

## NEXT STEP DRUG AND ALCOHOL SERVICES STRATEGIC PLAN 2015-2020

Next Step Drug and Alcohol Services (Next Step) is the main public sector provider of alcohol and drug clinical services in Western Australia. In addition to Next Step, a number of non-government and private services also contribute to the range of AOD services available to the WA population.

The treatment services provided by Next Step include:

- Outpatient services at East Perth and via integrated Community Alcohol and Drug Services at five metropolitan locations
- The Inpatient Withdrawal Unit at East Perth, including the Aboriginal Withdrawal Unit
- Outpatient and inpatient youth services via the Integrated Drug and Alcohol Youth Service
- Community clinical programs including the Community Program for Opioid Pharmacotherapy and the Clinical Advisory Service.

In addition to its clinical function, Next Step's East Perth site has the governance responsibility for leading quality and safety and for ensuring that all Next Step's services are running efficiently and effectively.

The *Next Step Drug and Alcohol Services Strategic Plan 2020-2025* (the strategic plan) aims to respond to the current and anticipated needs of the WA population. The strategic plan identifies priorities for service development and enhancement over the next five years.

The strategic plan is aligned with the *Drug and Alcohol Interagency Strategic Framework for Western Australia 2011-2015* that aims to 'prevent and reduce the adverse impacts of alcohol and other drug use in the Western Australian community'. It has also been developed within the context of the *Western Australian Mental Health, Alcohol and Other Drug Services Plan 2015-2025*. This ten year plan is close to finalisation and will outline the optimal mix of services and supports required to meet the current and future needs of people across the State with mental health, alcohol and other drug problems.

The strategic plan was developed via a number of steps including: establishment of a Key Internal Reference Group; development of a discussion paper; consultation with Next Step staff and stakeholders in the AOD and related sectors; and consultation with the Drug and Alcohol Office Corporate Executive and the Western Australian Alcohol and Drug Authority Board. The consultation with Next Step staff and the stakeholders in the AOD sector was undertaken in December 2013. Respondents were encouraged to provide written and verbal feedback. A total of 18 feedback submissions were received.

The strategic plan focusses on priority areas for service enhancement in relation to Next Step. The services provided by Next Step are one part of the broader system responsible for responding to AOD harm. In some cases, Next Step may also play a role in providing support for the development of broader initiatives that increase the capacity of AOD services in WA.

## **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.

## **Our aims**

### **Comprehensive and holistic service delivery**

Next Step aims to provide an accessible, holistic, person-centred service to build on the strengths and meet the needs of clients and their families. To achieve this Next Step provides a range of clinical services and collaborates with the other alcohol and drug, health and social services to enable coordinated service provision for consumers.

### **A leading AOD service**

Next Step strives to be a leader in evidence-based service delivery by demonstrating new approaches to AOD treatment, by providing high quality professional training and undertaking clinical research.

### **Provide a State-wide service**

Next Step aims to support and coordinate a range of state-wide AOD clinical services.

### **Service provider for complex cases**

Next Step strives to maintain its position as a service provider for all Western Australians, accepting and treating people with complex AOD, health and social problems.

### **Driven by stakeholder participation, including consumers and their families**

Next Step aims to involve all relevant stakeholders, particularly consumers and their families, in the planning, delivery and evaluation of its services.

## Strategic Priorities

### Service delivery

***Next Step is the main public sector provider of AOD clinical services in Western Australia. Next Step is committed to meeting the current needs of the community, as well as planning to meet future demand. Key priorities include:***

- Providing an integrated counselling service at the Next Step East Perth site through engaging a non-government partner.
- Ensuring an individualised, person centred approach to holistic service delivery at Next Step and integrated AOD services.
- Increasing the capacity of the integrated Community Alcohol and Drug Services to deal with continuing growth in demand.
- Continuing to liaise with emergency departments to ensure that referral pathways to appropriate AOD treatment services are maintained.
- Increasing the number of withdrawal beds at Next Step and across the state particularly in regional and remote areas. This should include options for delivering withdrawal services in partnership with other relevant services.
- Increasing the occupancy of the Aboriginal Withdrawal Unit and strengthening partnerships and service linkages with organisations that make referrals to the Aboriginal Withdrawal Unit.
- Increasing the capacity of Next Step's staff to work in culturally secure ways.
- Providing outreach support for the development of multidisciplinary clinical liaison teams at the metropolitan hospitals and trialling co-location with other relevant health services.
- Increasing the range of services available for young people and planning for future service needs.
- Developing new models of service delivery to ensure the sustainability of the Community Pharmacotherapy Program, including increasing the capacity of the program in regional areas.
- Developing new models of service delivery and fostering linkages with hospitals, mental health and community services to respond to complex cases including co-occurring AOD and mental health problems.
- Improving access to Hepatitis C treatment.
- Providing pharmacy services that complement the private sector.
- Using alternate methods of service delivery where appropriate, including online and tele-health technologies.

### Workforce Development

**Next Step aims to be a leader in developing clinical knowledge and skills in the AOD sector. We will continue this by:**

- Supporting onsite professional development at the Next Step East Perth site.
- Providing ongoing professional development opportunities for staff in the AOD and related sectors.
- Providing support to AOD services in regional and remote areas, including professional development support for staff, the use of online and tele-health to support service delivery and training in culturally secure ways of working with Aboriginal people.

- Providing graduate positions within Next Step to provide opportunities for training in the AOD field.
- Providing leadership and support for undergraduate and post graduate addiction medicine training programs.
- Providing professional development and placement opportunities to guide culturally secure ways of working with Aboriginal people.
- Increasing the AOD knowledge of other health professionals through secondment opportunities and reciprocal exchanges.

### **Cultural security and inclusion**

**Next Step strives to be a culturally secure and inclusive service that is respectful of the needs of the individual. We will achieve inclusivity by:**

- Increasing access by Aboriginal people and people from culturally and linguistically diverse backgrounds to Next Step services.
- Achieving high standards of consumer engagement in service planning and delivery, with special consideration for priority target groups. This includes involving families and significant others in the process.
- Developing and trialling models of care that facilitate personalised support to achieve an individual's goal of health and wellbeing.
- Supporting strategies that promote the social inclusion and discourage stigma towards people experiencing problems related to their or another's AOD use.

### **Outcomes and research**

**Next Step is committed to undertaking research to improve service delivery and collaborating with partners to advance the AOD evidence base. We will achieve this by:**

- Developing a range of improved consumer outcome indicators in partnership with other stakeholders.
- Establishing a formal cycle of Next Step program evaluations.
- Developing the capacity for clinical research at Next Step.
- Participating in clinical trials, national research projects and allowing research access to consumers for approved research projects.