

Drug and Alcohol Office
Strategic Plan 2013-2018



Government of **Western Australia**
Drug and Alcohol Office

> The Drug and Alcohol Office Strategic Plan 2013-2018

The Drug and Alcohol Office is the State Government agency responsible for alcohol and other drug prevention and treatment services, workforce development, research and evaluation, and strategic policy development and coordination in Western Australia.

Our strategic directions are aligned with the *Drug and Alcohol Interagency Strategic Framework for Western Australia 2011-2015* (the Framework) that aims to 'prevent and reduce the adverse impacts of alcohol and other drugs in the Western Australian community'. Developed in consultation with government agencies, the alcohol and other drug sector and the community, the Framework is an across government policy document that outlines the key strategic directions that may be adopted to counter harmful alcohol consumption and illicit drug use.

The key strategic directions outlined in the Framework are: focusing on prevention; intervening before problems become entrenched; effective law enforcement approaches; effective treatment and support services; and strategic coordination and capacity building. Priority target groups are Aboriginal people and communities, children and young people, people with co-occurring mental health and alcohol and other drugs problems, people in rural and remote areas, families and offenders.

The Drug and Alcohol Office Strategic Plan 2013-2018 is an important strategic management tool that supports the development and implementation of policy, programs and services that aim to prevent and reduce alcohol and other drug problems over the coming years.

The strategic plan was developed via a number of steps including: an environmental scan and analysis of pre-existing planning processes; a review of public sector agency strategic plans; consultation workshops with staff; and consultation with the Corporate Executive and the Western Australian Alcohol and Drug Authority Board.

In March 2013, a series of directorate workshops were held with a total of 106 staff members (50% of all staff and over 70% of non-clinical staff). The workshops aimed to inform the development of the strategic plan by identifying organisational strengths, mission statements, values and strategic priorities. Those unable to attend the workshops due to clinical rosters, part-time work arrangements and leave were encouraged to provide written input. Feedback on the draft plan was also sought from all staff members.

The strategic plan was developed by our staff through a series of consultations to identify organisational strengths, mission, values and strategic priorities.

The resultant strategic plan provides a guide for what we do, outlining how we can work together to achieve a shared vision. It articulates our vision, mission, values and strategic directions, providing the subsequent line of sight for practical implementation in our business and operational plans. It also outlines the key directions for which we are accountable to State Government and other stakeholders including the community.

This strategic plan summarises the strategic priorities identified within the consultation workshops to achieve the goal of the Framework and focuses on our services, programs and development. This includes building our own capacity and performance to provide efficient and effective programs and services into the future. In this context, policy, programs and services refer to the spectrum of alcohol and other drug strategies and activities that we provide and are integral to effective work in the alcohol and other drugs area.

> Our Vision

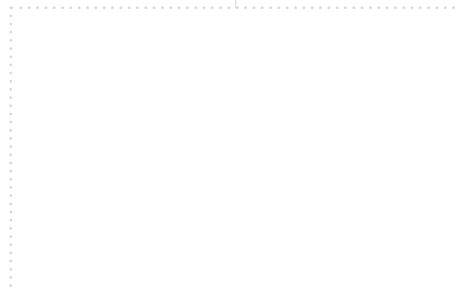
A community in which all Western Australians experience minimal alcohol and other drug related harms.



> Our Mission

Through strategic leadership, collaboration and quality evidence based policy, programs and services, we aim to prevent and reduce the adverse impacts of alcohol and other drugs in the Western Australian community.

An aspirational approach was used to develop our organisational mission. This was done by identifying how we would like the Office to be in the future. Consideration was given to our current strengths, future opportunities, and internal and external stakeholders. Hard elements such as strategy, structure and systems were also considered, as well as soft elements including skills, staff and values.



> Our Values

Values are our shared beliefs that reflect the culture of our organisation. A number of values, underpinned by behavioural objectives, were identified within the consultation workshops. These have been summarised into our core values outlined in the strategic plan.

Consumer focused

The needs of our consumers, including clients and the broader community, are central to our strategy development and service delivery. A responsive and holistic consumer focus is fundamental to our operations.

Inclusive

We are responsive to, work collaboratively with and actively seek the involvement of our consumers, the community and other stakeholders in providing or supporting the delivery of appropriate programs and services. It is through the combined efforts of government, non-government and the community that we will work towards achieving our vision.

Strategic

We aim to be a strategic leader, influencing the policy agenda and working in partnership with others to achieve our mission. We build and use the evidence base to inform our policy, programs and services. We learn from our own and others' experiences to develop new and innovative methods for improving our services. Monitoring, evaluation and research is key to our strategic approach.

Respectful

We respect each other, our consumers and our stakeholders. We recognise the cultural and linguistic diversity of stakeholders in the development and delivery of our strategies, programs and services. We also acknowledge the diversity of our workforce and value the contributions and expertise that this provides. We support the development of a workplace culture that promotes a systems approach, professional development, teamwork and learning from our experiences.

Accountable

We are ethical, taking responsibility for our actions and striving to continually improve the efficiency and effectiveness of our practice, programs and services for the Western Australian community. This includes ensuring strong internal corporate and clinical governance practices.

Culturally secure

We value and respect the legitimate cultural rights, values, beliefs and expectations of Aboriginal people. Cultural security is central to our programs, services, policies and strategies.

The two highest ranking organisational strengths identified within the consultation workshops were the size of the Drug and Alcohol Office, and the knowledge and expertise of our staff. Areas such as the diversity of services provided, staff commitment, organisational culture and collaborative partnerships were also identified. Other strengths included our culturally secure practices, customer service and responsiveness.

> Strategic Priorities

Strategic priorities were identified through environmental scanning, monitoring and review processes implemented as part of the Office's strategic management approach and consultation with our staff.

Ongoing strategic leadership, collaboration and coordination

A leading State Government alcohol and other drug agency that provides and supports a range of programs and services in collaboration and coordination with our stakeholders.

We will achieve this by:

- Strong strategic leadership that includes a management approach which clearly articulates our organisational priorities.
- Undertaking regular environmental scanning to determine external influences on our operating environment, adapting programs and services as appropriate.
- Increasing our profile in the community through improved communication and engagement with consumers, stakeholders and the community.
- Developing and maintaining strategic partnerships such as through the Drug and Alcohol Strategic Senior Officers' Group.
- Being responsive to the needs of our stakeholders, including policy and strategy advice to Government, information dissemination and appropriate service delivery to our community.
- Integrating service responses with our key stakeholders to address complex problems such as comorbidities.
- Using up-to-date, evidence based information to guide state-wide and local policy decisions and service responses.
- Ensuring Western Australian input into national policy agendas, and through national forums such as the Intergovernmental Committee on Drugs and the Mental Health Drug and Alcohol Principal Committee.
- Collaborating with the Australian Government and other jurisdictions to ensure effective, comprehensive and efficient service delivery.

Genuine stakeholder participation and engagement

Stakeholders including consumers and the community are proactively engaged, to support or provide appropriate programs and services at a local and state-wide level.

We will achieve this by:

- Developing and implementing a consumer engagement policy to identify improved ways of engagement with individuals, families and communities.
- Strategic workforce development, building the capacity of ourselves and our stakeholders to respond effectively to alcohol and other drug use, provide culturally secure practice, and better engage priority target groups.
- Effective communication within, and external to, our organisation to improve knowledge transfer, increase access to information and services, and improve integration.
- Conducting regular service and program evaluations to ensure the needs of our consumers are being met and programs are appropriately targeted.
- Establishing, reviewing and maintaining formal agreements or memorandums of understanding that outline the roles and responsibilities of stakeholders in providing and supporting alcohol and other drug programs and services.
- Recognising and responding to the cultural diversity of our consumers in the development and delivery of strategies, programs and services.
- When working with Aboriginal people and communities, ensuring an approach that respects the rights, values and beliefs of Aboriginal people.

> Strategic Priorities

Planned program and services development

Priorities are determined, and service and program development is informed through monitoring changing community needs, alcohol and other drug issues and trends, outcomes of research and evaluation, and reviewing innovative practice initiatives.

We will achieve this by:

- Continuing to provide a balance of programs and services, aligned to the priorities of the *Drug and Alcohol Interagency Strategic Framework for Western Australia 2011-2015*.
- Developing and implementing a *Western Australian Alcohol and other Drug Services Framework* to plan prevention and treatment services into the future.
- Continuing to implement the *Delivering Community Services in Partnership Policy* to determine purchasing priorities, engage with the alcohol and other drug sector, procure services and manage contractual arrangements with providers.
- Strategic planning for our Next Step clinical service to ensure that future treatment needs of Western Australians continue to be met.
- Reviewing our core functions to determine their ongoing appropriateness, prioritising actions and adjusting service delivery where appropriate.
- Utilising evidence based or evidence informed practice, and being innovative in our program and service development.
- Piloting relevant programs and services to determine their effectiveness and applicability to Western Australia.
- Addressing the cultural and environmental issues relating to alcohol and other drug use in Western Australia such as the normalisation of alcohol, young people and alcohol use, and the stigma relating to use.
- Considering current and emerging models of program and service delivery, such as the mental health recovery model and care packages to determine their applicability to Western Australia and the alcohol and other drug sector.

- Implementing a primary care strategy to guide policy objectives and strategic priorities to better engage with primary care professionals and organisations.
- Taking a culturally secure approach to the development and delivery of strategies, programs and services for Aboriginal people and communities.

Establishing a learning organisational culture

A learning workforce culture that builds the capacity and commitment of our people and organisation to achieve our mission.

We will achieve this by:

- Planning and supporting professional development opportunities for our staff, including the development of leadership capabilities, provision of mentoring programs and performance development.
- Providing workplace placement opportunities.
- Providing clinical placements in the addictions field.
- Recognising and celebrating the achievements of our staff, the sector, stakeholders, community groups and individuals.
- Ensuring effective external and internal communication practices, collaboration and team work.
- Supporting staff wellness, occupational health and safety programs and promoting work-life balance.
- Providing strong management, effective leadership, and performance development.
- Attracting and retaining high quality people, and ensuring appropriate succession planning.
- Developing a workplace that supports and respects the knowledge of Aboriginal staff, leading to an improved understanding of Aboriginal perspectives.
- Identifying and developing the leadership potential of Aboriginal staff to increase our response to the needs of Aboriginal people.

> Strategic Priorities

Developing organisational capacity

Corporate, professional and clinical functions, systems and services that provide efficient and effective policy, programs and services to meet the needs of our internal and external stakeholders, including consumers.

We will achieve this by:

- Maintaining strong corporate and clinical governance that includes participating in internal and external audits, accreditation reviews and developing robust administrative and professional processes to enhance our effectiveness.
- Developing and implementing an *Information and Communication Technology Strategy*.
- Reviewing our knowledge management processes and procedures.
- Implementing the *Western Australia Procurement in Partnership Policy* within the non-government sector.
- Establishing clear and open communication processes within and external to our organisation.
- Being outcome focused, identifying key performance indicators and being accountable through reporting.
- Educating, promoting, and encouraging the practice of safety and risk management within our organisation.

> Evaluation and Implementation

Process evaluation measures such as the number of consultations and attendees, and impact evaluation measures, including the identification of strategic priorities were collected progressively throughout the development of our strategic plan. Longer term

outcome evaluation will be conducted over the strategic plan's implementation, such as measurement against our business plans and agency key performance indicators. The achievements of the strategic plan will also be reviewed at its conclusion in 2018.

> More Information

Our key policy and strategy documents are provided on our website: www.dao.health.wa.gov.au

These include:

- *The Drug and Alcohol Interagency Strategic Framework for WA 2011-2015*
- *Drug and Alcohol Office Annual Agency Action Plan(s)*
- *Drug and Alcohol Office Annual Report(s)*
- *Alcohol Support Plan 2012-2015*
- *Illicit Drug Support Plan 2012-2015*
- *Volatile Substance Use Support Plan 2012-2015*
- *Capacity Building, Coordination and Monitoring Support Plan 2012-2015*
- *Strong Spirit Strong mind – Aboriginal Drug and Alcohol Framework for WA 2011-2015*
- *WA Health Aboriginal Cultural Learning Framework 2012*



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