

2021 | Our year in review.



In the spirit of reconciliation, we acknowledge the traditional custodians of country throughout Australia and their connection to land, sea and community. We pay our deep respects to elders past, present and future, and to all Aboriginal and Torres Strait Islander peoples today.



Another great year!

Among the turmoil of 2021, we continued to use our unique skill set to support governments, services and workplaces to reduce drug related harm. We expanded our team and our work increased in number and complexity.

Our landmark project this year was the evaluation of the National Ice Action Strategy. The key finding was the lack of evaluation data. You can't manage what you can't measure, so the saying goes. Continuous quality improvement is contingent on measuring what we do and how well we are doing it.

Our workforce development work increased significantly with both existing and new clients investing more heavily in their workforces. In particular, services outside the specialist alcohol and other drug sector.

Our WorkWell program, which has kept a low profile since it started in 2014, expanded rapidly as organisations began to realise that the impact of poor alcohol policy in the workplace goes beyond worksite safety to inclusion, diversity and mental health.

I'm super grateful to be working with a team of the best minds in the business and looking forward to doing more great things in 2022. Enjoy a sample of our work this year.

Dr Nicole Lee, Founder and CEO

We have a vision.

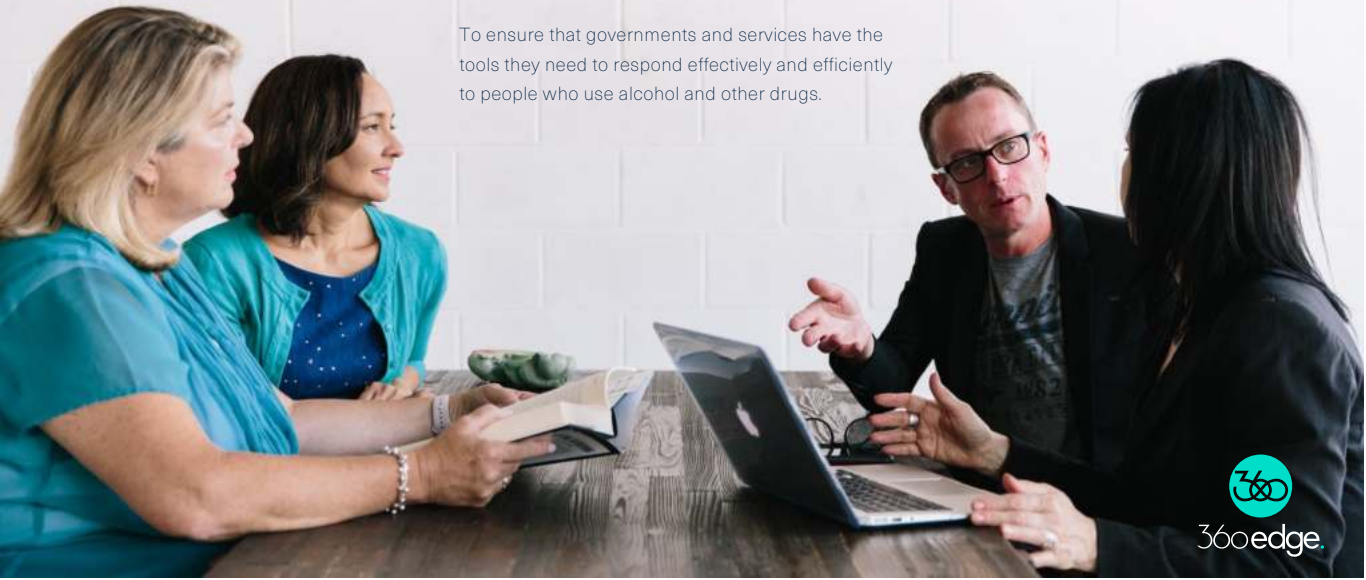
A community that provides the best policy and practice responses available to people right across the spectrum of alcohol and other drug use.



360edge

We're on a mission.

To ensure that governments and services have the tools they need to respond effectively and efficiently to people who use alcohol and other drugs.



360edge.

Our values.

Doing good

We are driven to make a positive impact in the world. We strongly believe in social justice and human rights, and it drives all of our work. We believe everyone has the right to the opportunities and privileges society has to offer.

Excellence and innovation

We deliver cutting edge because we don't do 'good enough'. We strive for excellence in everything we do. We have a 'can do' mindset. We problem solve. We learn from our mistakes. We do our best because we love what we do.

Clarity and simplicity

Straightforward, open and clear communication is the key to change. We believe that even the most complex problems can be communicated simply. We are genuine, clear and transparent in everything we do.

Integrity and honesty

We say what we mean and mean what we say. We are guided by the evidence. We are committed building and maintaining an open and honest relationship with our clients where we work together to achieve common goals.



Our founder and CEO.

Professor Nicole Lee is an international leader in alcohol and other drug responses, with 30 years experience in policy and practice implementation.

She is Adjunct Professor at the National Drug Research Institute Curtin University, board member of Hello Sunday Morning and The Loop Australia, and a member of the Australian National Council on Alcohol and other Drugs (ANACAD) - Australia's key expert advisory council to the Australian Government on drugs, appointed by the Health Minister.

She has provided advice to Australian, State and Territory governments as well as International governments in South East Asia, New Zealand and the Pacific Islands. She has worked on alcohol and other drug policy with major international organisations such as the World Health Organization and the United Nations Office on Drugs and Crime.



Our 2021 leadership team.



Professor Nicole Lee
Founder and CEO



Dr Richard Cash
Head of Service
Development



Paula Ross
Head of Workforce
Development

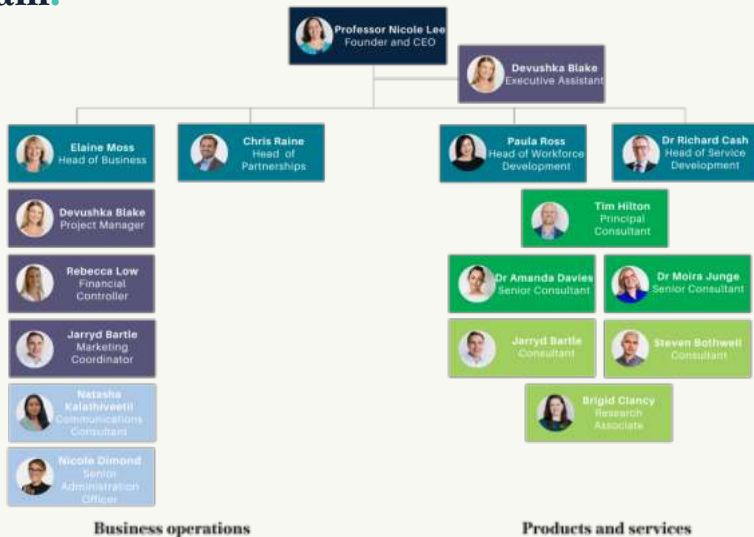


Elaine Moss
Head of Business



Chris Raine
Head of Partnerships

Our 2021 team.



Our flagship areas.

While we work in all aspects of the alcohol and other drug sector and in allied areas of health, our flagships reflect particular areas of leadership and expertise where we contribute a unique perspective.

Responses to methamphetamine

360Edge leads Australia's thinking about methamphetamine-related harms. Our evidence based advocacy has changed the way policy and practice are developed and implemented.

Drug policy and law reform

Our specialist expertise in policy and law reform enables us to advocate in public and behind the scenes to reduce harms for people who use drugs.

Drugs and mental health

Our work in understanding comorbidity and implementing best practice provides significant leadership and advocacy to improve responses.

Working with families

We developed an evidence based, integrated approach to teaching practitioners about working with families that has real impact in clinical practice.

Our key program areas.

Our four key program areas enable us to offer a 360 degree wrap around service to support sector development.

Evaluation

Our 360 knowledge of alcohol and other drugs and health service systems, enables us to undertake program evaluation that is both rigorous and meaningful. Our decades in academia coupled with our clinical expertise ensures robust evaluation.

Policy advice and systems modelling

Our deep knowledge of funding structures and systems and our specialist expertise in cost modelling allows us to look at funding allocation, options and outcomes with an eye to both increasing efficiency and cost effectiveness.

Service improvement

Our clinical practice experience means our solutions are grounded in the real world. We understand what operating and working in a clinical service is like, so we know how to make sure improvements are implemented sustainably.

Workforce development

We know what practitioners need to be their best because we've worked on the frontline. Our specialist instructional design and expert facilitation experience means we know how to get the best skills and the right tools into their hands.

Evaluation.

Our landmark project this year was the evaluation of the National Ice Action Strategy

2021 landmark project.

Evaluation of the National Ice Action Strategy

The context

In 2020, we were invited by the Australian Government Department Health to undertake an evaluation of the \$451 million evaluation of the National Ice Action Strategy, designed to reduce harms from crystal methamphetamine ('ice'). There were 31 programs funded under the strategy right across Australia.

Our approach

We worked with an expert advisory group to develop a detailed framework and then undertake the evaluation. We held more than 60 focus groups from right across health, justice and education. We analysed outputs and outcomes collected by the funded programs, focusing on impact and quality.

The outcome

Our report, delivered in March 2021, details the evaluation outcomes of all 31 programs. The key finding was the importance of proactive evaluation of programs to ensure their effectiveness and responsiveness. In 2022, we are embarking on the mid point review of the National Drug Strategy.

[Read the NIAS Evaluation report](#)



Service improvement.

We undertook 22 service improvement projects
in 2021 with services right across Australia

Service improvement spotlight.

Supporting best-practice alcohol and other drug treatment services.

360Edge and our partner QNADA, were invited by Sunrise Way, an alcohol and other drug residential rehabilitation service in Toowoomba, to review their clinical program.

The focus was to ensure that the program was aligned with industry best practice and reduce contract and financial risk so the service can grow in line with strategic objectives.

We developed best practice benchmarks. We reviewed service documents and spoke with senior staff, program staff, external stakeholders, past and current service users. We compared current practice to expected standards for this type of service.

Sunrise Way is now in a good position to redevelop their residential program and expand their treatment services to potentially provide an end to end wrap around service for their clients in the future.



Key projects.

A sample of our diverse range of service improvement initiatives that support services committed to continuous quality improvement to be their best.

Therapeutic jurisprudence



Judicial
College of
Victoria

We worked with the Family Drug Treatment Court, supported by the Judicial College of Victoria, to review, identify and document principles of practice to update their model of care.

Women's treatment services



We undertook a routine "gap and map" review of Toora's day and residential programs, identifying strengths and new areas to explore.

Aboriginal youth program



Working closely with CAAPS Aboriginal Corporation we undertook an early-stage evaluation of its Youth Services Program, including setting up a framework for future program monitoring.

ReWired2.0



We developed a set of LGBTQI+ focused outcome evaluation measures, assisted THH with implementation and analysed the data.

Service improvement spotlight.

A review of Tasmania's alcohol and other drug support agencies

We undertook an independent review of two of Tasmania's key alcohol and other drug bodies, Tasmania's drug and alcohol peak body, the Alcohol Tobacco and other Drugs Council of Tasmania (ATDC) and Tasmania's alcohol and drug health promotion agency, the Drug Education Network (DEN).

The purpose of the review was to establish best practice standards for peak body and health promotion activity, and assess the operations of the two organisations against these standards.

We established benchmark criteria, and then assessing each organisation's work against these benchmarks.

This project will help to ensure that Tasmania's alcohol and drug sector is supported by best-practice resources, systems and approaches.

We are so pleased to be working with DEN currently to support the implementation of the review findings.



Impact of our service improvement and evaluation work.

9.5/10

Said they would engage us again
for further service development
work in the near future

10/10

Would recommend us to
others

“A really excellent piece of work. We asked for an evaluation
and got a tool that will allow us to continue to evaluate
Thorne Harbour Health”



Policy advice and implementation.

As well as our CEO's role on the Australian National Council on Alcohol and other Drugs, we provided advice to governments, services and industry on alcohol and other drug policy.

Policy spotlight.

Our key piece of work "Exploring the place of alcohol and other drug services in the mental health system" began in 2020 and launched in 2021.

360Edge was asked by the National Mental Health Commission to develop a report that explored the role of alcohol and other drug policy, services, prevention and supports in a successful mental health system.

We interviewed key experts, reviewed the literature and looked at successful programs.

Our conclusions were that although there is a high need in mental health for a mechanism to provide good alcohol and other drug treatment, the integration of the two sectors would not achieve this goal.

Instead our findings suggested that the best course of action for both sectors is allowing the alcohol and other drug sector to further develop as an independent specialist sector and mental health to develop their own alcohol and other drug capability to provide holistic treatment and coordinated care.

[Download the report](#)



Workforce development.

Our workforce development work included content development and instructional design of training, delivery of workshops, and development of self paced e-learning modules.

For the second year running we continued our sold out interactive online workshop series in response to the pandemic.

2021 major project.

Development and delivery of comorbidity training for the alcohol and other drug sector



In 2019/20, we worked with the Matilda Centre to develop 7 detailed half day workshops, based on the National Comorbidity Guidelines to support the training of alcohol and other drug workers in comorbidity. This year, we expanded this work to develop and deliver train the trainer workshops to support the dissemination of the guidelines.

The modules cover screening and assessment, motivational enhancement and cognitive and behavioural approaches, and tailored responses to mood disorders, personality disorders, psychosis, eating disorders and post-traumatic stress disorder.

The train the trainer workshops were a huge success with an average satisfaction rating of 8 out of 10 and average increase in knowledge, skills and confidence of 60%.



“

**I really enjoyed this day of training.
Great facilitation skills that were
lovely to watch and I learnt new tricks
that will stay with me.**

Comorbidity train-the-trainer attendee



360edge.

Open workshops for practitioners.

Our workshops calendar expanded significantly in 2021 and our online interactive skills based workshops continued to be popular with people across Australia and internationally. We offered 16 open workshops for practitioners at all levels looking to improve their alcohol and other drug knowledge and practice.

40%

**Average increase in
knowledge, skills
and confidence**

9/10

**Average satisfaction
rating across all
workshops**

10/10

**Would recommend our
workshops to their
colleagues**

Commissioned education and training.

We worked with 20 organisations to deliver 40 commissioned workshops and supervision

Sector roadshows

We worked with numerous large organisations and peak bodies to develop and deliver a 'roadshow' of multi-site tailored core skills workshops for their broad workforce needs. For example, we delivered a therapeutic series for SANDAS to support a sector wide workforce development initiative.

Content development

We developed content-only for a number of organisations who had internal instructional design and delivery capability but needed our deep content knowledge to finalise face to face and e-learning programs for their staff.

Tailored development and delivery

We provided face to face and online tailored training in 7 states and territories for alcohol and other drug organisations and those from other sectors seeking to improve effective responses. For example, we undertook a needs analysis and policy review and then developed and delivered telehealth training for Karralika Programs staff to improve retention and effectiveness online.

eLearning modules

We developed full online learning modules for both alcohol and other drug specialists and for other sectors seeking to improve their alcohol and other drug responses.

Advocacy and thought leadership.

We provide support for and direct advocacy on behalf of the alcohol and other drug sector, continuing our tradition of thought leadership and advocacy for best practice in practice and policy.

2011
Parliamentary
Drug Policy
Symposium
Through the maze:
Healthy drug law

Our inaugural webinar.

We were excited to host our inaugural webinar event with 364 people registered.

We discussed the results of our investigation into the place of alcohol and other drugs in the mental health system for the National Mental Health Commission in 2020.

Our CEO, Professor Nicole Lee, opened with an overview of the findings.

We then heard from Professor Steve Allsop from the National Drug Research Institute, Curtin University; Frances Cook from the National Mental Health Commission, and Jenn Duncan from the peak body Australian Alcohol and other Drugs Council

[Watch the webinar](#)



Advocating for change.

At 360Edge we are committed to public dissemination of the evidence to inform alcohol and other drug policy and practice, including advocacy in the media on the big issues impacting the health sector.

**Media stories we
featured in**

24

**Articles we wrote for
The Conversation**

5

**Evidence to government
inquiries on drugs**

5

[Read our latest media](#)

Keynotes.

360Edge CEO, Professor Nicole Lee, is a popular keynote speaker at major conferences both in Australia and abroad. In 2021, Professor Lee spoke at:

- Through the Maze: On the road to health Symposium in NZ on methamphetamine use and harm reduction [Watch the symposium](#)
- NDARC Webinar Series on comorbidity [Watch the webinar](#)
- First Steps inaugural thought leadership event "Complex answers to complex questions" [Watch the panel discussion](#)
- AADANT Conference on how to know if your service is effective
- Australian and New Zealand Addiction Conference on comorbidity
- WOWS14 Conference on trends in 'ice' use and future directions
- WANADA AGM on comorbidity
- VAADA Service Providers Conference on comorbidity
- Alcohol and Drugs in the Workplace Conference on alcohol and other drug policy in the workplace



WorkWell™: Our workplace policy program.

We provide a full suite of advisory services to help organisations accelerate policy change. We work with leading international organisations, governments, companies and not for profit agencies across Australia and internationally.

Our WorkWell™ program is specifically designed to address alcohol and other drugs issues, and related mental health needs, in the workplace.

Our best practice policy program ensures that organisations comply with legal and duty of care obligations while promoting a workplace culture that values the safety and wellbeing of all.



2021 landmark project.

Improving drink-driving education



 **Queensland Government**
Department of Transport and Main Roads

Queensland Department of Transport and Main Roads needed a review of the design and delivery of the repeat offender education program. The program operates throughout Queensland and integrates with a brief online education package for first time drink drivers.

Working closely with the Department, we reviewed the evidence for effective drink drive programs and looked at how the program would be used on the ground to ensure the instructional design was fit for purpose.

What we did:

- We developed evidence based benchmarks for drink drive programs
- We looked at risks, gaps and mitigation strategies
- We looked at how the program should be operationalised on the ground
- We undertook a renaming process with our communications partner
- We developed operations, facilitator and participant manuals
- We adapted the face to face program for delivery online



Alcohol policy spotlight.

Reducing risk and improving inclusion and diversity in the resources sector

Over the last year we are really pleased to have been working with BHP, providing policy advice about an alcohol management standard for accommodation villages across Australia to better support the inclusion, health, wellbeing, and safety of all workers.

We reviewed current workplace alcohol and other drug policy, comparing with the evidence-base for remote worksites, and provided advice about alcohol management policies and procedures to reduce the risk of intoxication and associated harms, based on the Australian alcohol guidelines.

We supported this policy work with the development of a range of education tools to disseminate the new standards and provide support for workers to understand and be able to meet the new policy requirements.

The Workplace Wellness Festival.

360Edge were invited as the key experts in drug policy to speak at the Workplace Wellness Festival in front of 7000+ attendees.



Our expert keynotes and panel

Professor Nicole Lee: Alcohol and other drugs in the workplace:
How workplace policies minimise harm and help manage alcohol and other drug problems?

Dr Richard Cash, Head of Service Development: Alcohol and other drug policy: Why you need one and how to get it right

Dr Moira Junge, Senior Consultant, hosted a round table discussion, with Professor Nicole Lee and Chief People Officer at the Melbourne Convention and Exhibition Centre, Amanda Wilson, "Fitness for work and alcohol and other drug use: Intoxication, fatigue and worker wellbeing".

Videos and resources

360Edge also provided the following video resources for the event:

- Paula Ross on employee mental health and returning to work. [Watch](#)
- Professor Nicole Lee on alcohol at work functions. [Watch](#)
- Dr Richard Cash on supporting workers with alcohol and other drug problems. [Watch](#)





WorkWell talks.

Changing the conversation on drug testing

360Edge CEO Professor Nicole Lee spoke to The Culture Conversation podcast about shifting the culture in safety sensitive industries around alcohol and other drug use

[Listen to the podcast](#)



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