



Directions
Pathways to Recovery

2020
2025

Strategic priorities

Who we are

Directions Health Services has been providing specialist alcohol and other drug services in the ACT and NSW for more than 40 years. Our comprehensive suite of holistic services reduces the harm experienced by individuals, families and communities impacted by alcohol and other drug use. This includes education and early intervention; counselling, case management and therapeutic groups; medical, nursing and psychology services; withdrawal support; residential and day rehabilitation programs; and the ACT Needle and Syringe Program.

Our capacity to implement the innovative services we develop in collaboration with our clients, partners and other stakeholders, enables us to effectively respond to the changing needs of the communities we serve.

Our strategic context

The context in which we developed this strategic plan reinforced the importance of continually strengthening our capability to be agile and innovative in our response to unexpected circumstances. We quickly reoriented and continued to provide services during the bushfires and COVID-19 pandemic and expanded the programs we offer. We expect further increases in demand for treatment and support because of the significant challenges our region faced in 2020.

In the deliberations for this *Strategic Plan 2020–2025*, we were clear about:

- retaining our primary focus on providing strengths-based, person-centred services
- delivering our services in partnership with our clients
- advocating for evidence-based approaches that meet the needs of people impacted by alcohol, tobacco and other drug (AOD) use.

To achieve this, we are committed to preserving our positive, non-judgmental culture, nurturing our staff, informing our community, building our resilience and contributing to the sustainability of our environment.

Our vision

A compassionate society that takes an informed, health-first approach to alcohol and other drug use.

Our purpose

To empower individuals, families and communities to maximise health and wellbeing, by working in partnership and without judgment.

The values we live by:

- I** Integrity
- C** Compassion
- A** Acceptance
- R** Respect
- E** Excellence

I-CARE

Strategic direction

Over the five years 2020 to 2025, we will grow in line with these four strategic directions.

Service innovation



We will build on our reputation as a leader in the alcohol and other drug treatment field by collaborating with clients, funders and partners to design and implement innovative person-centred service models that better meet the needs of our clients and further reduce the harms experienced.

Organisational resilience and sustainability



We will continue to nurture our workforce and culture, consolidate new programs, seek opportunities to expand in areas where we have expertise, and contribute to the health and sustainability of our communities and environment.

Robust systems and processes







We will continually improve the quality and cost effectiveness of our services and build capacity to measure our performance and outcomes for clients.

Engagement and advocacy



We will inform our communities on the impacts of alcohol and other drug use and ways to reduce the harm. We will advocate for evidence-based services that respond to the current and emerging needs of our diverse population groups.

STRATEGIC PRIORITIES	HOW (strategies)	KEY PERFORMANCE INDICATORS	GOALS
 Service innovation	Design and implement innovative programs that improve access to specialist alcohol and other drug treatment.	<ul style="list-style-type: none"> new programs implemented new interactive website established Telehealth capability enhanced 	Improve health outcomes for vulnerable populations.
	Build partnerships to deliver holistic services that better respond to comorbidity and complex AOD-related issues.	<ul style="list-style-type: none"> mental health capability increased service agreements established 	Improve systemic approaches to the complex needs of people impacted by alcohol and other drug use, including mental health.
	Work with research and other partners to further develop the evidence base for effective treatment and support services	<ul style="list-style-type: none"> programs evaluated research partnerships established 	Further develop evidence-based approaches.
	Educate young people and the community; and capitalise on prevention and early intervention opportunities.	<ul style="list-style-type: none"> education and early intervention for young people delivered number of young people accessing our services increased 	Support and educate at-risk populations about potential harms associated with alcohol and other drug use.
 Resilience and sustainability	Identify current and future workforce requirements and attract, develop and retain a high-quality workforce.	<ul style="list-style-type: none"> enterprise bargaining agreement negotiated and implemented workforce plan developed 	Enhance our workforce capability and reputation as an employer of choice.
	Sustain our commitment to a supportive, values-driven organisational culture.	<ul style="list-style-type: none"> high staff satisfaction staff wellbeing initiatives implemented cultural awareness training undertaken by all staff 	Maintain an inspirational work environment that enhances client and staff wellbeing.
	Consolidate and expand new service models to ensure high-quality, sustainable services.	<ul style="list-style-type: none"> innovative service models developed contract key performance indicators met or exceeded 	Enhance our capability to develop agile and innovative services while ensuring sustainable growth.
	Strengthen our risk management, compliance and business continuity frameworks.	<ul style="list-style-type: none"> business continuity plans reviewed annually strategic risk management enhanced 	Minimise business threats and disruptions and maximise opportunities.
	Ensure our business practices are efficient and environmentally sustainable.	<ul style="list-style-type: none"> carbon footprint reduced 	Maximise the impact of our services and contribute to a more sustainable community.
 Robust systems and processes	Consult with clients, staff and stakeholders to design and implement effective information management systems, share knowledge and measure performance.	<ul style="list-style-type: none"> business systems improved client information systems consolidated annual client survey conducted Community Advisory Group feedback actioned 	Improve our knowledge management.
	Maintain our focus on continuous quality improvement.	<ul style="list-style-type: none"> all re-accreditations achieved: Arcadia House (ATCA); Althea Wellness Centre (AGPAL); Directions wide (QIP) positive client outcomes demonstrated 	Increase our capability to measure outcomes achieved.
 Engagement and advocacy	Raise awareness and understanding of alcohol, tobacco and other drug use and advocate for evidence-based responses.	<ul style="list-style-type: none"> media engaged community event participation workplace education delivered AOD policy informed 	Increase community understanding, reduce stigma and discrimination, and increase help seeking.
	Advocate for a health-first approach to personal drug use and possession, including decriminalisation, coupled with increased early intervention, treatment and support.	<ul style="list-style-type: none"> media and position papers released drug checking supported 	Increase awareness of the risks of drug use and reduce harms experienced, including harms from criminal penalties.
	Promote reconciliation with our First Nations peoples through developing and implementing our <i>Stretch Reconciliation Action Plan (RAP) 2021–24</i>	<ul style="list-style-type: none"> <i>Stretch RAP 2021–24</i> implemented 	Demonstrate our continuing commitment to reconciliation.