



# NADA Sector Development Program 2009 to 2011

**Version 1: October 2009**

*The Network of Alcohol and other Drugs Agencies (NADA) is the peak organisation for the non government drug and alcohol sector in NSW. NADA's goal is to support non government drug and alcohol agencies in NSW to reduce the alcohol and drug related harm to individuals, families and the community.*

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## ABBREVIATIONS

<b>ACHS</b>	Australian Council on Healthcare Standards
<b>ADCA</b>	Alcohol and Drug Council of Australia
<b>D&amp;A</b>	Drug and alcohol
<b>DoHA</b>	Department of Health and Ageing (Australian Government)
<b>EQuIP</b>	Evaluation and Quality Improvement Program
<b>MHDAO</b>	Mental Health and Drug and Alcohol Office (NSW Health)
<b>MOU</b>	Memorandum of understanding
<b>NADA</b>	Network of Alcohol and other Drugs Agencies
<b>NCOSS</b>	Council of Social Services NSW
<b>NGO</b>	Non Government Organisation
<b>QI</b>	Quality Improvement
<b>QIC</b>	Quality Improvement Council
<b>QMS</b>	Quality Management Services
<b>WFD</b>	Workforce Development

## INTRODUCTION

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The NADA Sector Development Program is funded by NSW Health Mental Health and Drug and Alcohol Office (MHDAO) primarily to support MHDAO funded organisations to develop their quality improvement and workforce development programs.

NADA's approach to the Sector Development Program is guided by the seven principles outlined in the NADA Strategic Plan 2009-2011, and will provide members with opportunities for networking and organisational development, as well as representation and advocacy on behalf of non government drug and alcohol service providers.

## BACKGROUND

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The current quality improvement focus of the Sector Development Program stems from NADA's many years of involvement with funding bodies and quality improvement program providers. This involvement has ranged from representation of the sectors' needs and position in the early stages, to strong advocacy when program and funding changes were needed by both MHDAO and the then sole QI program provider. In recent times, a range of projects have been implemented to support QI across the diversity of organisations that make up the NADA membership.

NADA views quality improvement as a formal *framework and process* as well as a myriad of *activities* that seek to improve practice in service delivery, management and governance.

Many of NADA's other past and current projects go to supporting organisations to develop and strengthen knowledge and practice for improved service delivery, management and governance. For example, NADA's workforce development (WFD) projects have supported members through training and other grants, workshops, seminars, delivery of specialised training packages, and resources since 2002.

## RATIONALE

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As a member based organisation, NADA exists for its members. NADA responds to member needs through project and advocacy activities.

The Sector Development Program aims to address some of these needs, particularly relating to quality improvement. As it is a requirement of organisations that receive funding from NSW Health to engage in a formal quality improvement program, NADA focuses its Sector Development Program on this area, recognising the skill, time and other resources that organisations need in complying with this requirement.

Whilst compliance is a driver for the focus on quality improvement, both NADA and member organisations acknowledge great benefits in engaging in a formal QI program. Namely, a formal QI program can provide a system from which to implement risk management, governance, organisational development, service delivery and human resources. It also provides a standard against which organisations can measure and improve. A QI program that leads to accreditation against a set of standards highlights to clients, funders and other stakeholders the work and achievements of the organisation.

## PROGRAM AIM/GOAL

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To support NADA members to develop their organisational capacity, with a particular focus on quality improvement.

## OUTCOMES

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In line with NADAs Strategic Plan 2009-2011, NADA's Sector Development Program will focus on three outcome areas:

1. **Strengthening the non government drug and alcohol sector in NSW** through organisational development.
2. **Providing leadership and advocacy on drug and alcohol policy and service system development** in the areas of government funding, administration and policy development; and quality improvement programs.
3. **Building networks and information exchange opportunities for the non government drug and alcohol sector** focusing on organisational development and quality improvement.

## PROGRAM SCOPE

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NADA's Sector Development Program is for all NADA members with a particular focus on NSW Health funded organisations in relation to quality improvement programs.

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## ACTIVITIES AND PERFORMANCE MEASURES

<i>Activity</i>	<i>Activity detail</i>	<i>Performance Measure</i>
<b>Outcome Area 1: Strengthening the non government drug and alcohol sector in NSW through organisational development</b>		
<b>Organisational development resources and tools</b>	<p><u>Resource Tool for Non Government Drug and Alcohol Organisations</u> Partner with ACHS in developing and promoting Resource Tool to support members engaged with ACHS to address EQulP4 Standards and NSW Health Guidelines<sup>1</sup></p> <p><u>Policy and Procedure Templates</u> Develop set of policy and procedure templates that align with the Resource Tool and other organisational requirements to support QI practice.</p> <p><u>QI Program Implementation Tools</u> Develop a set of QI implementation tools to support QI practice in the sector – QI Plan template, timeline/process of QI cycle, activity register, etc.</p> <p><u>Guide to Submission Development</u> Investigate the feasibility of developing a guide to assist members in developing funding submissions – including scoping of members needs, existing resources, type of product, etc.</p>	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>▪ Resource Tool developed, implemented and evaluated, with positive uptake and feedback.</li> <li>▪ Resource Tool reviewed and updated in 2010/11.</li> <li>▪ Policy and Procedure templates developed, implemented and evaluated, with positive uptake and feedback.</li> <li>▪ No. and range of QI implementation tools developed, implemented and evaluated, with positive uptake and feedback.</li> <li>▪ Submission development Guide investigated</li> <li>▪ No. and range of organisational planning resources collated or developed, implemented and evaluated, with positive uptake and feedback.</li> <li>▪ No. and range of management and governance resources collated or developed, implemented and evaluated, with positive uptake and feedback.</li> </ul>

<sup>1</sup> Drug and Alcohol Treatment Guidelines for Residential Settings (2007), Drug and Alcohol Psychosocial Interventions: Professional Practice Guidelines (2008).

<p><b>Promotion and support of organisational planning</b></p>	<p><u>Assist members in their organisational planning and performance development</u> Provide support through facilitation of organisational and project planning sessions, focusing on performance and outcomes (primarily for small organisations with limited resources). Collate existing and develop new resources that support planning and performance measuring for all members.</p>	<p><b>Outcomes</b> (linked with NADA Strategic Plan 2009-2011)</p> <ul style="list-style-type: none"> <li>› Increasing no. organisations engaged in formal QI program</li> <li>› Majority of members report their services have improved as a result of NADA's projects, resources and grants</li> <li>› Majority of NADA members demonstrate improvements in their information management systems, including in the areas of client and health outcome data and service planning and evaluation.</li> </ul>
<p><b>Management and Governance</b></p>	<p><u>Resources</u> Collate existing, and develop new, resources that support improved management and governance practices – project planning templates, human resources planning templates, Board Orientation Kit, compliance register templates, etc.</p>	
<p><b>Outcome Area 2: Providing leadership and advocacy on drug and alcohol policy and service system development</b> in the areas of government funding, administration and policy development; and quality improvement programs</p>		
<p><b>Sector representation</b></p>	<p>Through membership of a range of forums/committees, NADA represents the sector on drug and alcohol policy and service system development. Below are several specifically related to sector development:</p> <p><u>ADCA Federal Council</u> Represent the sector at ADCA Federal Council meetings, planning and related activities.</p> <p><u>NCOSS Sector Development Forum</u> Represent the sector at NCOSS Sector Development Forum meetings, planning and related activities.</p>	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>▪ No. of committees and the outcomes of those committee processes</li> <li>▪ No. of submissions, policy position and advocacy papers developed</li> <li>▪ No. Of sector profile reports developed.</li> </ul> <p><b>Outcomes</b> (linked with NADA Strategic Plan 2009-2011)</p>

<p><b>Submission to policy/reports/advocacy papers/guidelines, etc</b></p>	<p><u>National Compact</u> Provide input into ADCA submission into National Compact Consultation (October 2009).</p> <p><u>ACHS Review of EQuIP4 Standards</u> Participation on Working Party for Review of ACHS EQuIP4 Standards and contribution to field review of EQuIP4 Standards (September 2009).</p> <p><u>QIC Development of Good Practice Guides</u> Contribute to the development of QMS Good Practice Guides, particularly the Drug and Alcohol Guide (2009 to 2010).</p> <p><u>NSW Health Review of NGO Program</u> Develop/contribute to submission on behalf of NADA members (October 2009 to March 2010).</p> <p><u>NSW Health Review of Drug and Alcohol Funding</u> Develop/contribute to submission on behalf of NADA members (October to December 2009).</p> <p><u>Other submissions</u> Contribute to or lead the development of other submission as relevant on behalf of the NGO D+A sector, including industry relevant plans, broad community services sector, etc.</p>	<p>› Majority of NGO drug and alcohol agencies in NSW report NADA has been effective in its committee, state-wide and national representation; submissions, policy position and advocacy papers; media presence.</p> <p>› No. Committees and the outcomes of those committee processes</p>
<p><b>Promoting sector QI activities</b></p>	<p><u>QI Background Paper</u> Develop a QI Background Paper that outlines the sector history, achievements and current activities regarding QI. Distribution for both NADA members and stakeholders.</p> <p><u>Sector Management and Governance Profile</u> Investigate option for commissioning research into profile of the NADA member management and governance systems and needs.</p>	

**Outcome Area 3: Building networks and information exchange opportunities for the non government drug and alcohol sector, focusing on organisational development and quality improvement**

<p><b>Forums/workshops/ networking events</b></p>	<p><u>QI forums/workshops</u> Host a series of forums/workshops for members engaged in QI program with the aim of increasing knowledge, practical skills and networks. The forums will align with both ACHS and QMS QI cycles with input on topics and issues informed by members needs. A range of guest speakers will form part of the agendas. Events will aim to be held in both metro and regional areas. Forums/workshops will be held in collaboration with other projects in the NADA Program Unit for enhanced attendance and outcomes.</p>	<p><b>Outputs</b></p> <ul style="list-style-type: none"> <li>▪ No. of QI forums/workshops and attendance rates</li> <li>▪ Positive feedback from individual member QI forums/workshops</li> <li>▪ MOUs developed with ACHS and QMS</li> <li>▪ Meetings/presentations with ACHS surveyors</li> <li>▪ Regular information provision and communication with members</li> <li>▪ Regular member visits</li> </ul>
<p><b>QI Provider Partnerships</b></p>	<p><u>Maintain relationship with ACHS</u> Develop an MOU with ACHS that describes how the two organisations will partner for the benefit of the NGO D&amp;A sector – including maintaining 10% discount on annual ACHS membership fees.</p> <p>Increase knowledge of D&amp;A sector with ACHS and their surveyors through presentations and provision of documentation.</p> <p><u>Maintain relationship with QMS</u> Develop an MOU with QMS that describes how the two organisations will partner for the benefit of the NGO D&amp;A sector.</p>	<p><b>Outcomes</b> (linked with NADA Strategic Plan 2009-2011)</p> <p>› Majority of NADA members and partner organisations report NADA was effective in promoting partnerships; being accessible; providing timely, quality advice and information; hosting informative conferences and forums.</p>

<b>Information provision</b>	<p><u>NADA website</u> Maintain current information on NADA website regarding NADA QI Program and activities; QI news, resources and products; and organisational development news, resources and products.</p> <p><u>Member communications</u> Provide QI Update for each NADA Advocate edition. Provide regular QI and organisational development updates in fortnightly member email updates.</p> <p><u>Distribution of resources</u> Collate existing and newly developed QI and organisational development resources to all NADA members – hard copy, electronic, face-to-face.</p> <p><u>Member visits</u> Liaise with Program Unit staff to ensure a regular schedule of member visits, and to identify the information to be passed on and collected during those visits.</p>	
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## **REPORTING AND COMMUNICATION**

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Annual reporting on program performance is provided to MHDAO annually as per the Funding and Performance Agreement.

Formal communication with members on program activity and performance is outlined above in Activities and Performance Measures.

Sector Development Program planning, activities and performance is discussed and aligned with other projects in the Program Unit of NADA.

## **PROJECT GOVERNANCE**

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NADA has ultimate accountability and responsibility for the project and for ensuring the program complies with the Funding and Performance Agreement with NSW Health.

The Director Sector Development is responsible for leading the development and implementation of the Sector Development Program so that outcomes are achieved for NADA members. This Sector Development Program interacts and partners with other NADA projects for shared outcomes.

Consultants and contractors may be engaged by NADA to undertake specific areas of work as part of the Sector Development Program. The consultants and/or contractors will enter into contracts/agreements with NADA that clearly detail deliverables and payment.

## **EVALUATION**

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The annual NADA member and stakeholder feedback surveys will be used to inform program performance and development. Additionally, individual events and products that are part of the Sector Development Program will be evaluated and used to inform future events and products.

General feedback from members will be collated with significant items recorded in the NADA member database.