

2022

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 and present, and to all Aboriginal and Torres Strait Islander peoples today.

Another great year!

As the world recalibrated after a global pandemic, the health sector likewise readjusted. The pandemic changed us and the way we worked. We saw during the two year peak period of COVID-19 how important good mental health is. Drinking increased and there were shifts in the illicit drug market.

During this whole period, we continued to use our unique skill set to support governments, services and workplaces to reduce drug related harm. Our work increased in number and complexity.

Across our three core program areas we were especially delighted to be able to apply our deep knowledge in alcohol and other drugs to sectors outside the specialist alcohol and other drug sector, including primary care, child protection, justice health, mental health, welfare and education.

Our **workforce development** work continued to increase significantly with greater recognition by funders of the importance of investing in our workforce. It's now our biggest program area. Our **service development** program extended our program evaluation and service improvement methodologies to a broader range of services. And our **health systems development** program embarked on some ambitious programs to map investment and demand in alcohol and other drug services in Queensland and Tasmania.

Our **Schools of Substance™** program kicked off with a partnership with The Matilda Centre and OurFutures Institute and was one of only three alcohol and other drug programs listed on the Victorian Schools Mental Health Menu. And **WorkEdge™**, our workplace policy program, was busier than ever, working across our traditional safety sensitive industries and professional sport.

I am, as always, super grateful to be working with the brains trust of the alcohol and other drugs sector, who are also delightful individuals. We are looking forward to what 2023 brings. In the meantime, enjoy a sample of our work this year.



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.



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.



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 to 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.

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 leadership team



Professor Nicole Lee
Founder and CEO



Dr Richard Cash
Head of Service Development



Paula Ross
Head of Workforce Development



Tim Hilton
Head of Health Systems Development



Chris Raine
Head of Partnerships



Devushka Blake
Business and Administration Manager

Our team



Business operations

Services

Our key program areas

Our six program areas offer a 360 wrap around service to support sector and organisational development

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.

Health systems development

Our deep knowledge of the sector and its funding structures and systems enables us to look at investment with an eye to both increasing efficiency and cost effectiveness.

Program 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.

WorkEdge™

WorkEdge™ is our workplace policy program specifically designed to address alcohol and other drugs issues and related mental health needs in the workplace.

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.

Schools of Substance™

Our Schools of Substance™ program helps schools identify and deliver best practice school based drug prevention to give our next generation the best possible start in life.

Service development

Through our service development work, including evaluation and service improvement, we support better responses to alcohol and other drug issues not only in the specialist alcohol and other drug sector, but also in the mental health, primary care, welfare, justice and education sectors.

9.5 out of 10

service development
partners intend to engage
our services again

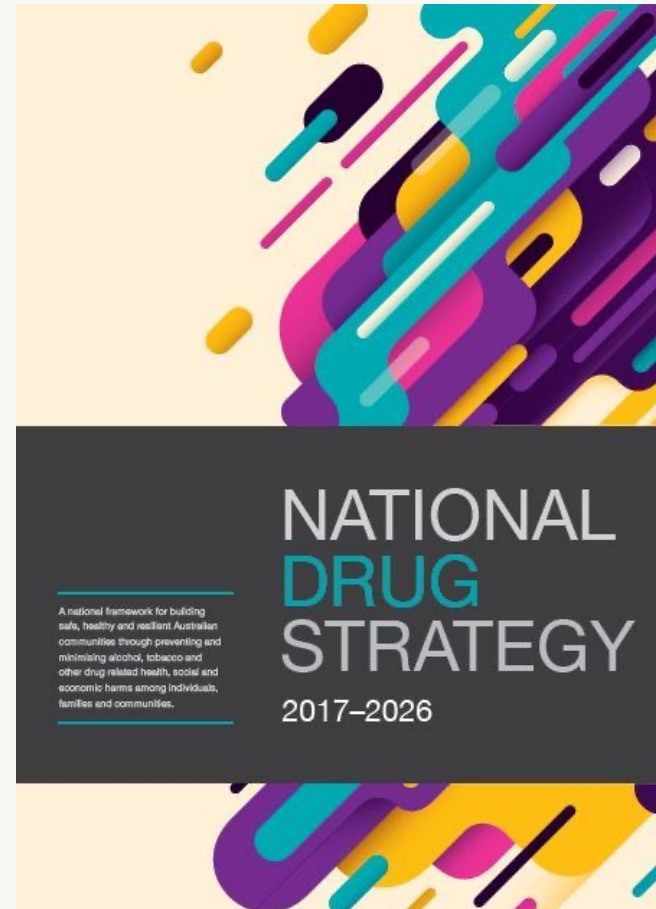
10 out of 10

service development
partners would recommend
us to others

Key project: National Drug Strategy evaluation framework

The Australian National Drug Strategy provides a framework for national responses to alcohol, tobacco and other drugs through demand, supply and harm reduction strategies.

After our successful evaluation of the National Ice Action Strategy, we worked closely with the Australian Government Department of Health to undertake extensive background work and develop an evaluation framework for a review of the National Drug Strategy.



Optimising local services



Our work with **CAAPS Aboriginal Corporation** enabled them to optimise their youth services program



We supported continuous improvement at **DEN** by developing a best practice health promotion framework



Our model of care development with **Sunrise Way** supported the transition to best practice operations



We worked with **Murray PHN** to enhance collaboration between sectors and optimise primary health care information resources



*... highly supportive, collegiate and professional.
First class experience and result.*

Drug Education Network

Workforce development

Our workforce development work included content development and instructional design of training, delivery of workshops, and development of self paced eLearning modules. We also continued running our sold out interactive online workshop series.

“The training was fantastic and really eye opening! I gained a great deal of confidence in my practice and a further love of how CBT is implemented to help others.”

Our yearly training calendar

Throughout 2022, we delivered **16** workshops over **23** sessions to more than **250** participants

43%

Average increase in
knowledge, skills
and confidence

9 out of 10

Average satisfaction
rating across all our
workshops

9 out of 10

Would recommend our
workshops to a
colleague

“Training was brilliant! Richard's knowledge, experience and humour were excellent. The opportunity for skill practice in this training was valuable.”



Tailored training for workforces

Throughout 2022, we delivered 30 commissioned training workshops to over 780 participants

33%

Average increase in
knowledge, skills
and confidence

9 out of 10

Average satisfaction
rating across all our
workshops

9 out of 10

Would recommend our
workshops to a
colleague

Beyond training to effective workforce support

Supervision skills

We provided a series of evidence based knowledge and skills supervision workshops for the Department of Health Victoria. The training included workshops on core skills for new and experienced supervisors, a top up workshop for experienced supervisors and supervision skills for specific settings.



Department
of Health

eLearning

We developed eLearning modules for the Department of Child Protection South Australia to support workers to work more effectively with families with alcohol and other drug issues. This enhanced the knowledge, skills and confidence among workers.



Government of South Australia
Department for Child Protection

Program development

We designed and developed best practice workshops for Youth Solutions' facilitators to run psychoeducational information sessions for young people at school.



Health systems development

Understanding sector needs through data and modelling



360edge.



Investment and demand mapping

We were engaged by Primary Health Tasmania and the Tasmanian Department of Health to map investment, need and demand by synthesising funding, prevalence and treatment data as well as undertaking consultations with a wide range of service users and providers.

This work will facilitate needs based service planning, helping Tasmania to provide a range of support and treatment options while improving their service integration, collaboration and communication.



Partnership activity mapping

We were engaged by Alfred Health to map the mental health and wellbeing providers in their local catchment area. The Victorian mental health reforms have collaboration as a central theme, with partnerships between service providers being fundamental.

This work was undertaken to extend Alfred Health's awareness of services offered by non-government providers to inform future collaboration and partnership opportunities.



Investment mapping

We conducted a state wide mapping of investment in alcohol and other drug treatment services across the seven Queensland PHNs.

This was an essential step to improving planning and coordination between funders across the state and to deliver best practice approaches to service commissioning.



WorkEdge™ provides a full suite of advisory services specifically designed to address alcohol and other drugs and mental health issues in the workplace. Some of our work this year included:

- ✓ Policy advice, review and revision
- ✓ Promotional assets for workforce education
- ✓ Development of educational materials and eLearning modules for policy implementation
- ✓ Scoping and identification of systems to support alcohol and other drug testing
- ✓ Evidence checks
- ✓ Support for the development of industry standards



Sector advisory and business support

We provided business support for organisations looking to seek new funding and develop important advocacy positions. We wrote a major tender for Melbourne Health and an election advocacy document for a consortium of alcohol and other drug service providers in Victoria and developed a business case for Flat Out.



Our advocacy and thought leadership

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. 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.

31+

Media stories we
featured in

7

Articles in The
Conversation

4

Submissions to
government inquiries



CEO, Nicole Lee won the 'Highest Contribution to The Conversation' at the Curtin University Research and Engagement Awards in 2022. Read her top read article [here](#).



Nicole Lee featured in SBS' Insight episode *Living With Addiction*. Watch the episode [here](#).



Nicole Lee is a popular keynote speaker at major conferences both in Australia and abroad on a wide range of topics in alcohol and other drugs and mental health. Watch her presentation for the Mental Health Academy Super Summit: [Is alcohol and other drug treatment really effective?](#)

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