



NADA

network of alcohol and
other drugs agencies

2022

Annual report





Celebrating the spirit of

T E A M
A O D

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.



2022

Annual report

From the floods, to the pandemic to the workforce crisis—the challenges this year continued. Yet the alcohol and other drugs (AOD) sector stepped up, time and time again.

They demonstrated their strength, agility and resilience.

We celebrate the spirit of this sector.

**Shaping
our future**

Our vision

Connected and sustainable non government AOD services providing quality evidence based programs to reduce AOD related harms to NSW communities.

Our purpose

To advocate for, strengthen and support non government AOD services.

Our values

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

Collaboration: Collaboration is central to NADA's operation

President and CEO report



**Robert Stirling
and Julie Babineau**

We are pleased to present the 44th NADA annual report for the 2021/22 financial year.

On behalf of the NADA board and staff, we thank you for demonstrating the leadership, professionalism and strength of the non government AOD sector over the past year. After enduring another challenging year brought about by the impact of COVID-19 and a growing workforce crisis we continue to be in awe of the resilience we see in our members.

In spite of challenging times, we are proud to report that **94.1%** of members and **77.8%** of stakeholders view NADA as a leader in the AOD sector. As a peak body, our priority is to meet the needs of our members. We exist for our members and strive to ensure that all our advocacy and representation, sector and workforce development, and research are aligned with our vision and values. NADA cannot lead without being informed by your views and experiences and we thank you for providing your advice and wisdom to guide what we do.

Highlights from 2021/22 included:

Advocate for sustainable funding

- We continued our call on the NSW Government to respond to the recommendations from the Special Commission of Inquiry into the Drug 'Ice', increased our profile in the media and strengthened our partnerships with sector allies and advocates.
- NADA advocated for member support to respond to COVID-19 pandemic.
- We called on both levels of government to respond to the workforce crisis in the NSW non government AOD sector.
- We provided a number of policy positions and submissions, including for the national AOD workforce strategy.

NADA is one of the best peak bodies. Very proactive and resourceful. Highly regarded and well connected to other peaks, treatment services, government and experts in the field and always seeks to share the benefits with members.

2022 NADA member feedback survey

Promote the strengths of its members

- We showcased our members' services and highlighted the innovation from members in a range of communication mechanisms and representation on committees and meetings.
- We commissioned and undertook research, and published in peer-reviewed journals, to demonstrate the outcomes of the sector. We entered into a partnership with the University of Wollongong to have an affiliate role at NADA to strengthen our reputation as leaders in non government AOD outcomes data.
- We have led on a performance measurement study in partnership with members, funders and people with lived experience to ensure that the way we assess the performance of our services is meaningful.

Build capacity

- We provided direct support to members via site visits, phone, and virtual meetings.
- NADA developed a range of resources to support members deliver quality and evidence based services, including governance health checks, practice guides, and consumer engagement and cultural audits.
- We built partnerships with other health and social services sectors to improve pathways of care.
- We continued to support our member networks to share practice wisdom and strengthen our services for priority populations.

Develop the workforce

- NADA delivered a range of events, both in person and virtually, that targeted both frontline workers and managers. This included a successful forum in regional NSW (Dubbo), and a number of events to improve support for Aboriginal clients and workers.
- We've undertaken research on pathways and support for managers and leaders in the AOD sector, and how to attract, recruit and retain workers.
- We have continued to support members to collect, analyse and report on data that can be used at the individual, service, and system level. We held a successful data forum to ensure we were on the right track and inform our future plans in this space.

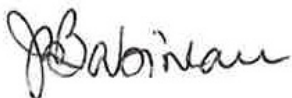
At an organisational level, we maintain our award level accreditation under the ASES standards and celebrated our silver level employer award as part of the Health and Wellbeing Equality Index. We have sustained a positive workplace culture in spite of changes to our own staffing profile winning a 2022 Best Workplace Award with the Voice Project.

We would also like to recognise the contribution of the NADA Board of Directors for their service in the 2021/22 financial year. We welcomed three new board members, Leone Crayden, Gerard Byrne and Mark Buckingham at the November 2021 AGM. We accepted the resignation of Peter Valpiani towards the end of the financial year, however were fortunate to reappoint him as an independent board member to ensure continuity of the board, and he maintained his leadership on the Finance, Risk, Audit, Compliance Committee, up to the next AGM.

The NADA board and CEO have driven an extensive review to modernise the governance framework at NADA. We have updated our constitution using governance best practice models and aligned it with the National Quality Framework for Drug and Alcohol Treatment Services so that we can be a proud network of organisations providing quality services to people across NSW and the ACT.

Finally, we want to acknowledge and thank the NADA staff for their commitment to members, the delivery of our diverse range of initiatives, and to the operations of the organisation. We saw some changes to the NADA team, and want particularly to acknowledge Dr. Suzie Hudson who was our Clinical Director and member of the team for almost 10 years. We also welcomed to the Executive team our new Deputy CEO, Chris Keyes and our new Clinical Director, Sarah Etter.

In 2023, we look forward to welcoming you all to the NADA Conference and celebrating the winners of the next NSW Non Government Alcohol and other Drugs Awards.



Julie Babineau
NADA President



Robert Stirling
NADA CEO

Board of directors

as at 30 June 2022

Julie Babineau Chair

Chief Executive Officer—Odyssey House NSW

Libby George Deputy Chair

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

Peter Valpiani Finance, Risk, Audit and Compliance Committee Chair

Resigned 27 May 2002. Appointed independent board member 6 June 2022.

Chief Executive Officer—Haymarket Foundation

Ed Zarnow

Chief Operating Officer—Lives Lived Well

Latha Nithyanandam

Chief Executive Officer—Kathleen York House

Norm Henderson

Senior AOD Officer—Weigelli Aboriginal Corporation

Leone Crayden

Appointed November 2021

Chief Executive Officer—The Buttery

Gerard Byrne

Appointed November 2021

Operations Manager—We Help Ourselves (WHOs)

Mark Buckingham

Appointed November 2021

Chief Executive Officer—Kedesh Rehabilitation Service

Financial report

I am pleased to present the financial report for the year ended 2022. During the 2021/22 financial year, NADA's total revenue was **\$2,432,218**.

NADA received overall grant funding of **\$2,365,870** comprising contributions from NSW Health, the Australian Government and PHN funding.

The total interest earned of **\$2,379** was distributed across our entire program.

Income through membership fees was **\$52,529**.

NADA expenditure for the year was **\$2,399,751**, supported by new grant funding, grant funds held from prior years, interest income and membership fees.

We have grown our member's equity from **\$696,116** to **\$728,583** at the end of June 2022, and we have holdings of **\$192,515** of grant funds (rollovers) to be expended in future years.

NADA made a small surplus this year of **\$32,467** 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 **\$42,736**.

Peter Valpiani

Chair, NADA Finance, Risk, Audit, and Compliance Committee

Statement of profit or loss and other comprehensive income

for the year ended 30 June 2022

	2022	2021
	\$	\$
Revenue	2,432,218	2,658,201
Other income	-	2,801
	2,432,218	2,661,002
Expenses		
Administration expenses	937,217	1,055,357
Depreciation expenses	148,103	150,559
Employee expenses	1,229,306	1,243,826
Grants to other organisations	42,736	73,299
Fair value loss on financial assets	529	-
Other expenses	41,860	70,222
	2,399,751	2,593,263
Surplus before income tax	32,467	67,739
Income tax expense	-	-
Surplus for the year	32,467	67,739
Other comprehensive income for the year	-	-
Total comprehensive income for the year	32,467	67,739

Statement of financial position

as at 30 June 2022

	2022	2021
	\$	\$
Assets		
Current assets		
Cash and cash equivalents	1,026,177	1,090,784
Trade and other receivables	141,070	148,329
Financial assets	2,881	3,410
Total current assets	1,170,128	1,242,523
Non-current assets		
Property, plant and equipment	47,165	62,106
Right of use assets	142,074	93,967
Total non-current assets	189,239	156,073
Total assets	1,359,367	1,398,596
Liabilities		
Current liabilities		
Trade and other payables	332,927	416,557
Employee benefits	125,532	153,963
Lease liabilities	133,018	131,960
Total current liabilities	591,477	702,480
Non-current liabilities		
Employee benefits	29,281	-
Lease liabilities	10,026	-
Total non-current liabilities	39,307	-
Total liabilities	630,784	702,480
Net assets	728,583	696,116
Funds		
Accumulated funds	728,583	696,116
Total funds	728,583	696,116



**Odyssey House
visits NADA**



94%

of members reported
that they view NADA as a
leader in the AOD sector

2022 NADA feedback
survey

NADA members

NADA members remain steadfast during challenging times to maintain a high standard of service delivery. They engage with the evidence base, and create a culture of learning and development. They foster environments where people can feel safe, respected and supported. NADA recognises the value of their effective and worthwhile work.

Key statistics

- **77** organisational members*
- **3 new members:** CORE Community Services, Deadly Connections Community and Justice Services Limited, and The Farm in Galong Ltd
- **53** visits to members across NSW and the ACT
- **\$42,736** in grants to member organisations to support workforce and organisational development

*Due to constitutional change this year, NADA revised its member structure.



Improving career pathways
and access to AOD qualifications

75%

of members reported
that NADA is effective at
advocacy and representation
2022 NADA feedback
survey

1 STRATEGIC PRIORITY

Advocate for sustainable funding and program governance

NADA consults with members to ensure their experiences shape our advocacy and representation work. During 2021/22, our key advocacy activities focused on the NSW Government response to the Special Commission of Inquiry into the Drug 'Ice' recommendations, challenges facing the non government workforce that were exacerbated by COVID-19, and the need for funding to reflect real and rising costs of service delivery.

We represented members on over **40** high-level committees and meetings.

NADA has provided **20** written submissions for:

- the National Alcohol and other Drugs Workforce Development Strategy
- the Post Market Review of opiate dependence treatment program medicines
- changes to the Certificate IV and Diploma of Community Services
- the Medicines, Poisons and Therapeutic Goods Bill 2022.

NADA produced an issues paper on the sector workforce, which has facilitated conversations with federal and state governments, including the education sector, with NADA making inroads to improving career pathways and access to AOD qualifications.

NADA CEO appeared in the media calling on the NSW Government to respond to the Special Commission.



Sharing member's insights, demonstrating their expertise and broadcasting outcomes

88%

of members find NADA
communications useful
or valuable

2022 NADA feedback
survey

2 STRATEGIC PRIORITY

Promote the strength of its members

Reaching across sectors

The Advocate is the top download (1747) from the NADA website with a growing readership across government, health and social sectors. Alongside articles that share member insights, case studies are increasingly used to demonstrate their expertise and broadcast their outcomes. Articles in the Advocate are designed to reduce drug stigma, with an entire edition (December 2021) devoted to the issue.

NADA continues to work closely with the Department of Communities and Justice (DCJ) child protection services and lead the facilitation of an advisory quarterly roundtable forum for a collaborative and strategic response to AOD and child protection interface issues.

Contributing to the evidence base

- NADA was involved in a range of research initiatives that have focused on workforce, performance measurement, cultural responses to AOD treatment and research capacity.
- NADA was involved in 5 peer-reviewed publications.
- We partnered with the University of Wollongong to have an affiliate role at NADA to strengthen the sector's outcomes data.

...copies of [the] Advocate have become an important part of my working life.
2022 NADA worker feedback survey



Supporting members to serve the
spectrum of people who seek support

88%

**of members reported NADA
is effective at providing quality
advice and information**
2022 NADA feedback
survey

3

STRATEGIC PRIORITY

Build capacity

Enhanced knowledge and skills to support best practice

- **3355** unique visits to the recently launched 'AOD Resource Finder'
- The Advocate focused on inclusion; stigma and discrimination; right treatment, right person, right time; and continuing care
- Frontline explored cognitive impairment, criminal justice, client outcomes and more
- Weekly 'Focus on Practice' emails engaged frontline workers during lockdown

Supported members to serve the range of people who seek support

- **232** downloads of *Access and equity: Working with diversity in alcohol and other drugs settings (2nd edition)*
- **4** culturally and linguistically diverse (CALD) auditors trained and organisational tool developed in the CALD audit project
- Launched the updated 'Gender and sexuality questions' in NADAbase, in line with the Australian Bureau of Statistics recommendations
- Delivered targeted training to the youth and womens networks

Supported members to respond to COVID-19

- Each 'Connecting NADA members forum' webinar engaged over **40** members
- Webpages with COVID-19 information and resources garnered **4,429** unique visits

Your resources are fantastic. I often reflect that NADA is frequently more relevant and responsive to the real needs we face than the info and resources we get from the main peaks in our own primary sector.

Member correspondence



Supporting members to attract and retain Aboriginal staff

4

STRATEGIC PRIORITY

Develop the workforce

Supporting the workforce to enhance clinical and therapeutic skills

- Each webinar in the 'AOD 101' series engaged over **50** people
- **50** people attended the 'Supporting people accessing AOD treatment who are experiencing homelessness or at risk of homelessness' webinar
- **15** people trained in 'Working with women and responding to domestic and family violence'

Engaging the workforce with data

- **77** people attended the hybrid 'Data forum'
- **47** people attended 'Using NADAbase outcomes to inform practice'
- **27** people attended 'How to use ATOP in your clinical practices'

Developing managers and leaders

- Finalised the 'AOD workforce managers and leaders study' with Curtin University, culminating in **2** webinars that provided an overview of the findings. Further, Curtin University have developed a resource from the results of the workforce study.
- **32** people attended the NADA Practice Leadership Group hybrid forum that focused on workforce and sector resilience, and on increasing opportunities for leadership and building management skills

Leading on consumer participation

- 'Consumer participation in action' webinar with representatives from NUAA and Hep NSW
- International Women's Day webinar panel discussion lead by Liz Gal (Consumer Consultant/Peer Worker) talking with women with lived experience of AOD use and accessing treatment
- 'Take home naloxone' webinar with NADA's Consumer Engagement Coordinator and consumer representatives from NADA's Consumer Advisory Group

One of the most useful training sessions I have attended.

Engaging men who perpetrate DFV in the AOD treatment context evaluation



NADA visits
The Farm

Highlights

100%

of respondents agreed that
the event improved their
awareness and knowledge
of the topic area
Data forum evaluation

Data forum

Looking back, looking forward:
A NADA data forum to plan for the future

NADA hosted a data forum on 23 March with **43** people attending online and **34** in-person, with members sharing their current practice in data collection, analysis, and evaluation. At the forum, NADA also collected feedback on what member data collection support should look like over the next 5 to 10 years. This, alongside consultations with stakeholders, IT systems support and the NADAbase team, guided the formation of the NADAbase plan of action for 2022/23.

Cross sector Dubbo forum

Building partnerships between the non government
AOD and other health and human services

NADA held a cross-sector forum in Dubbo on 28 June with **51** people attending in-person and **28** online. This forum facilitated partnerships and collaborations between NADA members and other health and human services sectors. The focus of the forum was on building partnerships between non government AOD and other health and human services to enhance collaborative practice to provide people with better access to integrated services and continuing care.

*I think this is great, I would like to see more cross-service days across LHDs.
Well done NADA for coming to Dubbo.
Fantastic opportunity to hear about collaborative practice.*

Feedback from participants, Cross sector Dubbo forum

NADAbase



NADA is the custodian of data for **218** services from **77** member organisations. **More than two-thirds** of these services offered support in the context of community and outpatient settings.

During 21/22, NADA members supported:
19,986 unique clients with
23,168 unique episodes of care.



The NADAbase team:

- actioned **26** support emails per month
- hosted **4** webinars and **1** forum
- developed **1** factsheet
- developed **1** data snapshot
- revised the data dictionary (June 2022).



81%

of members reported that
NADA is effective in providing
data support to improve clients
outcomes reporting
2022 NADA feedback
survey



People primarily sought support for:



alcohol
35.4%



metamphetamines (including amphetamine)
27.3%



cannabis
16.6%



opioids (including heroin)
6.3%

Of these **23,168** episodes of care,
40.2% reported polysubstance use.





Working with partners
to meet members' needs



93%

**of stakeholders reported NADA
is effective at being a quality,
member driven peak body**

2022 NADA feedback
survey

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.

Great organisation to work and collaborate with.

2022 NADA stakeholder feedback survey



NADA visits
Dooralong

92%

of staff would recommend
this organisation as a
good place to work
2022 NADA staff
survey

Acknowledgements

Staff

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

Robert Stirling	Chief Executive Officer
Chris Keyes	Deputy CEO <i>Started April 2022</i>
Sarah Etter	Clinical Director <i>Started March 2022</i>
Michelle Ridley	Clinical Program Manager
Raechel Wallace	Aboriginal Program Manager
Tata de Jesus	Program Manager
Mei Lin Lee	Senior Research Officer <i>Started March 2022</i>
Hannah Gillard	Project Coordinator
Sharon Lee	Communications Officer
Maricar Navarro	Operations Manager
Joanna Murphy	Administration Officer <i>Started January 2022</i>
Alice Guirguis	Project Support Officer
Suzie Hudson	Clinical Director <i>Finished March 2022</i>
Sianne Hodge	Program Manager <i>Finished January 2022</i>
Christine Minkov	Senior Policy Officer <i>Finished January 2022</i>
Rosemaree Miller	Research and Data Management Officer <i>Finished October 2021</i>
Liz Gal	Consumer Engagement Coordinator <i>Finished February 2022</i>
Sanjana Budhai	Project Support Officer <i>Finished February 2022</i>

Thank you

Accounting for Good for our financial management, and Rightsize Technology and McR for our information technology support. The NADA Consumer Advisory Committee and people with lived experience for their guidance and expertise.

NADA acknowledges our 2021/22 funders, the NSW Ministry of Health, and the Australian Government Department of Health.

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 to improve the health and wellbeing of people who use, or have used, AOD across the NSW community.



Contact us

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