### 2018 Calendar and 2016-17 Annual Report



#### New South Wales



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 T Dates to note this month **1 Jan** New Years Day / **26 Jan** Australia Day

## Our Organisation

Directions Health Services have provided specialist alcohol and other drug (AOD) treatment and support programs for individuals and family members impacted by AOD use for over forty years. Over this time, our programs have evolved to reflect the latest social and scientific research and have been adapted to suit diverse communities in which we operate and their ever-changing needs.

In 2016/17 our funders included ACT Health and ACT Justice and Community Safety Directorate, Commonwealth Department of Health, NSW Ministry of Health, Murrumbidgee Primary Health Network (PHN) and Coordinare PHN.

> We have a solid reputation for being client

Growth in number of Clients

#### (41,796 occasions

Increase in total Occasions of Service

Clients who identify as Aboriginal, A&TSI or TSI (also reflected in our staffing profile) centred and working within a harm reduction approach. Our logo is symbolic of our understanding that people are at different stages in terms of making choices and changes.

Our positioning statement 'Pathways to Recovery' does not mean that abstinence is the goal; rather that we recognise that people determine for themselves their goals and priorities, and the pathway that best suits them to achieve these goals. We strive to support our clients and their families along their pathway/s. This theme is also evident in our annual report, where we show a variety of symbolic pathways that are reflective of the diverse environments in the ACT and New South Wales.

We work with individuals, their families and friends, the sector and wider community to offer a comprehensive range of flexible and complementary programs that include community based Treatment and Support Services in the ACT, Murrumbidgee, Goulburn and Eurobodalla regions, and are in the process of establishing a service in the Monaro region. We also operate the ACT's Needle and Syringe Program (NSP); Arcadia House withdrawal, residential and day rehabilitation programs; and the Canberra region's only specialist AOD primary health clinic, Althea Wellness Centre.

Directions has an ongoing commitment to maintaining best practice in the alcohol, tobacco and other drug sector and enhancing service provision in new and innovative ways that are underpinned by the evidence and best practice guidelines.

#### **Our Vision**

Addiction free communities, where lives are transformed and families can be families.

#### **Our Mission**

To instil hope without judgment; to work in partnership to maximise health and wellbeing.

#### **Our Values**

Integrity; Compassion; Acceptance; Respect and Excellence

#### Acknowledgement

Directions acknowledges the traditional owners of the Canberra region, upon whose land we walk, their ancestors and elders both past and present.

We also value the contribution diverse cultures, identities and lifestyles make to our region and the richness of our society.

Integrity

Compassion Acceptance

Excellence

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**A year of change...** A new CEO, who brings understanding, knowledge and wisdom, subtly balancing the needs of our funder's, the needs of the Board, the needs of staff, and ensuring we continue to deliver the services valued by our clients. New Board members bring fresh eyes and understanding, helping the Board to better serve both our clients and our staff.

**A year of growth...** Expanding our capacity to serve the community into regional NSW, with our services now spanning from the South Coast to the Murrumbidgee. A year when our staff dug deep to support this growth; demonstrating dedication, resilience and patience.

### **President's** Report

A year of improvements... Supporting more robust communication networks throughout the expanding organisation by improving our IT systems. Keeping a cap on costs, while supporting more clients and a growing staff base. A transition to new Client Information Management Systems is underway, a transition that will, in time, provide more evidence about the effectiveness of our work.

A year of hearing.... Using our Community Advisory Group to not just hear the needs of our clients, but to listen and respond. To follow up, and to ensure that we remain connected to the needs of the community we are here to support.

A year of acceptance.... Recognising that Directions Health Services needs to remain connected to the community it supports, to advocate for harm minimisation approaches, to support rather than judge, and continuing to be an advocate for evidence based treatment and support strategies.

#### Integrity

Acceptance Respect

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Compassion



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2016/17 was a year of growth and diversification for Directions. It was my first year as CEO, and I would like to thank the Senior Management Team, Team Leaders, Coordinators and all Directions staff for their support, and for their unwavering commitment to provide the best possible service for our clients and stakeholders.

On behalf of myself and Directions staff, I would like to thank the Board President and Board Members for their leadership, wisdom and support. The Board worked collaboratively with us earlier this year to develop a new Strategic Plan for Directions that will continue to guide our work over the next two years and ensure our service is well placed to meet the needs of our communities.

### **CEO** Report

I would also like to thank our Community Advisory Group members for giving up their time, and for their honesty and generosity in suggesting improvements for our services. We are really looking forward to working with them again next year, and to including client and family representation from our NSW regional services.

The new initiatives we have implemented this year have helped to make Directions more sustainable and less vulnerable to changes in the funding and service environment. However, to make these things happen has required a lot more work, both behind the scenes and on the ground.

There have been amazing achievements in every program area, highlighted throughout the Annual Report. We expanded access to our treatment and support services in surrounding regions in NSW, establishing new Pathways services in Goulburn and Murrumbidgee regions, and more recently in South Eastern NSW. Pathways is already helping to make a difference in the lives of people impacted by methamphetamine, alcohol and other drug (AOD) issues in these regions. We have developed important partnerships and networks with other services in these regions, who have made us feel very welcome. In the ACT, we have continued to develop our services to manage increasing demand and improve outcomes for clients. We have implemented a new intake process and stepped model of care that matches clients with the service that best meets their needs; increased outreach to vulnerable people in a variety of locations across the ACT; extended Arcadia House programs to enable a more supported transition through the stages of change and following discharge; and responded to the concerns of NSP clients regarding changes in equipment design.

Across all of our services we are training our staff and working with our partners to increase access to Naloxone - a truly life-saving intervention for at risk clients and their families. We hope to make further in-roads with this in 2017/18.

Our colleagues in Corporate Services have been doing brilliant work behind the scenes to make sure our staff providing front-line services are well supported, and have the tools they need to provide a high quality service, including establishing our new offices, managing the transition to a new client information management system and guiding us through multiple accreditation processes.

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### Althea Wellness Centre – ACT

Althea Wellness Centre, funded by the Australian Government Department of Health, provides comprehensive primary health services for people whose health is impacted by past or current AOD use, and their families. Althea services are integrated with other specialist AOD programs and health services, and clients receive coordinated care.

increase in

to 2016-17 increase in

occasions of

service from

Clients

seen

2015-16 to

2016-17

Immunisations

from 2015-16

2016/17 was a very big year for Althea - the number of people receiving Althea medical, nursing and psychology services increased dramatically. A total of 485 individuals, many with very complex needs, attended an average of eight appointments each in 2016/17. Health prevention measures also increased, including immunisations, screening for blood borne viruses and other relevant health conditions, and health promotion activities. Althea worked collaboratively with other services in Canberra to ensure clients have timely access to new Hepatitis C treatments, with great results. We also had a pleasing increase in the number of new mums accessing our services early in their pregnancy, and we continued to provide support to them and their baby, as well as other family members.

We were fortunate to be able to recruit some additional staff to Althea Wellness Centre, to help cover extended study leave, holiday relief and outreach. Our practice nurse has been providing regular outreach for clients attending the Civic NSP, and will commence outreach services to Ainslie Village residents in partnership with Canberra Alliance for Harm Minimisation and Advocacy (CAHMA), in the new financial year. This enables vulnerable people, who may not have accessed a primary health service for many years, to receive a health assessment and treatment in an environment that is comfortable for them, and to be referred to Althea doctors and other health services for more serious conditions.

The overwhelming comment from clients who access Althea Wellness Centre services is that they are able to receive high quality health care and support delivered by compassionate clinicians who understand their situation and who do not pass judgement.

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### **Treatment** & Support Services – ACT

The ACT Treatment and Support Service (TSS), funded by ACT Health, offers clients at all stages of change a range of harm minimisation-based interventions and supports. In order to address continued

increase in clients enrolled in groups in 2016-17

increase in Clients Seen

(2.021) in

2016-17

increase in

Recorded

Occasions of Service (13,604) in 2016-17

"Thank you Directions for all that you have done for me... I take with me a totally new approach to my recovery. I really want this for me. I deserve it, my children deserve it and my family deserves it. I leave stronger, wiser, hopeful and focused on my recovery..." Female client

Female client aged 41 growth in demand for the service, despite limited resources, TSS re-designed its model of care, including intake, triage and assessment processes, to offer a stepped care approach.

The proposed model was presented to Directions' Community Advisor Group (CAG) for feedback and consultation prior to it being trialled, receiving positive feedback. It was then implemented on a trial basis in June 2017 with positive results:

- clients were referred to Arcadia House when this was the treatment modality best suited to their level of need and circumstances;
- a greater number of timely brief interventions were provided than in the same month in the previous year;

→ a proportion of clients reported their issues were resolved as a result of receiving timely brief intervention and that they did not currently require on-going support. This enabled clients requiring ongoing more intensive therapeutic support to access this more quickly, reducing the wait list from 6 to 4 weeks for individual counselling, with interim support provided if required.

The model will be fully implemented in the 2017/18.

TSS services are accessible to clients, with intake services provided at the Woden office, face to face or over the phone, as well as in outreach settings, such as the Alexander Maconochie Centre (AMC), Oakes Estate, Kanangra Court, Adult Mental Health Unit (AMHU) Canberra Hospital, and other Directions' sites. We have also collaborated with Relationships Australia, Employment Plus and Care Financial Inc. to address the holistic needs of our clients, including Budgeting for Life and employment seeking skills sessions.

TSS continues to deliver a variety of groups at Woden and the AMC, including SMART, Mindful Yoga, ADAPT (Alcohol and Drug Awareness and harm Prevention Training), MAPP (Methamphetamine, Awareness and harm Prevention Program), COMPASS family support group and Expressive Mindfulness Groups.

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## NSP – ACT

The Needle and Syringe Program (NSP), funded by ACT Health, exists to improve health outcomes for people who inject drugs, and reduce the spread of blood borne viruses in our community, by providing free clean injecting equipment, harm minimisation information, referrals, blood borne virus advice and other health education and resources. Our primary NSPs are located in Civic and Phillip and additionally offer free nutritious meals and crisis support. Free injecting equipment can also be obtained from community health centres, or purchased through participating pharmacies and from vending machines.

All NSP staff are trained by Canberra Alliance for Harm Minimisation and Advocacy in the recognition of overdose symptoms and administration of Naloxone, which is a medicine that can reverse an opioid overdose and save lives. Civic NSP continues to offer free health checks, information and referrals for the new Hepatitis C treatments through outreach visits by the Althea Wellness Centre practice nurse. Highlights for the NSP in 2016/17 include:

- → Increase in the number of participating pharmacies to 34, further improving coverage across the ACT;
- ➔ Training in the provision of NSP equipment and harm minimisation information for a total of 91

Compassion

people, including staff from our primary NSP's, health centres and pharmacies;

- → A total of 8,979 client presentations at Civic NSP and 4,362 at Phillip NSP. In addition to free injecting equipment and health checks, interventions provided included information and education, referral, counselling, support and case management, first aid and overdose management;
- ➔ Increase in the number of referrals for clients by 85% at Civic NSP and 53% at Phillip NSP, including to TSS, Althea Wellness Centre and a variety of other health and community services.

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In the interests of addressing the holistic needs of our clients, we have organized a number of supporting services, which are delivered via our primary NSP outlets. These include:

- Trial of Orange Sky Laundry, a mobile laundry service, at Civic NSP;
- ➔ Hepatitis ACT visited Civic NSP monthly;

- Distribution of donations of personal hygiene products from a charity called 'Pinch-A-Poo';
- Preparation and distribution of nutritious cooked meals and sandwiches as well as Oz Harvest donations.

The NSP also responded to client concerns about changes in injecting equipment by trialling new syringes and stocking the preferred brands. In May 2017, the NSP presented the findings of the trial at the Australian and New Zealand Addiction Conference titled 'Challenges in Responding to User Needs: Results and Reflections from a NSP Syringe

Brand Trial in the ACT'. 13,300 nutritious meals provided to clients during clients sup 2016-17 13,341 sessions Provided 10% information client presentation & education at Civic & first aid Phillip NSPs informal referrals counselling 9% formal referrals support & case mgt

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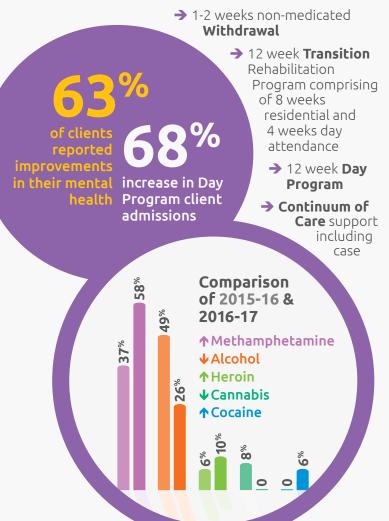


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## Arcadia House – ACT

Arcadia House programs are funded by ACT Health, Commonwealth Department of Health and Coordinare PHN. The programs are abstinence based, with a focus on self-help and mutual support.

#### Arcadia House offers:



management for clients prior to admission and following discharge from Arcadia House programs, including pre-admission groups for prospective clients and family members, brief interventions and sessions with Continuum of Care Officers

"As I leave tomorrow...I feel I am now a new refreshed reborn human being. I came to Arcadia ultimately to sort myself out and it has been a slow steady up hill battle. Physically, emotionally and most definitely spiritually I was a truly broken man. I have come out the other side ready to make inroads on life again. I won't deny Arcadia is tough, its confronting and you are taken out of your comfort zone, but the staff here are wonderful and shall get you through". Male client aged 46

Both the Transition and Day Programs are delivered as a 'three-staged approach' to facilitate the change process. The discrete stages offer meaningfully timed measurements of expected change, concrete points of goal attainment and markers/symbols/milestones for the residents on their passage in the learning process.

We also recognise the importance of a graduated transition back into the community and have incorporated a four week step-down day program for ACT clients in the residential program.

The Healthy Food, Healthy Me program operates from Arcadia House. Clients and Staff continue to prepare 150 meals per week for distribution to our clients via our NSP programs.

Of Arcadia House clients who provided feedback in 2016/17:

- → 100% found Arcadia to be "a safe place"
- → 100% described the service they received as "excellent"
- → 100% reported that sufficient time and attention was given to understanding and responding to their individual circumstances and needs

In 2016/17, Coordinare PHN funded an additional bed in Arcadia House, with priority access for people from the South Eastern NSW region.

Arcadia House programs are based on Therapeutic Community principles, and Arcadia is currently preparing to undergo Australian Therapeutic Community Association accreditation.

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# August 2018

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## Pathways Programs – NSW

Directions' NSW Pathways Murrumbidgee and Goulburn Region programs continued to expand throughout 2016/17. Our first Pathways service, established in the Goulburn Region, has been operating just over a year. The Pathways programs deliver communitybased treatment and support services based on harm minimisation principles, offering intensive case management, counselling, group work and support for family member.

#### **Pathways Goulburn Region**

Pathways Goulburn Region is a specialist methamphetamine (ice) service, funded by NSW Ministry of Health operating from Goulburn and providing regular services in Yass, Crookwell, Braidwood, Gunning and other areas within the region as required. Directions is the lead organisation for the project in partnership with the Ted Noffs Foundation.

Having been operational for over a year now, Pathways Goulburn has collected client outcomes data that demonstrates the program's effectiveness. This data shows significant reductions in clients' severity of dependency and psychological distress, and improvements in quality of life and wellbeing.

We will be expanding the Pathways Goulburn services in 2017/18, extending eligibility beyond methamphetamine,

to include clients who are experiencing difficulties with alcohol and other substances, funded by Coordinare PHN.

#### Pathways Murrumbidgee

Client Outcomes Measure Score (COMS)

Pathways Murrumbidgee services were established earlier this year, The programs include specialist methamphetamine (ice) treatment and support services in partnership with

"Pathways staff are great, you can tell them anything and they make no judgment. They understand where you are coming from, they're caring and pick you up for appointments."

Ted Noffs Foundation, pre-admission and post-discharge support services for people accessing rehabilitation y programs, in partnership with Calvary Drug and Alcohol Service, and AOD services for young people accessing headspace Griffith.

Pathways Murrumbidgee offices are located in Wagga Wagga and Griffith, and the team provides regular visiting services to Tumut, Young, Cootamundra, Temora, Narrandera, and Leeton, and visits a number of other communities as required.

Pathways Murrumbidgee services are funded by NSW Health and Murrumbidgee PHN.





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### **New Programs** & Our Service Partners

#### Pathways Eurobodalla

Pathways Eurobodalla is funded by Coordinare PHN, and offers alcohol and other drug treatment and support services, including case management, counselling and groups, for individuals and family members. The main office is located in Moruya, and the team provides regular services in Batemans Bay and Narooma, and visits other areas within the Eurobodalla region as required.

Pathways Eurobodalla began receiving referrals on 19 June 2017 and had established a small case load of clients and family members by the end of the financial year. The service is working closely with local health and community services, including the local Aboriginal Medical Service and Land Council to deliver groups and individual services.

#### **Pathways Monaro**

Pathways Monaro is funded by Coordinare PHN. We are in the process of establishing an office in Cooma, in partnership with Grand Pacific, and recruiting staff. The service will be launched early in the 2017/18 financial year.

Pathways Monaro will provide alcohol and other drug treatment and support services, including case management, counselling and groups, for individuals and family members. Visiting services will be provided to Berridale, Jindabyne and Bombala, with frequency depending on community need.

#### **Our Service Partners**

We have been very pleased to further develop our service partnerships and networks this year with a range of organisations in the ACT and NSW. Our partners include Relationships Australia, Financial Inc., Employment Plus, ACT Mental Health Consumer Network, Hepatitis ACT, Canberra Alliance for Harm Minimisation and Advocacy, St Vincent De Paul Society, Argyle Housing, Canberra Hospital Alcohol and Drug Service; Toora Women Inc., Oz Harvest, Orange Sky Laundry, Centacare, Calvary Riverina Drug and Alcohol Service, Ted Noffs Foundation, Headspace of clients accessing the Pathways Eurobodalla service identify as Aboriginal and/ or Torres Strait Islander

Canberra, Headspace Griffith, Legal Aid Goulburn, Mental Health and Drug and Alcohol Services in the Murrumbidgee and South Eastern NSW.

non-Aboriginal

We have also developed collaborative relationships with many other individuals and organisations providing services in the ACT and the surrounding South Eastern and Murrumbidgee Regions in NSW, for example, DeepEnd GP Network in Canberra, Murrumbidgee Mental Health and Drug and Alcohol Alliance, and Gateway to Justice network in Goulburn.

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## Finances & ICT

The 2016-17 year has been quite an exciting year of growth for Directions. With this growth into the regional surrounding areas in NSW, we have also had to develop our financial reporting and budgeting systems to cope with the additional volume of financial work required to manage these new programs. It has also meant that our communications network and data systems have had to be upgraded and enhanced to enable better communications between our various site offices, and to better cope with our data, information and reporting needs. This in itself has been an enormous task, and is still currently underway.

Our total growth in funding over the past year has been 23%, or \$1M, and over the past 2 years has been 37%, or \$1.5M. This means that our total funding revenue has now reached \$5.34M. It also means that we now have 35% of our total service funding being contributed by funders outside of the ACT.

We have also seen a steady growth in our externally sourced revenue of 15% over the past year. This growth in externally generated revenue has enabled the organisation to generate a relatively small surplus of \$126,740, to build steadily

Integrity

Compassion

Revenue **NSW Health** Οιι Funding 13% Funding Investment Murrumbidgee PHN Comm Dept in Services Funding 5% of Health Coordinare PHN (where our funds go to) Funding Funding 4% Fees & 12% Externally Sourced Charges 2% Revenue 6% **NSP Equipment** Supply Employment Accommodation 7% on the reserves required to ensure the sustainability of Directions Health Services into the future. Notwithstanding the growth of the organization over the past 2 years (including the establishment of new offices and Office in various regional locations), our expense Running and overhead ratios have remained constant with our total employment costs still being over 70% of our total expenditure, and our total program delivery costs remaining at around 74%.

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## Human Resources & Quality

#### **Human Resources**

Our passionate, dedicated and skilled staff are our greatest asset, enabling us to meet the needs of our clients. With the establishment of our new programs in New South Wales, our staff numbers have grown to 74 this year. We strive to provide a work environment where staff feel safe and supported, and promote an inclusive, positive culture that is one of our defining characteristics. This year we have increased access to training and professional supervision, implemented team building and staff well-being initiatives and ensured we provide a valuable learning experience for students, many of whom go on to work with us. We also support staff who are undertaking undergraduate and postgraduate study with generous study leave provisions. We have continued to improve our staff recruitment processes and create an environment where we retain our skilled and experienced workforce, dedicated to achieving our organisation's Vison, Mission and Values and to providing services which are tailored to the needs of our clients and communities

Our staff are currently located across 8 sites in the ACT and NSW, and we are in the process of upgrading our communications network to

"I've always felt part of a loving family at Directions and the care for each other really stands out...this care extends itself to clients also and I am proud to know that my co-workers really care about the people that come to access our services"

> ensure our staff are well connected and our clients can transition seamlessly form one service to another.

#### Quality

Day

NADA Conference

Directions Health Services is committed to continuous quality improvement throughout all programs, services and activities. Review by external auditors provides us with opportunities to constantly improve our systems and services, and to receive feedback from clients, and is increasingly a requirement of funding bodies.

Directions is currently participating in three rigorous accreditation cycles. . The whole of the organisation was accredited by Quality Innovation Performance (QIP) against the QIC Health and Community Services Standards in April 2015 for a three year period, with our next review due in April 2018.

In addition, Althea Wellness Centre was assessed in June 2017 against the Royal Australian College of General Practitioner standards, and achieved a further three years accreditation.

Arcadia House has commenced self-assessment against the Australasian Therapeutic Communities Association (ATCA) standards, and we look forward to being externally reviewed in 2017/2018.

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# **Engaging** Community

#### **Community Advisory Group**

In 2015, Directions established their Community Advisory Group (CAG). Participation in CAG is a great way for people involved with Directions' to help guide how we deliver our services. The group is an exceptional example of how people can make a difference. While CAG has been operating for 2 years, this is really just the beginning of their involvement in working with us

to strengthen our programs and services. CAG has made a positive impact by suggesting

*"For the first* time in the lonaest time, we have hope. Our son now looks well and has a sparkle in his eyes that we haven't seen since he was a teenager. He is now on a new path, one which we hope will have a long future".

improvements to our services, contributing fresh ideas to our Strategic Plan, choosing the outcome measure implemented in Canberra, and recommending a Directions email subscription list giving clients notification of opportunities and updates of Directions programs. Some exciting opportunities for the future of CAG include cochairing CAG, involvement in accreditation and in staff recruitment interview taking part

> panels. Their willingness to offer feedback about all Directions experiences is a contributing factor to the ongoing success of CAG.

In 2017, CAG welcomed their first regional representative and they will be holding their September meeting at Arcadia House, Our CAG meets approximately 5 times annually. If you would like to get involved, please contact us at Directions.

#### Donations

We would particularly like to thank everyone who has generously donated their funds, goods, time and skills to us this year – your support makes a big difference to our clients. A big thank you and fond farewell to the Southern Cross Club. who donated sandwiches each week for our NSP clients over many years. I would also like to express our appreciation to Warren Apps from Coordinate for assisting us to develop our new marketing strategy.

A big thank you also goes out to our clients at Arcadia House who help cook our nutritious meals for our NSP clients throughout the year.

We also welcome sponsorship opportunities from the corporate sector and encourage those interested to contact us directly.

If you wish to get involved by contributing to Directions and supporting our clients, many options are available. Please visit our website for details at www.directionshealth.com



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