was assured. We feel confident that the sector can navigate the future successfully, together.

Over the 2019/20 period

- **98** organisational members
- One new member: GWAHS Social and Emotional Wellbeing (SEWB)
- **58** visits to members across NSW and ACT and direct contact with all **98** members
- **\$508,475** in grants to members to support workforce and organisational development

'NADA provides members with access to multiple layers of evidence based information to help improve the quality and efficacy of service provision to our clients.'

2020 NADA member feedback survey



COVID-safe client intake at Triple Care Farm

STRATEGIC PRIORITY

1

**Advocate for sustainable
funding and program
governance**

**Develop and promote an advocacy agenda informed
by consultation, evidence and practice based research, as well
as current political and public health policy and planning.**



91%

of respondents reported NADA
was effective at advocating for
and representing the sector

2020 NADA member
feedback survey

Evidence based, coordinated and planned

NADA consults our members, and their experiences, knowledge and concerns inform our advocacy. We strive for an evidence based, coordinated and planned approach to the funding of AOD services.

Content from our government submissions are evident in public health and social policy.

Highlights

- The final report from the Special Commission of Inquiry into the Drug 'Ice' refers to NADA numerous times
- NADA appeared at the Senate hearing based on our submission to the Inquiry into the Social Services Legislation Amendment (Drug Testing Trial) Bill 2019

100% of respondents reported NADA was effective at consulting with them during 2019–20.
2020 NADA member feedback survey

Practice based research

NADA led research with the potential to inform public health policy and planning.

- Profile, health and wellbeing of our workforce
- Barriers and enablers associated with access and equity in AOD treatment in NSW
- Assessing research capacity of members
- Examining health providers attitudes to people who use AOD accessing health care
- Exploring performance measures that should be used in members' funding agreements
- Evaluating members' capacity to support Aboriginal and Torres Strait Islander people

2

**Promote the strength
of its members**

**Position the sector as providers of quality, innovative
and evidence based treatment and harm reduction services.**

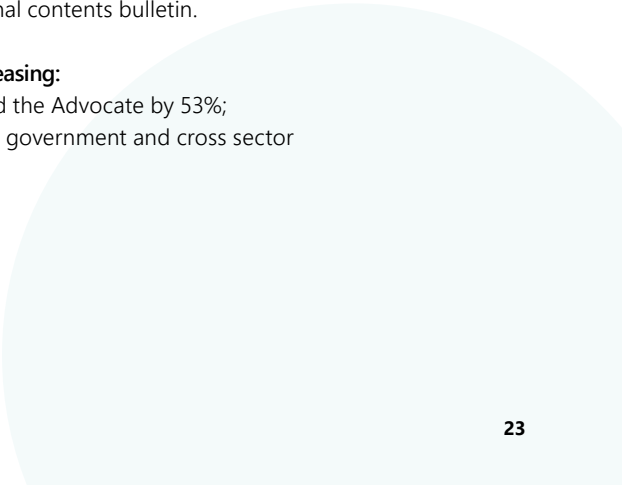


Recognised as providers of quality, innovative and evidence based services

Highlights

- In recognition of members' outcomes measurement collection, NADA was invited to help support the development of a standard set for addiction at the International Consortium for Health Outcomes Measurement.
- NADA providing essential feedback with and on behalf of its members in the review of the psychosocial, withdrawal, and residential guidelines.
- The NADA Practice Leadership Group providing feedback on resources, guidelines and submissions at both the state and national level, helping to shape the quality of treatment provided in the AOD sector.
- The Drug and Alcohol Health Services Library (NSW) includes the Advocate eMagazine in its journal contents bulletin.

We grew awareness of the sector by increasing:

- the Frontline mailing list by 72% and the Advocate by 53%; subscribers work in the AOD sector, government and cross sector
 - traffic to the NADA website by 42%.
- 

STRATEGIC PRIORITY

3

Build capacity

**Build the capacity of the sector
with an approach that is planned, responsive
and informed by evidence and practice wisdom.**

Non government AOD services provide quality, evidence based services

NADA supports members with information, resources and training.

Highlights

- In partnership with six PHNs, NADA coordinated a project of work to improve cultural safety in member organisations through the development of a guideline, workshops and organisational audits. This project led to the establishment of an Aboriginal program manager role at NADA.
- The Advocate featured client outcomes, what works in treatment, emotions and trauma informed care.
- Frontline highlighted working alongside women, families, Aboriginal and Torres Strait Islander people; chronic pain; hepatitis C; telehealth; alcohol; methamphetamine; and more.

Clients receive continuity of care across a range of health and social services

NADA's Continuing Coordinated Care (CCC) consultant contributed to 'establishing new relationships between CCC program services and relevant organisations/agencies, especially FACS, LHDs, PHNs and drug and alcohol services'. (NSW Health interim evaluation of the Continuing Coordinated Care Program, 2020)

NADA consults consumers so they may inform the services they receive

- NADA's consumer engagement coordinator consulted with members' clients to inform articles for the Advocate and a practice resource.
- Our Consumer Engagement Board Sub-committee continue to meet and provide invaluable insight into developing the voice of consumers within the AOD sector.

Data systems support quality client treatment, experience and outcome data management

NADA has in place a data management plan that outlines roles and responsibilities in regard to internal and NADAbase data management which is reviewed each year. NADAbase has inbuilt data validation mechanisms to ensure members' data is of high quality.

New to NADAbase

- Interactive episode analysis and data quality dashboards
- The Australian treatment outcomes profile (ATOP) tool

67% of respondents reported NADA is effective at providing support with client treatment, experience and outcome data management. 2020 NADA member feedback survey

4

Develop the workforce

Support the workforce to enhance clinical and therapeutic skills, measure client outcomes, and promote a culture of workforce wellbeing.

'Appreciate the role you play in the sector. It is beneficial to the people accessing treatment and organisations to have someone to be guided by.' 2020 NADA worker feedback survey

A competent and capable workforce, supported to meet client needs

We launched the Workforce Capability Framework—developed for, and with input from those who work in the AOD sector—describing the core capabilities and associated behaviours expected of all NSW non government AOD workers. Establishing the core capabilities required by a workforce promotes the development of shared knowledge, skills and attributes for the delivery of high quality, safe and effective care.

Top 5 events

1. Igniting first session engagement with Daryl Chow
2. Engaging with clients causing domestic and family violence harm during the COVID-19 pandemic
3. Launch of 'Treatment guidelines for working with Aboriginal and Torres Strait Islander people'
4. Coronavirus (COVID-19)
5. Deliberate practice with Daryl Chow

657

**staff accessed
NADA training and
other events**

Worker wellbeing

- Our online worker wellbeing tools (workerwellbeing.nada.org.au) continue to engage, which include the Professional Quality of Life Scale, Worker Self-care Check, and Workplace Wellbeing Health Check. In 2019–20, the surveys attracted 125, 205, and 79 responses respectively (totalling 199, 323, and 149 responses since launching in May 2019).
- Three peer review journal articles have been published on NADA's 'Health and wellbeing of the workforce' study, in partnership with NCETA, detailing lived experience of workers in the sector, predictors of work engagement and predictors of turnover intention.



cover

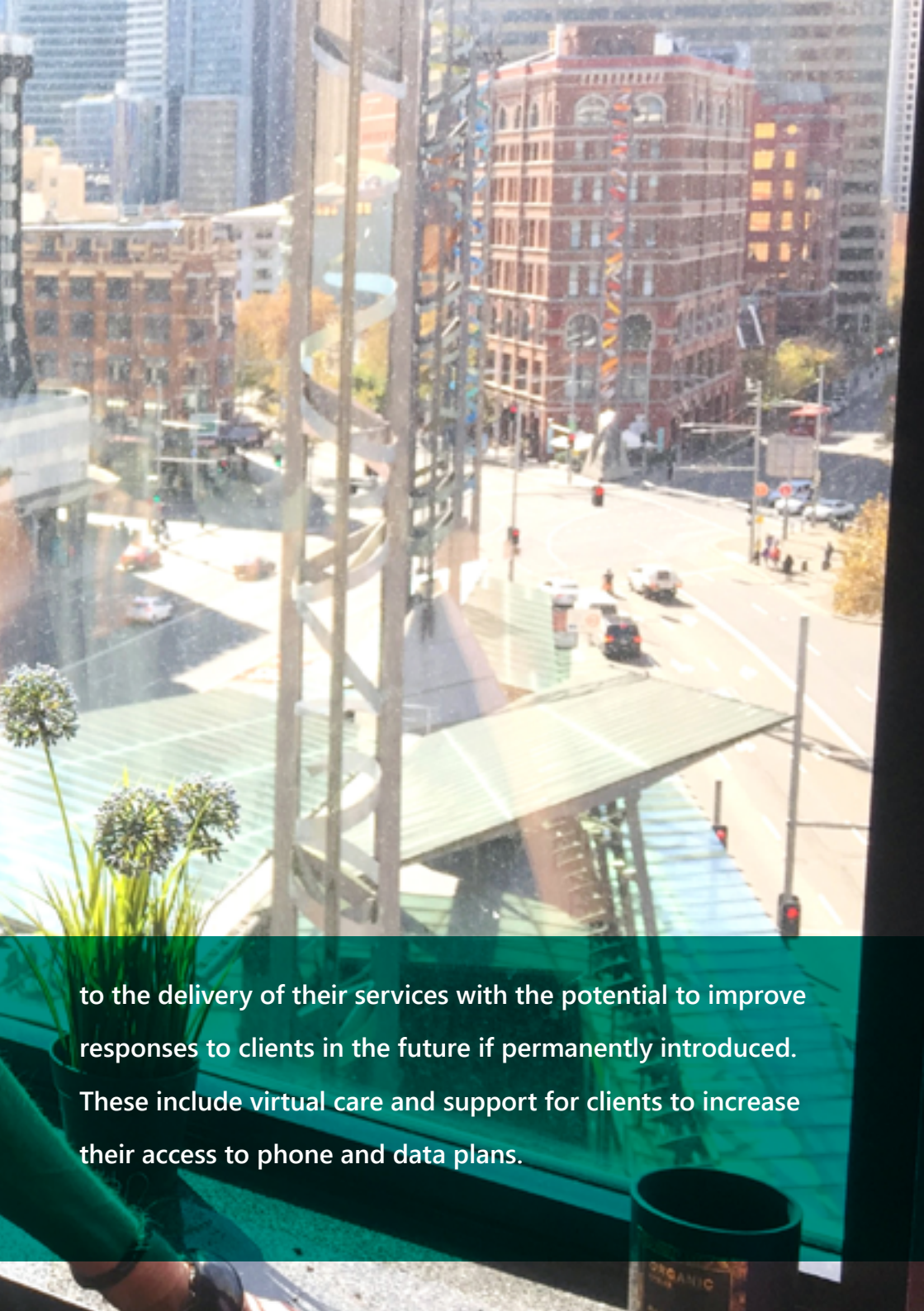


ID-19



The COVID-19 pandemic has caused the most significant social and economic disruption this country has seen in generations. Amidst this upheaval, members introduced infection control measures to ensure business continuity. They made changes

The Haymarket Foundation's client in temporary hotel accommodation



to the delivery of their services with the potential to improve responses to clients in the future if permanently introduced. These include virtual care and support for clients to increase their access to phone and data plans.



COVID-19

NADA's response

Strategic priority 1: Advocate for sustainable funding and program governance

NADA surveyed members on the impact of COVID-19 and used this data to inform advocacy with health departments and the federal and state health ministers.

Strategic priority 2: Promote the strengths of its members

The June 2020 edition of the Advocate highlighted members' responses to the pandemic.

Strategic priority 3: Build capacity

Disseminated COVID-19 information

- Created a webpage for managers (5 March) and frontline workers (26 March), garnering 1,365 and 992 unique page views respectively over four months.
- Co-ordinated information sessions, delivered by the NSW Ministry of Health, held on 9 March (78 registrants), 1 April (104 registrants) and 30 April (117 registrants).

Created COVID-19 resources

- Factsheet on data collection to support members modifying their service delivery
- Practice resource to support people engaged in treatment
- Webinar to support services to evaluate and systematically document changes (CMHDARN)
- Policy templates and forms
- Frontline on changing practice in response to COVID-19

Strategic priority 4: Develop the workforce

Brought the sector together, online

- From 1 April 2020, all our training was conducted online, greatly increasing the numbers of participants
- Facilitated online meetings for the Youth AOD Services Network, Women's Clinical Care Network
- Facilitated monthly community of practice meetings for CCC teams
- Facilitated member-only forums

Promoted workforce wellbeing

- eLearning: 'Coping with stress and uncertainty' registrations were up to five times higher than NADA's other courses for the comparable period
- Well Beings video: 'Managing your mental health at home' garnered 451 views in three months, surpassing views of videos published years earlier
- Worker wellbeing page: The second highest performing page on the NADA website during the April-June period



Partners

NADA works with a range of partners to meet the needs of its members. We would like to thank our partners that have worked with us to support the NSW non government AOD sector.

'The team at NADA is excellent really experienced, solid, sensible/careful.'
2020 NADA stakeholder feedback survey

Acknowledgements

Staff

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

Larry Pierce

Chief Executive Officer

Robert Stirling

Deputy Chief Executive Officer

Suzie Hudson

Clinical Director

Michelle Ridley

Clinical Program Manager

Sianne Hodge

Program Manager

Tata de Jesus

Senior Project Officer

Resli Büchel

Senior Project Officer

Thank you

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

Funders

NADA acknowledges our 2019/20 funders: The NSW Ministry of Health, and the Australian Government Department of Health.

100%

of respondents would
recommend NADA as a
great place to work
2020 NADA staff survey

Rosemaree Miller

Research and Data Management Officer

Trinka Kent

Consumer Engagement Coordinator

Raechel Wallace

Aboriginal Program Manager

Sharon Lee

Communications Officer

Maricar Navarro

Office Manager

Dejay Toborek

Events and Grants Administration Officer

Members

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 harms associated with AOD use.

Contact us

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