



Updated Activity Work Plan 2016-2019: Drug and Alcohol Treatment

This Drug and Alcohol Treatment Activity Work Plan template has the following parts:

1. The updated strategic vision of each PHN, specific to drug and alcohol treatment.
2. The updated Drug and Alcohol Treatment Services Annual Plan 2016-17 to 2018-2019 which will provide:
 - a) An updated description of planned activities funded under the Schedule: Drug and Alcohol Treatment Activities, Item B.3 Drug and Alcohol Treatment Services – Operational and Flexible Funding.
 - b) An updated description of planned activities funded under the Schedule: Drug and Alcohol Treatment Activities, Item B.4 Drug and Alcohol Treatment Services for Aboriginal and Torres Strait Islander people –Flexible Funding.
 - c) A description of planned activities which are no longer planned for implementation under the Schedule – Drug and Alcohol Treatment Activities.
2. The updated Operational and Flexible Funding Budgets 2016-17 to 2018-19 (attach an excel spreadsheet using template provided):
 - a) Budget for Drug and Alcohol Treatment Services – Operational and Flexible Funding
 - b) Budget for Drug and Alcohol Treatment Services for Aboriginal and Torres Strait Islander people – Flexible Funding

Brisbane South PHN

When submitting this Activity Work Plan 2016-17 to 2018-19 to the Department of Health, the PHN must ensure that all internal clearances have been obtained and the document has been endorsed by the CEO.

The Activity Work Plan must be lodged via email to Qld_PHN@health.gov.au on or before 17 February 2017.

Overview

This Drug and Alcohol Treatment Activity Work Plan covers the period from 1 July 2016 to 30 June 2019 and is an update to the Activity Work Plan submitted to the Department in May 2016. To assist with PHN planning, each activity nominated in this work plan can be proposed for a period of up to 36 months. Regardless of the proposed duration for each activity, the Department of Health will require PHNs to submit updates to the Activity Work Plan on an annual basis.

Important documents to guide planning

The following documents will assist in the preparation of your Activity Work Plan:

- PHN Grant Programme Guidelines: Annexure A2 – Drug and Alcohol Treatment Services;
- Guidance for PHNs: Commissioning of Drug and Alcohol Treatment Services;
- Drug and Alcohol Treatment Services Needs Assessment Toolkit;
- PHN Needs Assessment Guide;
- PHN Performance Framework;
- Primary Health Networks Grant Programme Guidelines;
- Clause 3, Financial Provisions of the Standard Funding Agreement.

Guidance for PHNs: Commissioning of Drug and Alcohol Treatment Services

The *Guidance for PHNs: Commissioning of Drug and Alcohol Treatment Services* document (available on the PHN Secure Data Portal) has been developed to assist PHNs in understanding the Department's expectations in relation to activities that are in scope for funding, and will assist in translating drug and alcohol treatment evidence into a practical approach.

The high-level activities in scope under Flexible Funding allocations include:

- Early intervention (including Brief Intervention)
- Counselling
- Withdrawal Management (with pathways to post-acute withdrawal support)
- Residential Rehabilitation (with pathways to post-acute withdrawal support)
- Day Stay Rehabilitation (and other intensive non-residential programs)
- Post treatment support and relapse prevention
- Case management, care planning, and coordination
- Supporting the workforce through activities which promote joint up assessment and referral pathways, quality improvement, evidence based treatment, and service integration.

Activities relating to planning and consultation are to be funded under the Operational Funding allocation.

Key principles underpinning activity requirements

Drug and Alcohol Treatment Activity Work Plans are also expected to satisfy the following key principles underpinning drug and alcohol activity requirements:

- i. Proposed activities are evidence-based and in-scope of funding as detailed in *Guidance for PHNs: Commissioning of Drug and Alcohol Treatment Services*.

- ii. Proposed activities are clearly aligned with priorities identified in the corresponding Needs Assessment.
- iii. The majority of total Flexible Funding available is allocated to the delivery of specialist drug and alcohol service delivery (i.e. direct treatment activities) as opposed to non-treatment activities (e.g. workforce development, also in scope of this funding).
- iv. Detailed budgets are provided outlining funding for three years (2016-17 to 2018-19) with a clearly identified allocation for each activity (including sub-activity) type.
- v. Proposed activities for Indigenous-specific and mainstream services are clearly delineated, including evidence of consultation and engagement from local key Indigenous stakeholders.
- vi. Governance arrangements are clearly articulated, and include representation from key regional stakeholders such as Local Health Networks (or equivalent), State Government and specialist drug and alcohol service providers.

This funding is intended to complement existing Commonwealth and state and territory funded drug and alcohol treatment activities. Therefore, it is expected that existing state and territory funding, strategies, and frameworks are considered in the development of your Annual Plan to ensure services are complementary and do not duplicate existing efforts.

Formatting requirements

- Ensure all updates are made in tracked changes to facilitate timely approval.
- Submit plans in Microsoft Word format only.
- Submit budgets in Microsoft Excel format only.
- Ensure all updates are made to the previous version of your Activity Work Plan and submitted for approval. The Department will not accept updates made to a version of the Activity Work Plan (or other document) intended to supplement the original.
- Do not change the orientation of any page in this document.
- Do not add any columns or rows to tables, or insert tables/charts within tables – use attachments if necessary.
- Delete all instructions prior to submission.

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1. Strategic Vision for Drug and Alcohol Treatment Funding

Strategic Vision

Brisbane South PHN are committed to addressing the significant gap between the need for Alcohol and Other Drug (AOD) treatment and met demand across the region. By understanding and addressing sector barriers over the coming years, client access and overall experience with AOD treatment services will be improved.

Brisbane South PHN will aim to strategically improve:

- Client accessibility across the region;
- Access for underserved populations and geographic regions;
- Service capacity; and
- Integration and coordination.

Client accessibility

Improve overall service access for clients across a range of services, including:

- Inpatient withdrawal services;
- Day programs and support groups;
- Family support options;
- Follow-up services (relapse prevention); and
- After hours services (e.g. evening group-therapy sessions for employed clients).

Underserved populations and geographical regions

Several populations and geographic regions are currently underserved within the Brisbane South region, identified through the AOD Needs Assessment. Targeted effort will be put toward better serving the populations below:

- People with chronic AOD issues;
- Parents (e.g. detox services that can accommodate parents and their children);
- Employed clients (e.g. after hours services);
- Aboriginal and Torres Strait Islander peoples;
- People from culturally and linguistically diverse (CALD) backgrounds and refugees;
- Adolescents still attending school; and
- Middle-aged and older adults.

Particular geographic areas within Brisbane South PHN will also be a key focus due to service shortages or high need. These include:

- Redlands including Moreton Island and Bay Islands;
- Beaudesert and surrounding areas; and
- Beenleigh.

Service capacity

A combination of limited funding for existing and new AOD services and the restrictive nature of funding contracts, has resulted in reduced service options for clients. Brisbane South PHN will focus on building service capacity in existing providers, while also strengthen broader cross sector capability to better meet community need.

Integration and coordination

Brisbane South PHN aims to enhance communication, coordination and integration across AOD service providers, as well as the related broader health and social support services. A collaborative initiative will focus on integration and coordination across the sector which may include improving shared terminology, definitions, reporting systems and communication protocols between organisations.

Governance arrangements

The AOD governance arrangements will utilise and build on Brisbane South PHN organisational governance, ensuring effective and appropriate commissioning and delivery of AOD services in the region. This will include:

- Clinical Advisory council
- Community Advisory council
- Brisbane South PHN employed clinical leads
- Leveraging the strengths and oversight of the Brisbane South PHN AOD Sector Collaborative
- Strong and well-articulated contractual requirements for clinical governance

Consultation and joint planning processes

Brisbane South PHN have consulted deeply with the local AOD sector through a variety of mechanisms, including:

1. Program level co-design of service mix
2. Provider consultations, and
3. Online survey

Program level co-design of service mix

The Investment Management Standard (IMS) methodology was used to bring together key players in two separate streams, one with key stakeholders from the AOD sector, and a second with key stakeholders from Aboriginal and Torres Strait Islander specific organisations. A series of four workshops was conducted for each consultation stream working from issue identification through to solution development. The IMS involves a series of workshops to help guide organisational decision-making and ensure appropriate resourcing to achieve the best possible outcomes.

Provider consultations

Information was also gathered from general practitioners and allied health professionals related to system level issues faced by providers in treating, supporting, and providing care for patients experiencing issues related to AOD (e.g. referral pathways, referral processes, information transferral, underserved clients).

Online survey

An online survey collected key information about organisations as a whole and the programs they deliver within the Brisbane South PHN region. The survey also collected key information on system level issues within the sector (e.g. client access, service gaps, workforce issues).

2. (a) Planned activities: Drug and Alcohol Treatment Services – Operational and Flexible Funding

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| Activity | Activity 1: Planning and service design for AOD treatment services (general population and Aboriginal and Torres Strait Islander people) |
| Existing, Modified, or New | Existing activity |
| Needs Assessment Priority Area | 6. Alcohol and Other Drugs |
| Description of Drug and Alcohol Treatment Activity | <p>As part of a broader planning agenda focussed on mental health, suicide prevention and AOD, Brisbane South PHN will continue to undertake the following bodies of work to ensure a satisfactory level of organisational knowledge to commission both mental health and AOD services.</p> <p>1.1 Review and maintain governance structure</p> <ul style="list-style-type: none"> • Review the broader governance structure to ensure suitable level of AOD oversight is applied • Brisbane South PHN to maintain suitable governance structure to support AOD commissioning and service delivery • Brisbane South PHN clinical governance specification is included in AOD contracts <p>1.2 Service mapping project (inclusive of AOD providers):</p> <ul style="list-style-type: none"> • Update the comprehensive regional AOD mapping and identify AOD services across the continuum of care, inclusive of: <ul style="list-style-type: none"> ○ Early intervention services (screening and brief intervention) ○ Treatment services (counselling, withdrawal management, residential rehabilitation, day stay, case management) ○ Relapse prevention (aftercare) • This work will further be developed through the AOD Sector Collaborative <p>1.3 Comprehensive MH-SP-AOD Needs Assessment:</p> <ul style="list-style-type: none"> • Update the annual AOD needs assessment • Substantial revision and updating as additional tools, resources and information becomes available • Ensure consumer and stakeholder consultation is key to this process • The AOD Needs Assessment identified 6 key areas for further exploration and service design, these are: <ul style="list-style-type: none"> ○ Alcohol ○ Amphetamines/methamphetamines ○ Cannabis ○ Aboriginal and Torres Strait Islander People ○ People from CALD backgrounds and refugees ○ Integration and coordination of services |

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| Activity | Activity 1: Planning and service design for AOD treatment services (general population and Aboriginal and Torres Strait Islander people) |
| | <p>1.4 Regional integrated mental health plan</p> <ul style="list-style-type: none"> • Ensure that AOD representation is present when developing the regional integrated Mental Health and Suicide Prevention Plan. This opportunity will be leveraged to ensure AOD services are integrated to broader services where appropriate. <p>1.5 Service design, planning and evaluation (AOD Health and Service Plan):</p> <ul style="list-style-type: none"> • Engage external expertise, service providers and sector leaders to inform service design, planning and evaluation of an AOD service plan <ul style="list-style-type: none"> ○ Continue to utilise the most information documented in the AOD Needs Assessment and service mapping items of work ○ Assess and articulate the best way to invest resources in the Brisbane South PHN region to ensure service access is improved and better meets the AOD needs of the local population. This will encompass the full continuum of care, inclusive of: <ul style="list-style-type: none"> i. Early prevention and intervention ii. Treatment iii. Relapse prevention and Post intervention iv. AOD sector structural issues: Coordination and referral pathways, service capacity, supporting the workforce, continuous improvement, evidence-based treatment, information sharing systems |
| Target population cohort | Whole of population planning (inclusive of the Aboriginal and Torres Strait Islander community) |
| Consultation | <p>The following organisations / groups will be consulted and engaged ongoing to further identify issues and gaps in AOD service delivery:</p> <ul style="list-style-type: none"> • Metro South Hospital and Health Service (HHS) including the Metro South Addiction and Mental Health Service (MSAMHS) • Mental Health and Alcohol and Other Drugs Directorate, Queensland Health • Aboriginal and Torres Strait Islander organisations • AOD services • General practice (including Mental Health Nurses) • Non-government organisations (NGOs) • Psychology/psychiatry • Community mental health providers • Consumers, families and carers. |

| Activity | Activity 1: Planning and service design for AOD treatment services (general population and Aboriginal and Torres Strait Islander people) |
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| Collaboration | <p>The commissioned AOD services will be require ensure collaboration with:</p> <ul style="list-style-type: none"> • AOD service providers in Brisbane South • Metro South HHS • Sector peak bodies • Broader NGO sector • Broader health sector partners • General practice and primary care providers |
| Indigenous Specific | <p>General planning however Aboriginal and Torres Strait Islander focussed tasks throughout the Mental Health, Suicide Prevention and Alcohol and Other Drugs planning processes.</p> |
| Duration | <p>One year period (2017-2018) commencing July 2017.</p> |
| Coverage | <p>Entire Brisbane South PHN region (PHN302)</p> |
| Commissioning method | <p>The above pieces of work will support and inform ongoing service planning and investment in AOD services in the Brisbane South PHN region. Brisbane South PHN will manage each of the activities but may seek assistance from the market to ensure all planning documentation is evidence-based. The performance of the contracted consultancies will be monitored through a contract management process to ensure the end product meets the requirements set out in the statement of works.</p> |

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| Activity | Activity 2: Brisbane South PHN AOD service delivery |
| Existing, Modified, or New | New activity |
| Needs Assessment Priority Area | 6. Alcohol and Other Drugs |
| Description of Drug and Alcohol Treatment Activity | <p>Commission two AOD services providers, Lives Lived Well (LLW) and Queensland Injectors Health Network (QuIHN) to enable and leverage their service capacity to:</p> <ol style="list-style-type: none"> 1. Eliminate waitlists for existing AOD services 2. Establish and/or grow sustainable services in particularly underserved/ high needs area of Beenleigh, the Moreton and Bay Islands (Stradbroke, Russell and Macleay), Beaudesert and Redlands 3. Enhance existing services to manage ongoing/growing demand across Brisbane South PHN region 4. Enhance access to the following service types: <ul style="list-style-type: none"> ○ Counselling (includes face to face counselling/case management, telephone counselling and outreach) ○ Post withdrawal/rehabilitation support (including day stay options) and relapse prevention (including group-based support) ○ Case management, care planning and coordination 5. Enhance service access to target underserved groups: <ul style="list-style-type: none"> ○ Employed clients who need access to services in the afterhours period ○ Parents who need childcare in order to attend services ○ CALD clients. |
| Target population cohort | <ul style="list-style-type: none"> • Employed clients who need access to services in the afterhours period • Parents who need childcare in order to attend services • CALD clients • NB: All General AOD Service Delivery providers will ensure that services are culturally appropriate for Aboriginal and Torres Strait Islander clients. However, a holistic Mental Health, Suicide Prevention and AOD response has been detailed under the Primary Mental Health Care Activity Work Plan – Priority Area 6. Aboriginal and Torres Strait Islander Mental Health Services (Social and Emotional Wellbeing). |

| Activity | Activity 2: Brisbane South PHN AOD service delivery |
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| Consultation | <p>The following organisations/groups will continue to be consulted with to further identify issues and gaps in AOD service delivery, and invited to participate in the co-design of service responses to meet the needs of the community:</p> <ul style="list-style-type: none"> • Metro South HHS including the MSAMHS • Mental Health and Alcohol and Other Drugs Directorate, Queensland Health • Aboriginal and Torres Strait Islander organisations • AOD services • General practice • NGOs • Psychology/psychiatry • Community mental health providers • Consumers, families and carers |
| Collaboration | <p>The commissioned AOD services will ensure collaboration with:</p> <ul style="list-style-type: none"> • AOD service providers in Brisbane South • Metro South HHS • Sector peak bodies • Broader NGO sector • Broader health sector partners • General practice and primary care providers |
| Indigenous Specific | All services are inclusive of Aboriginal and Torres Strait Islanders people |
| Duration | <ul style="list-style-type: none"> • Service commencement: January, 2017 • Service review (pending confirmation of extended funding): June 30, 2018 • Service conclusion (indicative funding): June 30, 2019 |
| Coverage | <p>Entire region, with particular focus on underserved/high needs areas, including:</p> <ul style="list-style-type: none"> • Beenleigh • Beaudesert • Moreton Island and Bay Islands (Stradbroke, Russell and Macleay) • Redlands |
| Commissioning method | Service delivery will be wholly commissioned to the AOD service providers |

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| Activity | Activity 3: Brisbane South PHN AOD Sector Collaborative |
| Existing, Modified, or New | Existing Activity commenced in January 2017, arising from the stakeholder consultation process held during August and September of 2016 with a range of local drug and alcohol treatment services experts |
| Needs Assessment Priority Area | 6. Alcohol and Other Drugs |
| Description of Drug and Alcohol Treatment Activity | <p>Resulting from the Needs Assessment and consultation workshop using the 'Investment Logic' approach, Brisbane South PHN has commissioned an organisation to establish and run an Alcohol and Other Drugs (AOD) Sector Collaborative to strengthen cross-sector and workforce capability from 2016/17 to 2018/19.</p> <p>The key objectives of this service are to:</p> <ul style="list-style-type: none"> • Enhance communication, coordination and information sharing amongst AOD service providers as well as the related broader health and social support services • Strengthen broader cross-sector capability in regards to the appropriate treatment and referral of patients with AOD issues • Develop and implement a workforce capability improvement plan. |
| Target population cohort | Whole of Brisbane South PHN region. |
| Consultation | The Investment Management Standard (IMS) methodology was used to bring together key players from the AOD sector. A series of four workshops was conducted working from issue identification through to solution development. The IMS involves a series of workshops to help guide organisational decision-making and ensure appropriate resourcing to achieve the best possible outcomes. |
| Collaboration | It is expected that the organisation commissioned to develop and implement the AOD Sector Collaborative will sign partnership agreements with participating organisations. Each organisation will have a role in participating in the activities of the Collaborative to improve coordination and integration of AOD services across the Brisbane South PHN catchment. Likely organisations to be involved in this process include Metro South HHS representatives, AOD services and other related healthcare and support services. |
| Indigenous Specific | General service which is inclusive of Aboriginal and Torres Strait Islander sector participation. |
| Duration | <ul style="list-style-type: none"> • Service commencement: January, 2017 • Service review (pending confirmation of extended funding): June 30, 2018 • Service conclusion (indicative funding): June 30, 2019 |
| Coverage | Entire Brisbane South PHN 1region |
| Commissioning method | This activity will be commissioned in whole. It is envisaged that through resourcing the AOD Sector Collaborative the collective service strengths and resources of the sector will be leveraged. |

2. (b) Planned activities: Drug and Alcohol Treatment Services for Aboriginal and Torres Strait Islander people – Flexible Funding

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| Activity | Activity 4: Aboriginal and Torres Strait Islander AOD service delivery (integrated with Mental Health and Suicide Prevention funding programs) |
| Existing, Modified, or New | Existing Activity |
| Needs Assessment Priority Area | 6. Alcohol and Other Drugs: |
| Description of Drug and Alcohol Treatment Activity | <p>1. Service provider engagement: Brisbane South PHN will establish and maintain partnerships across the local region to support improved coordination and integration.</p> <p>2. Extend, expand and enhance existing AOD services, including service integration and coordination: This funding stream may use existing services and a variety of delivery types to meet the mental health, AOD and suicide prevention needs of the community. Aboriginal and Torres Strait Islander mental health, suicide prevention and AOD will be addressed through the same engagement and co-design process due to the clear cross over in treatment approaches. Brisbane South PHN however acknowledges that specific AOD funds are to be used for AOD services.</p> <p>Based on collated service mapping, data analysis and consultation, focus areas for Mental Health, AOD and Suicide Prevention procurement will include:</p> |

| Issue/Area | Details | Commissioning Approach |
|--|---|------------------------|
| Enhance UHELP to support young people in Inala and two additional locations (identified by needs assessment/ service planning processes) | <ul style="list-style-type: none"> • UHELP is community-led, place-based, evidenced based program. • Focuses on Aboriginal and Torres Strait Islander youth mental health, alcohol and other drugs and suicide prevention, and also covers social and emotional wellbeing | Direct |

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| <p>Social Emotional Wellbeing (SEWB)</p> | <ul style="list-style-type: none"> • Rollout of existing/evidence-based models using a place-based approach. • Address any emerging/niche issues. • Focus on areas including: <p>Geographies:</p> <p>Inala Logan Scenic Rim (including Beaudesert) Bay Islands (including North Stradbroke)</p> <p>Access / system level issues:</p> <p>After Hours Workforce development Referral pathways Coordination/integration</p> | <p>Open</p> |
| <p>Non-treatment service delivery</p> | <p>Capacity building and improved service coordination and integration</p> | <p>N/A</p> |

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| | <p>3.Capacity building and improved service coordination and integration</p> <p>Oversee the delivery of Aboriginal and Torres Strait Islander AOD services, including supporting service integration, collaboration and ongoing sector engagement, including:</p> <ul style="list-style-type: none"> a) Promoting linkages to broader health services (including mental health services) and relevant support sectors (including social welfare, employment services, child and family services etc.) in order to better support: <ul style="list-style-type: none"> o Integrated, coordinated treatment o Referral pathways b) Promoting quality improvement approaches c) Supporting health professionals and specialists through education and training <p>* As part of 3 Non treatment service delivery, as well as through those providers selected, Brisbane South PHN will ensure that community expectation in relation to waitlist focus is managed. This will be further supported through communications with BPSHN’s existing governance structure.</p> |
| Target population cohort | Aboriginal and Torres Strait Islander community members |
| Consultation | <p>Brisbane South PHN existing governance structure includes a number of Indigenous stakeholders:</p> <ul style="list-style-type: none"> • Institute of Urban Indigenous Health (IUIH) – Member Organisation • Professor Cindy Shannon – Board Member • Noeleen Lopes (CEO of Gallang Place) – Representative on our Community Advisory Council • Dr Carmel Nelson (GP at IUIH) – Representative on our Clinical Advisory Council • An Indigenous Consumer on Brisbane South PHN Mental Health Suicide Prevention and AOD Consumer and Carers Advisory Group <p>To date, consultation with Aboriginal and Torres Strait Islander stakeholders on issues incorporating AOD has included:</p> <ul style="list-style-type: none"> • February and March 2016 – consultation with the following organisations / communities <ul style="list-style-type: none"> o Yulu-Burri Ba Aboriginal Corporation for Community Health (North Stradbroke Island, Wynnum and Capalaba) o Open Minds – Indigenous Reference Group o Beaudesert Elders o Logan community representatives (including Elders) • August through October 2016 - 4 x Investment Management Logic workshops with key Aboriginal and Torres Strait Islander service providers in the Brisbane South PHN region in relation to Mental Health, AOD and Suicide Prevention • Ongoing discussions with the Institute of Urban Indigenous Health (IUIH) at a CEO level – current since the commencement of Brisbane South PHN CEO Sue Scheinpflug in July 2016 • Ongoing discussions with key community representatives of North Stradbroke Island |

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| Collaboration | The services commissioned under this stream of funding will be delivered by the organisations listed in the 'activity title' section. Continual engagement with these services will be required to monitor and evaluate effectiveness. Collaboration will also be required with Metro South HHS (including MSAMHS) and the Queensland Health State Mental Health Directorate to ensure partnership opportunities are leveraged and joint service planning occurs. |
| Indigenous Specific | Yes |
| Duration | <ul style="list-style-type: none"> • Service commencement: January, 2017 • Service review (pending confirmation of extended funding): June 30, 2018 • Service conclusion (indicative funding): June 30, 2019 |
| Coverage | <p>The entire region with particular services focused on:</p> <ul style="list-style-type: none"> • North Stradbroke Island and other Bay Islands (e.g. Russell, Macleay) • Inala • Logan • Scenic Rim |
| Commissioning method | AOD services for Aboriginal and Torres Strait Islander community members will be wholly commissioned out to service delivery organisations |