



Lives **Lived** Well



# Many Roads to Recovery

Annual Report 2018–19

# The story of Lives Lived Well

## Acknowledgement of Country

Lives Lived Well acknowledges the Traditional Custodians of the lands on which we live and work and wish to pay our respects to Elders past and present. We are proud to work in partnership with local Indigenous communities.

## We believe with the right support people can change.

The right support can differ at various stages of recovery and what works for one may not for another. We meet clients at their point of need, working with them through their recovery journey as their needs change in a step up/step down model of care. This continues, however long that takes.

We have worked to ensure our services are accessible and flexible, breaking down geographical and social barriers to treatment. We've done this by taking our teams into more communities where needs are identified, offering services that work in around life's complexities and shaping services so they can meet specific needs such as for young people, families or Aboriginal and Torres Strait Islander peoples.

Our teams work across Queensland and in regional New South Wales. In the past year, some communities were able to access our services for the first time. Our teams are also more mobile, travelling great distances along remote roads to deliver outreach support.

As well as reaching more people in more ways, our focus is one of innovation, evidence and collaboration.

**Innovation.** We have created new programs to help people who have been struggling to engage in treatment to get the help they need. Service examples include our Day Rehabilitation Programs, our women's residential service – Elouera and our Family Recovery Units at Logan House.

**Evidence.** We trust in what we deliver as we have confidence that our programs can work. This is because we measure what we do and have partnered with the University of Queensland so that our services are informed by evidence from the latest research.

**Collaboration.** We don't do this work on our own. We work with government and other clinical and community service providers to deliver specialist support and holistic, wrap-around care.

While we have an eye on the future road and where we want to take our support, we never forget our origins.

Our story has its origins in Canowindra, the Gold Coast and Logan with residential services seeking to meet the needs of local communities struggling to manage alcohol and drug problems.

From these humble origins, we continue to be inspired by people's individual stories of recovery and are proud of the supporting role we play. We will continue to work with people, helping them to access support that works for them, so they can realise positive changes and go on to live their lives well.

## Our vision

People whose lives are impacted by alcohol and drug use or mental illness are supported to overcome obstacles to live their lives well.



# Contents

The story of Lives Lived Well .....	3
2018–19 highlights .....	5
A client's journey .....	6
CEO and Chair's report.....	8
Our clinical approach .....	12
What's new in recovery .....	14
Our people .....	19
Our clients .....	22
Our programs and services .....	24
Our funders, partners and supporters.....	32
Our executive team .....	34
Our board .....	36
Our finances .....	38

# 2018–19 highlights

Supported a total of **19,830 clients** which represents a **53% increase** on last year.\*

**121,412** episodes of care were delivered across Lives Lived Well.\*

We deliver **157** programs across **11 regions** in QLD and NSW

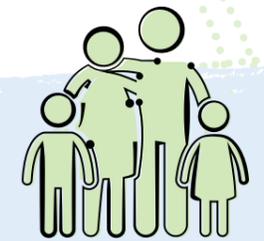
headspace Southport primary supported **2,639** young people during the year, a 19.8% increase on the previous year.

More than **240 people** in south west regional Queensland used our NewAccess low intensity mental health service.

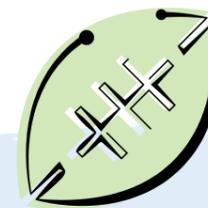
We sponsored our **first footy team at Bega NSW**, playing in a comp in September 2018.

We supported **34,283** bed nights across QLD & NSW

Shanty Creek now has fresh produce, thanks to an aquaponics system which started early 2019.



We opened new **Family Recovery Units** at our Logan House site at Chambers Flat.



\*Total clients and episodes of care figures exclude Lives Lived Well Specialist Centre, which is appointment-based.

# A client's journey

Our “no wrong door” approach enables clients to access our programs and services at different stages of their recovery journey. What works for one person may not work for another. We meet clients at their point of need, working with them through their recovery journey as their needs change in a step up/step down model of care. This continues until their life is back on track, however long that takes.

Tom's story illustrates the range of flexible, client-centred services and programs we provide, to help people get their life back on track.

## Tom's story

I am 49 years old with a 34-year history of poly substance use. I began smoking cannabis at 16, and **over the last 20 years I have been battling with a methamphetamine addiction.** I am a proud descendant of mixed cultures of New Zealand.

When I arrived in Australia to live with my parents a few years ago, my personal life continued to spiral downwards. As a New Zealand resident, I was utterly surprised by the prompt access I had to a support service. My parents sought out support through Lives Lived Well's Breakthrough for Families program. During their first meeting, I was in the waiting room and was approached by a clinician who asked if I needed any

assistance. After sharing my story briefly with them I was approached by a Caboolture Withdrawal Support Service (CWSS) clinician. Upon entering the counselling room, we completed an intake assessment, a follow up appointment was scheduled with the CWSS Clinical Nurse for the following day, with plans to start a detox on the following Monday. **I was delighted and relieved that I was accepted into a program so quickly,** with added support that I needed right at that time.

During the beginning of my detox, I understood the integral aspect of receiving medical care to assist with my physical withdrawal symptoms. The daily nurse reviews allowed me to feel safe during this hard but valuable time, and confident that I was in the right place. For several weeks I was given the opportunity for daily counselling appointments. I knew it was important for me to be open minded during these sessions, and I found **my counsellor gave me a safe space to be honest.** I felt I was respected.

I understand that it was important I was given the opportunity to critically reflect and be challenged around my unhelpful thinking patterns and how this influenced my behaviours and choices. I valued the therapeutic space of one-on-one counselling, as **I was given so many tools to improve the way I viewed and then tackled life** without relying on a quick fix (substances) to cope. This intense daily support allowed time for different topics and reflections to surface, empowering me to bring about the changes I desperately needed.

I was offered the opportunity to engage in group therapy through the Caboolture Day Rehabilitation Service (CDRS) program which I was initially hesitant about.

**The thought of being around others who also struggled with addictions scared me.** I was given time to consider in the lead up to the intake without being pressured into this program – this surprisingly prepared me for the group.

I entered CDRS determined to complete the program despite my fears about group therapy. Through one-on-one I was given the chance to learn about myself and ways that I can take back control of my life. With group I did that in a social perspective, where I **suddenly realised there were other people experiencing similar things to me,** so I didn't feel so lonely.

I entered CDRS with a good foundation of knowledge and understanding of varying topics; group **therapy allowed for different perspectives and covered topics that encouraged self-reflection** and taking responsibility for my feelings and my choices. At the program's end I felt more empowered to implement the strategies and positive mindset into my daily activities, which in turn has transformed my life.

After completing the CDRS group, I have maintained my recovery through continued one-on-one counselling support with my CWSS counsellor and the Caboolture Post Care Group as a drop-in option. I've persevered and created a new healthy life: I exercise daily, I have returned to my original faith in a greater capacity than ever before, I have connected with community through my faith and this has affirmed my future journey.

**Through my recovery I have now been able to focus my energy towards supporting the greater community** and will be volunteering in the Solomon Islands for several months, clean and happy.

I am my creator of my life and my happiness, no one else is responsible for that.

I truly feel I am living my life well.

My life since engaging with LLW is nice, neat and tidy compared to my previous chaotic life that felt like a rubbish dump. Because I have implemented all that I have learned and truly desired change, that change has come to me and **I am now in charge of my life and my destiny.** LLW helped me form a catalyst of a basic life frame and I have been able to operate in that new framework. It's as if I have this toolbox that I carry around with me that enables me to access all these different tools at any point in the day.

**The key summary I believe really assisted in my recovery is:**

- learn about your addiction (the why)
- be proactive and use the tools to change (discipline and determination)
- boundary setting (learning to put yourself first, not be influenced by others)

Then, you must take responsibility for taking action. You can design and create your new life! **I am my creator of my life and my happiness, no one else is responsible for that.** I truly feel I am living my life well.

## A Client's Journey

Breakthrough For Families

Caboolture Withdrawal Support Service

Alcohol & Other Drugs Counselling

Caboolture Day Rehab Group Program

Caboolture Post Care Group



# CEO and Chair's report

## Reflecting on an eventful and exciting year

The past year was an eventful and exciting time for Lives Lived Well (LLW), as we made significant strides in our strategic intent to offer ever improving services to more people.

A key plank for us is evidence-informed services, delivered by capable people, offering positive outcomes for clients. Towards this end, we have continued our ongoing partnership with the University of Queensland throughout 2018–19 to ensure our treatment approaches are research-backed and in line with best practice. During the year we managed numerous research projects –with the LLW/UQ research team or by our staff.

We have also invested in improving the capability of our people, and will continue to do so, to ensure they have the appropriate skills and knowledge to deliver excellent care.

Diversification and expansion of our service offerings helps to support clients across a spread of need, providing more service options and reducing barriers to treatment.



## Diversification in action in Caboolture

Our services in Caboolture, north of Brisbane, exemplify the type of continuous care we are striving to provide. In 2018, we received Commonwealth funding that enabled us to commence an ambulatory detoxification service, a day program and expand our existing community-based alcohol and other drugs (AOD) counselling team. Also funded was the establishment of the region's first residential rehabilitation service, Wunya, which will open at the end of 2019. When complete, people to the north of Brisbane will have access to AOD services across a continuum of end-to-end care.

## Day Program increases accessibility to intensive support

We began a more accessible yet intensive form of service for people in Toowoomba, Mackay and Woolloongabba, with Queensland Health commissioning the delivery of group day programs in these locations. These programs provide an alternative for people unable to participate in live-in residential programs.

Beginning in May, these non-residential programs began supporting people with moderate to severe alcohol and drug problems. On completion, participants can transition to more occasional AOD counselling services for continued support.



## Breaking down barriers for families

Parents with problematic substance use can struggle to enter residential rehabilitation treatment due to their family responsibilities. Helping to break down this obstacle for parents, is our new Family Recovery program. Four newly built units were opened at our Chambers Flat site, south of Brisbane in January 2019. This was one of the highlights of the year. This unique Queensland service enables parents to live on site with their children while they participate in alcohol and drug support programs.

We have a similar residential service in Orange, New South Wales. Elouera provides recovery support for women who can stay on site with their young children. It celebrated its first full year of operation, with 48 women and 21 children staying there. Thirty-nine per cent of the women who accessed the service identified as Aboriginal.

## Overcoming geographic barriers

Distance to services is another barrier we've been working to address. Our Roadmaps program, which notched up one year in 2018–19, delivers a mobile treatment program to remote and rural towns across western New South Wales. It means people can remain in their community, close to their support networks, while they participate in the program.

Also servicing rural regions is our delivery of NewAccess, a free mental health program, developed by Beyond Blue. It is being delivered by our teams via telephone counselling across a vast swathe of western Queensland and the Darling Downs, from Mount Isa in the north to Warwick in the south. People have also been accessing one-on-one counselling with a NewAccess coach at offices in Roma, Warwick, Gatton, Kingaroy and Dalby. During the year NewAccess supported 247 people.



## Partnerships to support First Peoples

In 2018–19, we signed a Statement of Commitment with Bila Muuji Aboriginal Corporation Health Service to improve health and wellbeing for Aboriginal people, families and communities in western New South Wales. Our staff are working with the Dubbo-based Bila Muuji team to build workforce capability and address health inequality in local communities.

With guidance from Indigenous musician and artist David Hudson, our RAP Committee developed a Reconciliation Action Plan. The plan identifies practical ways to embed reconciliation in our organisational culture and create sustainable opportunities for Aboriginal and Torres Strait Islander peoples. It includes internal and external initiatives relating to employment, suppliers, relationships and cultural inclusivity.

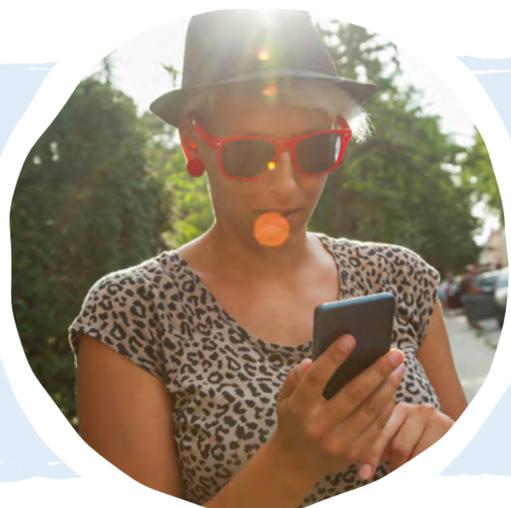
## Support for families

Family and friends are an important pillar of support for people affected by drug and alcohol use. During the year we began delivering a family support program, Breakthrough for Families, in Cairns, Townsville, the Sunshine Coast and greater Brisbane. The program's free information sessions and individual brief intervention support helps build understanding of substance use and its impact. More than 240 family members accessed the program in 2018–19.



## New mental health service for young people

We began planning for a new treatment service for young people with severe and/or complex mental health needs. Known as Lighthouse, the service will cater to people aged 12 to 18 and will open in Southport on the Gold Coast in October 2019.



## Building community capability

We're building the capacity of local communities to recognise and respond to people with drug and alcohol problems, through a range of training initiatives for clinicians and community sector workers. Across Queensland and NSW, we're offering Drug and Alcohol First Aid (DAFA) workshops and a Drug and Alcohol GP Education program. We're also educating clinicians about how to screen for gambling problems, through our free Problem Gambling Screening Intervention workshops, offered across Queensland.



## External validation

Our Queensland programs and services were audited to ISO9001-2015 and the National Standards for Mental Health. For the first time, some of our Queensland programs were also audited against the Human Services Quality Framework. Our New South Wales services were self-assessed for maintenance against the ACHS EQulP6 standards.

It was heartening to hear the auditors note the high level of commitment displayed by staff to quality and to clients. The audit results will help guide our continuous improvement efforts and we look forward to building on the achievements of 2018–19.

## In summary

In 2018–19, our team of about 370 staff, supported or delivered services in more than 30 locations across Queensland and New South Wales, and provided specialist support to a total of 19,830 clients across our various alcohol and drug and mental health programs and services. This is 53 per cent higher than the total number supported during the previous year.

We are pleased to have increased our impact, helping more people in more communities. We believe that with the right support, people can make positive life changes and our outcomes are demonstrating that to be true. Inspired by the recovery stories of the people and families we support, we stand ready to continue our work in supporting individuals, families and the broader community to live their lives well.

Thank you to our staff, management team and Board members for your efforts in 2018–19. We embark on the coming year with a clear sense of purpose, feeling passionate about the possibilities.

**Mitchell Giles**  
Chief Executive Officer

**Damian Wright**  
Board Chair



(L to R) Mitchell Giles, Chief Executive Officer and Damian Wright, Board Chair

# Our clinical approach

**Delivering evidence-informed programs and services is what we're all about. We provide people with support that is informed by research and tailored to our clients' needs at each stage of their recovery journey.**



Our clinical governance framework guides our approach to the delivery of programs and services. This framework comprises elements relating to our therapeutic setting, staff capability, client interaction, processes, risk, evaluation and ongoing improvement. These elements combine to create an environment where quality client services can flourish.

In 2018–19 our clinical priorities included building on the benefits of our research partnership with the University of Queensland; reviewing the therapeutic models in our residential services; introducing new processes to capture each client's treatment goals; investing in our people to ensure our clinicians' skills keep pace with our clients' changing needs; and improving our reporting systems so we can demonstrate the efficacy of our programs and services.

## Client Advocates inform services

The insights of people with a lived experience of engaging with drug and alcohol and mental health services continue to inform our clinical approach. Two new Client Advocates in Queensland and New South Wales were appointed in 2018–19. Their knowledge and insights helped us shape services around client needs and expectations. For example, in Queensland, our Client Advocate Craig was involved in planning meetings for Wunya, our new live-in recovery service at Caboolture, ensuring a client-centred approach is incorporated from the ground up. In NSW, our Client Advocate Kristi has been supporting groupwork with clients at Elouera and presented at a NADA Consumer Participation Forum in June.

The Youth Advisory Group at headspace Southport helps with providing feedback and ideas on resources, policies and procedures and other issues directly affecting young people accessing our service. They also help with evaluating and shaping the delivery of our services and are instrumental in planning and helping to run youth community events and other programs.



## Research shapes our services

In 2018–19 we entered the second year of a research partnership with the University of Queensland (UQ), a collaboration which is bringing academic and clinical rigour to our programs and services. This partnership is improving our understanding of the effectiveness of treatments for primary and comorbid substance use and mental health disorders. It's also helping to upskill our staff in implementing research projects. During the year we managed more than 20 research projects, conducted by either the UQ research team or our staff.

Our UQ/Lives Lived Well research team also began a review of the measures used across our AOD programs and services.

There was positive feedback from our staff and clients about the additional measures and plan to implement the new suite of outcome measures in 2020.

Cognitive impairment can sometimes impede client responses to treatment for drug and alcohol problems.

Clients at our live-in recovery services Elouera and Wyla in Orange are trialling the NEAR cognitive remediation model, which involves them completing three 60-minute sessions a week for six weeks.

The model aims to build skills to overcome drug and alcohol problems while also increasing functional outcomes. Impairment may also limit functional outcomes.

The project will run until June 2020 and will report on the feasibility and efficacy of routinely including cognitive remediation in rehabilitation treatment for substance misuse.

We also reviewed Shanty Creek's therapeutic model, which resulted in our clinical modules being modified to better reflect the needs of the service's Aboriginal and Torres Strait Islander clients.



## Suicide prevention

We recognise that our clients may experience many other difficulties in addition to problems with drugs and alcohol. We are focused on building the skills of our clinicians to proactively identify other factors which may affect treatment, such as risk of suicide. We began working with the Australian Institute of Suicide Research and Prevention to develop a program for our staff to complete. The training will ensure our clinicians can quickly identify clients at risk of suicide and appropriate interventions, with roll out of the program commencing in December 2019.

## Smoking cessation

Evidence tells us that when a client gives up smoking at the same time as other substances, outcomes are much improved and likely to be sustained over a longer period.

We dedicated time and specialised training to help staff support our clients to stop smoking prior to entering our residential services, and maintain abstinence during and after treatment.

We offer support through Nicotine Replacement Therapy along with regular psychoeducation and support, including support from the Queensland Health QUIT Line.

## Helping clients achieve their goals

Our clients are more likely to succeed with their treatment when they can identify their goals. During the year we reviewed and refined our client service plans, which provide a tool for capturing each client's goals as part of the intake process. The service plan is a useful tool for guiding conversations at intake and helps ensure our clinicians and clients are clear about expectations and objectives.

# What's new in recovery

Over the past year, we introduced a range of new alcohol and drug and mental health services and initiatives to support more people at different stages of recovery. We are pleased we can now offer various treatment options so that people can take the roads to recovery that suit them in a tailored step up/step down approach.

Our new programs include alcohol and drug day rehabilitation, day withdrawal, outreach, family and residential support. We also started services in new communities, allowing our teams to reach and support more people.

Our service range has grown in such a way that our supports are more accessible, flexible and responsive. They work in conjunction with each other to provide for a continuum model of care, helping to guide staged and streamlined treatment plans aimed at inspiring long-lasting, positive change in people's lives.



## Caboolture support – day program, withdrawal, live-in

In mid-June 2018, the Commonwealth Government announced a funding allocation towards alcohol and drug support in the Caboolture region. This saw us introducing the Caboolture Day Rehabilitation and Withdrawal programs in a new service space, which was opened in Pettigrew Street, Caboolture, on 6 November 2018.

The funding also allowed us to expand our alcohol and drug counselling team in the region, and start planning for a key service project, involving the development of a 20-bed residential recovery centre.

The centre will provide a major boost to the alcohol and drug support we provide in the northern Brisbane region and helps to establish Caboolture as a significant service hub for Lives Lived Well. Due to open in December 2019, the centre is to be located at 55-57 Lower King Street. Lives Lived Well purchased the properties and is undertaking remodelling works to turn the previous backpacker accommodation into a purpose-built residential recovery centre.

Works on the centre include alterations and additions to one of the buildings and demolition of the other building. Additional works will include construction of a carpark.

The centre, to be named, Wunya, which means “welcome” in the local Indigenous Gubbi Gubbi language, will serve as a quiet and peaceful place of recovery where people can undertake a six-week structured program towards being free from the harms of drugs and alcohol. Wunya will employ about 10 specialist staff and will be staffed 24 hours a day.

Over the past year, our current Caboolture services supported 1073 people through its counselling, withdrawal and day/group programs.



## Day Rehabilitation Program opens in three locations

Our comprehensive Day Rehabilitation Program commenced in three more locations: Mackay, Toowoomba and Woolloongabba in Brisbane South. These service establishments required an expansion of our existing space in Toowoomba, the opening of new space in Mackay and saw our first Lives Lived Well service open in Brisbane's inner metropolitan south. Official launches were held in mid-June 2019 at each of these sites with representatives from government, community and other health agencies gathering to help usher in the program.

The Day Rehabilitation Program allows people to participate in psycho-educational support within a group setting and draws from our evidence-based clinical intervention modules, covering such topics as stages of change, relapse prevention, self-esteem, goal setting and wellness. The program is run over five weeks including two weeks of pre and post support.

The key difference with this program is that participants don't need to “live-in”. They can return home at the end of their daily session and attend to family or other commitments, making it a manageable treatment option for many.

We also offer a similar group day program in Cairns and Caboolture and other group-based support options at various locations. Over the past year, 190 people were helped through our day programs; a number which will be higher next report, with the new programs now running.



## ICE Help and Family Support Service expands

In June 2019, we received notice of additional funding towards increasing our ICE Help and Family Support Service in the Whitsunday/Isaac regions. Based in Airlie Beach, the new Lives Lived Well service will also provide outreach to Bowen, Proserpine and Collinsville, allowing more people access to free alcohol and drug counselling and support. Previously, one of our Mackay team members was travelling once a fortnight to provide counselling to this area, so this represents a significant increase to our reach in these communities. We look forward to reporting on the outcomes in our next report.

“ I needed to get away and deal with my dependence on alcohol and away from my issues in my home city. I was faced with a very hard decision to make, but ultimately it is the best decision I have ever made. The experience it provided for me was a lifeline for myself and my family. The people I met there including both residents and staff became my family away from home and were always there to support me. ”

Wyla Residential, Care Opinion, September 2018)



### Wyla - withdrawal and live-in recovery in Orange

At the commencement of 2019, our Orange-based residential team at “Wattlegrove” packed up and moved across the Bloomfield Campus to co-locate with our Lyndon Withdrawal Unit. As the two Lives Lived Well services started sharing the same space, a new shared name, “Wyla” was adopted. It was inspired by the Indigenous name of a black cockatoo native to the area.

The move allowed for greater efficiencies and resource sharing but more importantly, it provided people who had completed our withdrawal program with a seamless transition into our rehabilitation service.

Over the past year, Wyla supported 75 people in alcohol and drug rehabilitation and 243 people through the withdrawal program, representing a total of 5098 bed nights.



### Murdi Paaki Drug and Alcohol Network on the move

Wattlegrove was not the only Lives Lived Well Orange-based service packing up and moving in January 2019. That same month, after operating for about 10 years in Orange, our Murdi Paaki Drug and Alcohol Network relocated, shifting west to Dubbo as part of our new partnership arrangement with the Bila Muuji Aboriginal Health Corporation.

The two not-for-profit services decided to share office space, and signed a Statement of Commitment to work together in support of the delivery of alcohol and other drug services to communities across western NSW.

Together, we’re continuing to deliver workforce development and practice support to partnering Aboriginal medical services in the Murdi Paaki region, a vast area in north-west and western NSW. The statement was signed by the CEOs of Lives Lived Well and Bila Muuji on 28 February 2019.

“ Roadmaps has shown me acceptance in a straight up, but caring way. It has helped me to believe in myself and it’s good being around other people with similar struggles to help stay on track. I think everyone with substance issues would benefit from Roadmaps, it’s great. Roadmaps has been the spring board that I needed to stop my substance abuse. ”

Roadmaps, Care Opinion, May 2019



### Roadmaps supports people in their communities

Our Roadmaps team provided intensive rehabilitation support to 150 people across western NSW in 2018–19. The team travelled thousands of kilometres to deliver the six-week program in towns including Wellington, Condobolin, Gilgandra and Dubbo.

Roadmaps staff watched as program participants increased their skills, understanding and sense of empowerment. They’ve seen clients significantly reduce or end their drug and alcohol misuse, and also reconnect with family, community and culture.

### New Access provides mental health support in rural Queensland

In August 2018, Lives Lived Well officially launched NewAccess in the Darling Downs and South Burnett regions. This mental health program developed by Beyond Blue, provides six free sessions with a coach to support people experiencing low intensity mental health concerns.

In our first year of delivery, our NewAccess coaches supported more than 240 people, via face-to-face or telehealth sessions. Our NewAccess coaches are based in Warwick, Gatton, Dalby, Roma and Kingaroy.

In May 2019, the Lives Lived Well NewAccess team undertook further training to allow them to work with young people aged 16 and above.

Early in 2019, we were awarded the contract to deliver NewAccess across the vast Western Queensland region, expanding our service coverage to include Roma, Longreach, Mount Isa and surrounding communities.



### Lighthouse – a new service for young people with mental health concerns

The Gold Coast PHN contracted us to deliver a new integrated, evidence-based, youth-focused mental health treatment service for young people, aged 12-18, who are experiencing the impacts of past complex trauma. To be known as Lighthouse, the service will provide long-term support, up to two years, for adolescents on the Gold Coast. We began planning the new service in readiness to start working with clients from 1 October.

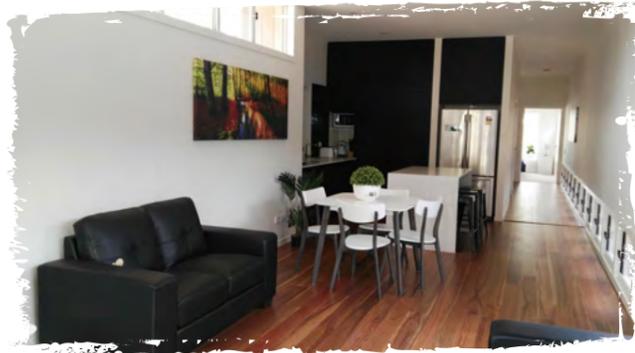


## Elouera - a safe haven for women and their children

In June 2018, we officially opened Elouera, a live-in women's alcohol and drug treatment service, which allows children to stay with their mums. Located in Orange in New South Wales, this rural property is surrounded by beautiful gardens and laneways. Women can stay at Elouera with their children, aged under 12. Children are provided with appropriate care including attendance at the local school while their mum participates in an evidence-based rehabilitation program.

During the year 48 women stayed at Elouera, with most clients (42 per cent) aged between 26 and 35 years. Twenty-one children were also cared for while their mums completed treatment.

Given Elouera is a unique reform initiative, in early June 2019, the NSW Mental Health Commission selected the program to be featured in a video to highlight its work in supporting women's mental health and wellbeing. [View the short film.](#)



## Family Recovery Units – an innovative approach to support families

When the time came to build Family Recovery Units on the grounds of our Logan House site south of Brisbane, we were fortunate that we could draw upon our experiences at Elouera to help inform the program's development.

The first sod was turned on site on 29 January 2018. By the end of that same year, the four-unit development was officially opened by the Deputy Prime Minister, the Hon. Michael McCormack on 12 December 2018. Families began staying in the units in January 2019.

Set on peaceful surrounds amongst gum trees in a quiet farming district, the new self-contained units provide a safe and calm environment for the recovery of one or two-parent families. Children are provided with appropriate care while mums and dads participate in the residential program at Logan House, which also delivers parenting, health, nutrition and wellbeing support. Parents are also connected with other allied health and community support services during their stay.

Since opening in January, we have supported 15 families across 395 bed nights, with methamphetamines (ice) being identified as the primary drug of concern for about 70 per cent of our participants.

The units were at full capacity within the first two weeks of commencement. We also welcomed two newborn babies into the world while their mums were in our care.



## Breakthrough for Families – educating communities affected by substance misuse

Breakthrough for Families offers a first point of contact for families concerned or impacted by a family member's problematic substance use.

Funding by the Queensland Government, Breakthrough for Families includes free education-based information sessions and individual counselling, support and referrals.

The program invites families to come along to a session or get in touch, to raise concerns, increase awareness and connect with support services.

We began delivering Breakthrough for Families in September 2018 in Cairns, Townsville, Greater Brisbane and the Sunshine Coast regions. Our teams delivered 193 public information sessions in nine months, with more than 700 people attending. We also provided counselling and support to more than 240 family members.

Breakthrough for Families offers a soft entry point, with supports geared to meet the needs of families. Our team can also provide referral to other Lives Lived Well services for more intensive support.

# Our people

We have skilled and committed teams, applying their expertise to provide alcohol and drug and mental health support to individuals, families and communities. At June 2019 we were 368 people strong, directly providing or supporting the provision of services across Queensland and New South Wales.

While our staff look after others, we work to look after them. In July 2018, we launched our WorkWell.LiveWell Program as part of our strategic commitment to invest in our people. The program includes activities, initiatives and resources in support of their health and wellbeing. Program highlights over the past year included:

- Introducing an additional five LiveWell paid leave days to be taken in support of some "time-out".
- holding our first workplace-based Wellness Week in October, which encouraged all teams to plan and enjoy a "wellness-based" activity together.
- Regularly providing information, resources and tips on wellness-related topics.

As part of our strategic commitment to invest in our people, we have identified key competencies and learning solutions across our clinical roles to ensure our practitioners maintain and update their skills.





### Building skills and supporting staff

A key focus for us this year was on building the capability of our staff and ensuring we have the right mechanisms in place to support them. Partnering with specialist AOD training provider, Insight, we added micro counselling skills to our induction program. This ensures a baseline of core skills and knowledge for all our new starters.

We're building leadership capability and support networks through our Communities of Support for team leaders. These provide a space for team leaders to reflect on their work, discuss organisational initiatives and seek to improve their leadership confidence and capability through peer learning.

We also invested in technologies to more effectively support service delivery and organisational efficiency, in particular those across Human Resources, Finance and Reporting. These involved:

- rolling-out and implementing Kronos to better manage our time, rosters and leave requests. This work is in the process of being extended to help better manage our recruitment and training.
- a new financial system, Business Central, which went live on 10 June 2019 to provide better management of our finances, in particular purchasing/budgeting.

We conducted an employee engagement survey (Our People Survey) in February to measure progress against our goal of being "A Great Place to Work". Eighty-six per cent of staff responded to the survey and we achieved an 85 per cent positive engagement rating.

The survey told us that our staff are strongly committed to our mission and values (92 per cent), with 90 per cent of staff recognizing how their role supports our mission. Staff also reported high levels of satisfaction with their colleagues (95 per cent) and their supervisors (85 per cent).

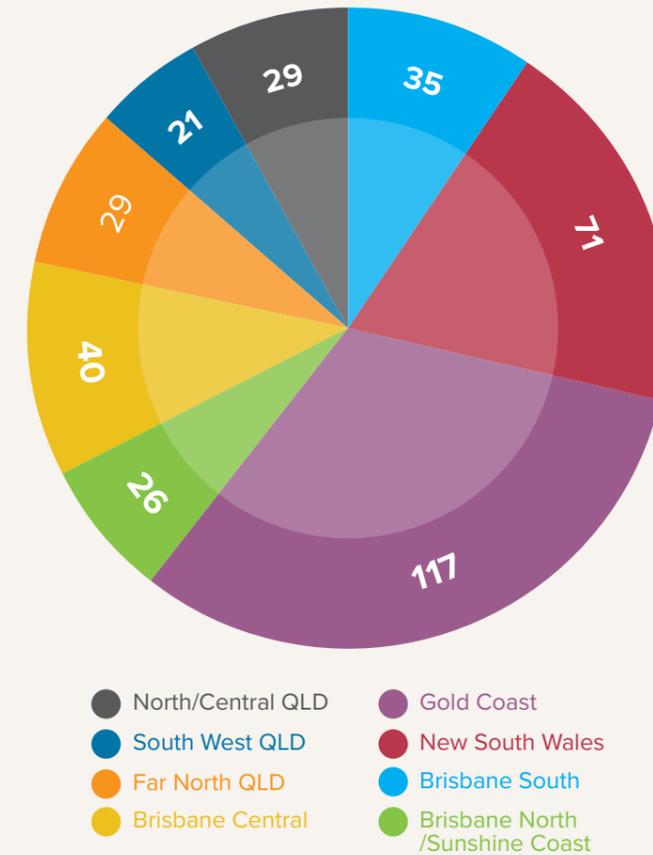
Our survey results continue to be above industry benchmarks and provide valuable insights to our workplace experience, especially as the size and number of our workplaces increase.

On 30 October, 2018, our management team participated in Cultural Capability Training, led by our Reconciliation Action Group advisor and Indigenous artist, David Hudson. The initiative was held to empower our leaders with a better understanding of the Indigenous experience and culture. This complemented our increased focus on reconciliation being driven by our new Reconciliation Action Group and the refresh of our Reconciliation Action Plan, which is to be launched next financial year.

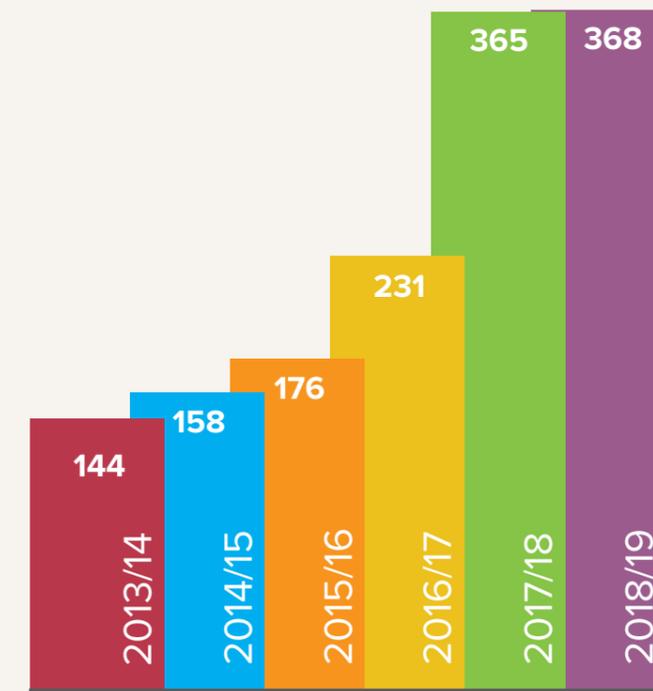
Spread across 38 metropolitan, rural and remote locations in Queensland and New South Wales, our people are separated by distance, often vast. However, we are connected through our compassion and optimism for others. Over the past year, we shared our stories, skyped and met regionally or centrally, allowing our small teams to feel part of the larger Lives Lived Well team. Together, and in support of each other, we will continue to deliver our research-backed practices through tailored plans of recovery, in the hope of leaving behind footprints of care.



### Where we work



### Our employee headcount

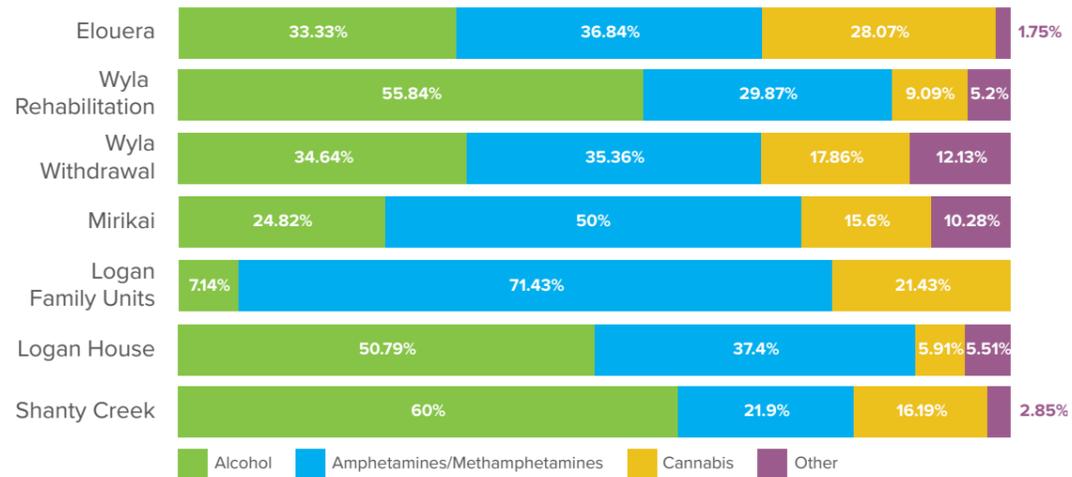


# Our clients

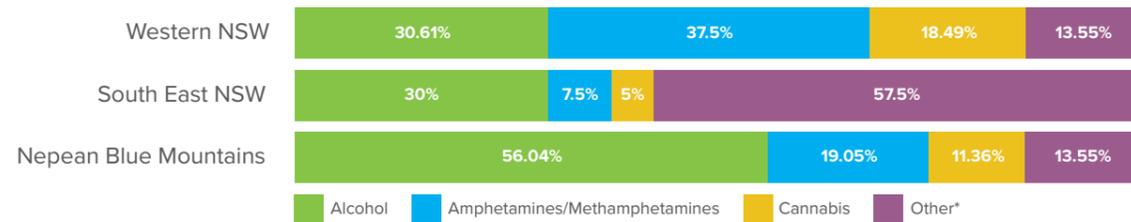
We help people from all walks of life, with a wide range of concerns relating to drugs, alcohol and mental health. As well as general counselling services delivered in person and by telephone, we also offer programs tailored to suit particular populations, such as young people, Aboriginal and Torres Strait Islander people, families, people with complex needs and those in the justice system.

## Primary drug of concern – a snapshot

Our residential withdrawal and rehabilitation facilities

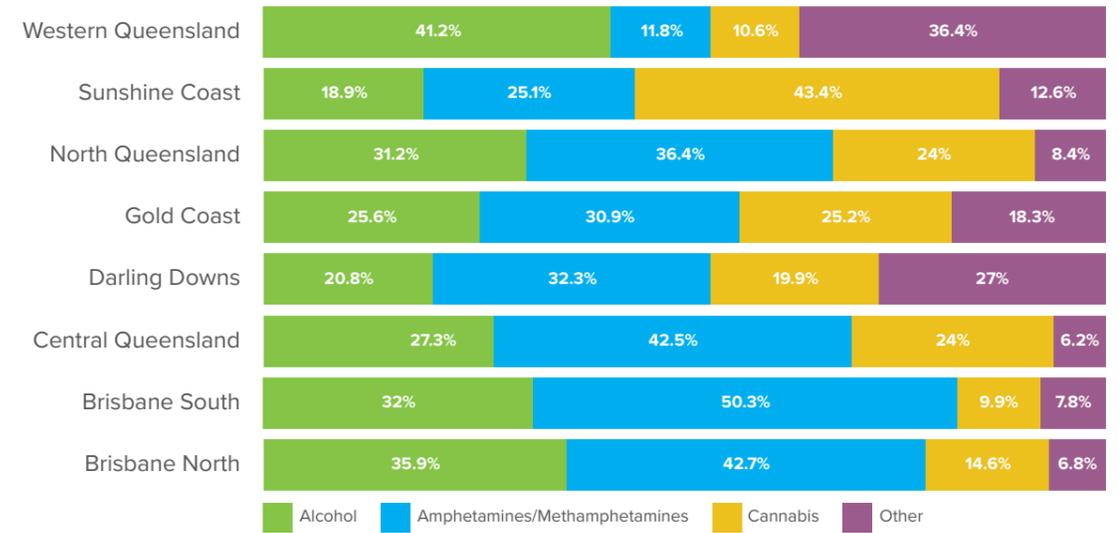


Our community-based services in New South Wales



\*Other includes drugs such as cocaine, heroin and MDMA. It also refers to an inadequately described drug of concern.

Our community-based services in Queensland



## Our Locations

We deliver a range of counselling and support services in locations across Queensland and New South Wales. We also provide outreach into many areas surrounding our service hubs.

- Live-In Recovery
- AOD Support Services (including Counselling, Case Management & Group Programs)
- Mental Health Support Services (including NewAccess and headspace Southport)
- Bila Muuji Outreach Program

# Our programs and services

We deliver a range of specialised alcohol, drug and mental health support programs across two states, using a mix of residential, non-residential and community-based outreach, health promotion and prevention-focused models of delivery. We strive to meet the needs of adults, young people, families, carers, Aboriginal and Torres Strait Islander peoples and those within the LGBTIQAP+ community.

## Queensland

### Brisbane North

Program or Service	No of distinct clients 2018–19	What it does	Target groups
AOD Community Counselling and Support	1559	Free counselling and support on-site or over-the-phone for individuals, groups and family members.	Adults, Aboriginal and Torres Strait Islander peoples, young people, families
AOD Life Back Group	57	A free group program to teach coping and life skills to help reduce dependence on drugs or alcohol.	Adults
AOD Smart Recovery Group	11	A practical program that uses tools and techniques from Cognitive Behavioural Therapy to help clients achieve their goals.	Adults
Rehabilitation Aftercare	19	A sustainable recovery service tailored to an individual's needs.	Adults
Day Rehabilitation	67	A comprehensive group rehabilitation program delivered over five-week cycles including before and after support.	Adults
Withdrawal Support/ Assessments	275	Community-based screening, assessment, withdrawal support and aftercare for low to moderate risk individuals.	Adults
Demand Management	235	Provides increased access to counselling and case management and reduced existing AOD Services wait lists in the region.	Adults
<b>TOTAL</b>	<b>2232</b>		

### Brisbane South

Program or Service	No of distinct clients 2018–19	What it does	Target groups
AOD Community Counselling and Support	489	Free counselling and support on-site or over-the-phone for individuals, groups and family members.	Adults, Aboriginal and Torres Strait Islander peoples, young people, families
Day Rehabilitation	19	A comprehensive group rehabilitation program delivered over five-week cycles including before and after support.	Adults
Family Recovery (program transitioned to Logan House family recovery in January 2019)	21	Community-based, AOD intervention for parents/carers with problematic substance use while caring for young children in the Beenleigh area.	Families
Logan House Family Recovery	15	Parents stay with their young children in dedicated unit accommodation while participating in a residential AOD treatment program.	Families
Logan House Residential Treatment	254	A residential AOD treatment program offering intensive live-in support followed by transition back into the community.	Adults
Logan House Continuing Care	162	Supports clients entering our transition house as well as aftercare in a group setting and for individuals.	Adults
Parents Under Pressure	93	Working with parents in our Logan House Family Recovery and residential programs and the broader region, to address parenting and family relationship issues alongside their alcohol and drug treatment.	Families
Post Treatment	293	Targeted aftercare support for people who have completed a residential program.	Adults
Pre Treatment	552	Targeted support to assist people entering a residential program.	Adults
Supported/ Transition Accommodation	46	Community-based transition houses to support people leaving our residential service.	Adults
Drug Offender and Intervention (DO-IT) Pre Release	178	Delivered in Brisbane's Arthur Gorrie Correctional Centre. Supports people in custody with drug and alcohol issues during the pre-release period.	Adults in correctional centres
<b>TOTAL</b>	<b>2122</b>		

## Central Queensland

Program or Service	No of distinct clients 2018–19	What it does	Target groups
AOD Community Counselling and Support	578	Free counselling and support on-site or over-the-phone for individuals, groups and family members.	Adults, Aboriginal and Torres Strait Islander peoples, young people, families
Community Re-entry Services Team (CREST)	1008	Corrective services re-entry program helping people plan their release, connecting them to the right community supports.	Adults in correctional centres
<b>TOTAL</b>	<b>1586</b>		

## Darling Downs

Program or Service	No of distinct clients 2018–19	What it does	Target groups
AOD Community Counselling and Support	920	Free counselling and support on-site or over-the-phone for individuals, groups and family members.	Adults, Aboriginal and Torres Strait Islander peoples, young people, families
Day Rehabilitation	18	A comprehensive group rehabilitation program delivered over five-week cycles including before and after support.	Adults
Brighter Futures (ceased to be delivered on 31 December 2018)	42	Alcohol and other drug counselling and support for Aboriginal and Torres Strait Islander young people and families in the Cherbourg community.	Aboriginal and Torres Strait Islander peoples
NewAccess	232	Developed by Beyond Blue, provides low intensity free mental health coaching.	Adults, young people
Youth Alcohol & Drug Service	215	One-on-one counselling for young people aged 12-24 years in Toowoomba and Kingaroy.	Young people
<b>TOTAL</b>	<b>1427</b>		

## Gold Coast

Program or Service	No of distinct clients 2018–19	What it does	Target groups
AOD Community Counselling and Support	276	Free counselling and support on-site or over-the-phone for individuals, groups and family members.	Adults, Aboriginal and Torres Strait Islander peoples, young people, families
Mirikai Residential Treatment	282	A residential AOD treatment program offering intensive live-in support followed by transition back into the community.	Adults
Post Treatment	365	Targeted aftercare support for people who have completed a residential program.	Adults
Pre Treatment	551	Targeted support for people entering a residential rehabilitation program.	Adults
Supported/ Transition Accommodation	95	Community-based transition houses to support people leaving our residential service.	Adults
Coomera Healthy Living for Youth (CHLY)	71	Provides health promotion and engagement for young people with AOD concerns.	Young people
Clinical Liaison Aboriginal and Torres Strait Islander Services (CLAIS)	81	Supports Aboriginal and Torres Strait Islander young people and their families, connecting with local networks.	Aboriginal and Torres Strait Islander peoples
Complex Needs Assessment Panel and Integrated Services -CNAPIS (ceased to be delivered on 30 June 2019)	53	Intensive support and case management for people aged 18-35 years with complex needs in connection with other community and health support services.	Young people and adults
Family Therapy and Support	191	Supporting families, parents and partners who have a family member with alcohol and drug problems. Includes individual and group sessions.	Families of young people
headspace Southport	2639	Specialist support for young people experiencing mental illness, co-existing problematic substance use and ongoing primary health care needs.	Young people
headspace Youth Early Psychosis Program	224	hYEPP assists people aged 12-25 who are experiencing a first psychotic episode or who are at ultra-high risk of developing a psychotic disorder.	Young people
Kids in Focus	52	Supports parent/s with drug or alcohol problems while caring for young children. It partners with the Benevolent Society Early Years Centre and Wesley Mission Brisbane.	Families
Lives Lived Well Specialist Centre	N/A	A public medical practice offering general practitioner, psychology and psychiatric services, including support for people with mental health concerns and co-existing drug and alcohol problems.	Adults, young people, children
YODA AOD including Early Birds Group	416	Outreach and group drug and alcohol support to young people.	Young people
Youth Outreach Program (YOP)	49	Outreach drug and alcohol support to young people.	Young people
Young Family Support	98	Support for families who have young children, where one or both parents have drug and alcohol problems.	Families
Youth Dual Diagnosis	148	Support for people with complex needs and co-occurring disorders.	Young people
<b>TOTAL</b>	<b>5591</b>		

## North Queensland

Program or Service	No of distinct clients 2018–19	What it does	Target groups
AOD Community Counselling and Support	292	Free counselling and support on-site or over-the-phone for individuals, groups and family members.	Adults, Aboriginal and Torres Strait Islander peoples, young people, families
Cleveland Youth Detention AOD	93	Holistic, targeted and integrated AOD support for young people who are exiting Townsville's Cleveland Youth Detention Centre.	Young people in correctional centres
Community Re-entry Services Team (CREST)	1211	Corrective services re-entry program helping people plan their release, connecting them to the right community supports.	Adults in correctional centres
Day Rehabilitation	86	A comprehensive group rehabilitation program in Mackay, delivered over five-week cycles including before and after support.	Adults
Methamphetamine Support Program	361	Counselling and support for people with AOD problems, in particular methamphetamine dependence, as well as support for their families.	Adults, young people, families
Life Back Group	67	AOD support in Mackay for Aboriginal and Torres Strait Islander peoples, their families and the broader community, including counselling and day-based group programs.	Aboriginal and Torres Strait Islander peoples
Pre Treatment	112	Targeted support in Cairns for people entering residential treatment.	Adults
Post Treatment	51	Targeted aftercare support in Cairns for people who have completed a residential program.	Adults
Psychosocial	501	Specialised AOD counselling and interventions in Mackay and Townsville including for people with complex needs.	Adults, young people
Residential Intake	200	Initiated through referrals (including self-referrals), people are assessed for admission to Shanty Creek.	Aboriginal and Torres Strait Islander peoples
Shanty Creek Residential Treatment	105	Indigenous AOD live-in rehabilitation, offering culturally sensitive intensive support followed by transition back into the community.	Aboriginal and Torres Strait Islander peoples
Supported/ Transition Accommodation	17	Community-based transition houses to support people leaving residential treatment.	Adults
Townsville Police Court Diversion	145	Assessment, education and referrals for people diverted by Police and Courts for minor drug charges.	Adults, young people and Aboriginal Torres Strait Islander peoples
Withdrawal Support/ Assessments	392	Evidence-based screening, assessment, withdrawal support and aftercare for low to moderate risk individuals.	Adults
<b>TOTAL</b>	<b>3633</b>		

## Sunshine Coast

Program or Service	No of distinct clients 2018–19	What it does	Target groups
Psychosocial – Individuals and Groups	123	Specialised community-based AOD counselling and interventions.	Adults, young people
YODA AOD	199	Outreach drug and alcohol support to young people.	Young people
<b>TOTAL</b>	<b>322</b>		

## Western QLD

Program or Service	No of distinct clients 2018–19	What it does	Target groups
AOD Community Counselling and Support	76	Free counselling and support on-site or over-the-phone for individuals, groups and family members.	Adults, Aboriginal and Torres Strait Islander peoples, young people, families
NewAccess	15	Developed by Beyond Blue, provides low intensity free mental health coaching.	Adults, young people
<b>TOTAL</b>	<b>91</b>		

## State-wide

Program or Service	No of distinct clients 2018–19	What it does	Target groups
Drug and Alcohol Assessment Referral	515	Providing AOD assessment, education and referral across Queensland for people referred by Police and Courts. Includes telephone counselling.	Adults
DAAR Police Court Diversion	697	Assessment, education and referrals for people diverted by Police and Courts for minor drug charges.	Adults, young people and Aboriginal Torres Strait Islander peoples
Low Intensity Substance Intervention Pre-Release (ceased in September 2018)	31	Provides 20 hours of group work for men and women in Queensland Corrective Service facilities.	Adults in correctional centres
Breakthrough for Families	247	Education and support for families of people with problematic substance use. Includes free public information sessions, and /or individual brief intensive support. Delivered in Brisbane North and South, the Sunshine Coast, Townsville and Cairns.	Families
<b>TOTAL</b>	<b>1490</b>		

## New South Wales

### Nepean Blue Mountains

Program or Service	No of distinct clients 2018–19	What it does	Target groups
Dianella	116	A non-residential service supporting women with coexisting drug, alcohol and mental health concerns.	Women
Dianella Aftercare AOD	84	A sustainable aftercare program offering individualised and tailored support.	Adults
Lithgow Outreach	38	A mobile outreach service providing harm reduction, individual counselling and group programs for people with AOD problems, including family members.	Adults
<b>TOTAL</b>	<b>238</b>		

### South Eastern NSW

Program or Service	No of distinct clients 2018–19	What it does	Target groups
Mudjilali Men's Group	37	The group delivers cultural, social and recreational activities and health psychoeducation to communities around Bega to reduce AOD-related harm.	Aboriginal and Torres Strait Islander men and communities
<b>TOTAL</b>	<b>37</b>		



## Western NSW

Program or Service	No of distinct clients 2018–19	What it does	Target groups
Dubbo Outreach	231	A mobile outreach service providing harm reduction, individual counselling and group programs for people with AOD concerns, including family members.	Adults
Drug and Alcohol Network	N/A	Workforce development supporting workers in Aboriginal Medical Health Services involved in AOD service delivery. Partners with Bila Muuji Aboriginal Corporation Health Service.	Community health services sector workers supporting Aboriginal and Torres Strait Islander peoples
Elouera – Residential	48	Women's only residential AOD treatment offering intensive support followed by transition back into the community. Children can stay with their mother.	Women with or without children
Elouera – Childcare	21	Care for children (aged up to 12 years) of women participating in residential AOD treatment at Elouera.	Women with children
Orange Outreach	293	Mobile outreach providing harm reduction, individual counselling and group programs for people with AOD concerns, including family members.	Adults
Roadmaps	150	Mobile outreach providing counselling and related rehabilitation measures.	Adults, Aboriginal and Torres Strait Islander peoples
Wyla – Rehabilitation	75	An intensive, evidence-based live-in program for people who have completed a detoxification program.	Adults
Wyla – Withdrawal Unit	243	A 12-bed medically supervised detoxification and extended care service unit.	Adults
<b>TOTAL</b>	<b>1061</b>		

<b>TOTAL</b>	<b>19830</b>	All clients across Queensland and New South Wales excluding Lives Lived Well Specialist Centre	
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# Our funders, partners and supporters

We gratefully acknowledge the role our funders, partners and supporters play in enabling us to undertake life-changing work across Queensland and New South Wales.

## Queensland

### Our funders

- Brisbane North PHN
- Brisbane South PHN
- Central Queensland, Wide Bay, Sunshine Coast PHN
- Darling Downs and West Moreton PHN
- Department of Child Safety, Youth and Women, Department of Communities, Disability Services and Seniors
- Department of Health – Queensland
- Department of Health – Commonwealth
- Department of Housing and Public Works
- Department of Infrastructure and Development (National Stronger Regions Fund)
- Department of Prime Minister and Cabinet
- Department of Social Services
- Gold Coast PHN
- Gold Coast Hospital and Health Service
- headspace National
- Northern Queensland PHN
- Queensland Corrective Services
- Royal Australasian College of Medical Administrators, Department of Health
- Royal Australian and New Zealand College of Psychiatrists, Department of Health
- Western Queensland PHN

### Donors

- Jack Jacobs Charitable Trust
- Gold Coast City Council
- Pauline Lynch
- St Andrews Lutheran College
- Nathan Campbell
- Ex-Grilled Robina
- The BMX Club Logan
- L.J. Hooker
- Audrey Verlaque
- Rob Molhoek MP Southport
- The ZONTA Group Paradise Point (headspace Southport)
- Varsity College

### Our consortium, service delivery and project partners

- The University of Queensland
- headspace Southport partners – Wesley Mission Queensland, Gold Coast Hospital and Health Service, EPIC Employment, Gold Coast Hospital and Health Service Indigenous Health Unit, Marumali Consultants, Gold Coast Hospital and Health Service Carers and Consumers Unit, Keebra Park SHS, OHANA for Youth Gen-Z.
- headspace Youth Early Psychosis Prevention program partners – Aftercare, and Gold Coast Hospital and Health Service

- Kids in Focus – Wesley Mission Queensland and Benevolent Society
- Department of Housing and Public Works – housing program partnerships
- Complex Needs Assessment Panel and Integrated Services – members, FSG, Ozcare, Wesley Mission Qld, Department of Communities, Aftercare and Qld Health.
- Gold Coast Hospital and Health Service – Psychiatric Registrar Vocational Training Placement
- CREST partners – Bridges Health and Community Care Bundaberg
- DAAR partners – Drug Arm, Bridges and Harmony Place
- Life on Track program partners – Townsville Aboriginal and Islander Health Service (TAIHS)
- Shanty Creek partners – Cairns Hospital and Health Service AODS, Mulungu, Uniting Care Queensland
- Queensland Innovation Training and Employment (Work for the Dole)
- Kuranda Koala Gardens
- NewAccess partners – beyondblue and Richmond Fellowship Queensland

### Training Placements

- Bond University – Psychology Masters Student Internship
- Griffith University – Psychology Masters Student Internship
- University of Southern Queensland – Externships, both Psychology and Social Work
- Sunshine Coast University – Externships, both Psychology and Social Work
- Gold Coast PHN clinical placements (Medical students)

## New South Wales

### Our funders

- Department of Health – Commonwealth
- Prime Minister and Cabinet
- Ministry of Health NSW
- Wentworth Healthcare
- Western NSW PHN
- Western NSW Local Health District
- Central and Eastern Sydney PHN
- COORDINARE (South Eastern NSW PHN)
- Hunter New England and Central Coast PHN

- South Western Sydney PHN
- WentWest (Western Sydney Primary Health Network)
- Veteran Affairs

### Our consortium, service delivery and project partners

- Department of Communities and Justice
- Central and Eastern Sydney PHN
- South Western Sydney PHN
- Aboriginal Drug and Alcohol Network
- Macquarie University PACE program
- University of Western Sydney Medical Students
- TAFE NSW – Orange Campus
- Australian College of Applied Psychology
- Magistrates Early Referral Into Treatment
- Housing Plus
- VERTO
- Ability Links
- Marathon Health
- Orange Aboriginal Medical Service
- Bila Muuji Aboriginal Health Corporation
- Network of Alcohol and Other Drugs Agencies
- Orana Haven
- Maari Ma Health
- Walgett Aboriginal Medical Service
- Broken Hill GP Super Clinic
- Brewarrina Multi-Purpose Health Service, Western NSW LHD
- Brewarrina Aboriginal Health Service Ltd
- Royal Flying Doctor Service
- Weigelli and Orana Haven Aboriginal Hub Project
- Bourke Aboriginal Health Service
- Coonamble Aboriginal Health Service
- Aboriginal Medical Centre Dubbo
- headspace Orange and Bathurst
- Likemind Orange



# Our executive team

Our Directors draw on their extensive clinical, management and operational experience and knowledge to shape and guide Lives Lived Well.

## Mitchell Giles Chief Executive Officer

Mitchell Giles was appointed as the first CEO of Lives Lived Well in May 2012, following seven years as CEO of the Alcohol and Drug Foundation Queensland.

Mitchell is a Registered Nurse, holds a Bachelor of Business and a Master of Health Science (majoring in mental health). He has worked in the AOD sector for 30 years as a nurse and as a manager.

During his career Mitchell has worked in a variety of positions including serving as Deputy Director of Clinical Services and State Manager for a HIV services program.

Mitchell is President of the Queensland Network of Alcohol and Other Drug Agencies (QNADA) and has been appointed an Adjunct Associate Professor with University of Queensland.

## David Chalmers Chief Financial Officer

David joined Lives Lived Well in September 2012 as the organisation's Chief Financial Officer. He is a Chartered Accountant who originally hailed from Scotland.

Prior to joining Lives Lived Well, David worked for a not-for-profit organisation which supports people with disabilities.



Our executive team (L-R): Chief Executive Officer, Mitchell Giles; Director (Operations), Ed Zarnow; Director (People and Communication), Karen Zoch; Director (Clinical), David Mooney; and Chief Financial Officer, David Chalmers.

## David Mooney Director (Clinical)

David returned to the alcohol, drug and mental health sector in 2017 after 15 years in corporate-focused roles covering project management, organisational development, HR strategy, business improvement and corporate governance. Early in his clinical career David specialised in adolescent alcohol and drug treatment, before going on to manage clinical service, education and research units.

David has a Bachelor of Social Work as well as qualifications in business excellence and project management and post-graduate qualifications in management. He is a graduate of the Australian Institute of Company Directors.

## Karen Zoch Director (People and Communication)

Karen has worked in senior human resource leadership roles in the not-for-profit and government sectors and holds a Bachelor of Business. She is also active in her community, having held leadership and Board roles on a volunteer basis with organisations in the disability services, education and sport and recreation sectors.

In her role with Lives Lived Well, Karen leads the human resource, work health and safety, capability development and marketing and communications functions in support of our organisational mission and strategy.

## Ed Zarnow Director (Operations)

Ed has worked in senior management roles in the drug and alcohol sector for more than eight years, including as CEO of Lyndon (NSW) prior to the merger with Lives Lived Well. Ed has a degree in health administration and holds post-graduate qualifications in facilities management and corporate governance.

# Our board

Our dedicated Board members bring a wide range of skills, knowledge and life experience to the operation of Lives Lived Well.



## **Damian Wright** Chair

Damian is a Chartered Accountant and Audit Partner with BDO Chartered Accountants. He has been working in the accounting profession for some 30 years and provides services for a wide range of businesses in a variety of industries.

## **Kim Price** Deputy Chair

Kim has more than 20 years' experience in corporate communications and issues management. She has overseen and implemented communication strategies for several major organisations in the private and public sectors and has extensive experience working on high-profile projects across a broad range of industries.

## **David Tapsall** Treasurer

David has worked in senior management with Qantas for more than 33 years and brings a diverse range of experience to the Board in the areas of human resources, industrial relations and finance.

## **Cheryl Herbert**

Cheryl has extensive experience in executive management in the health and community sectors. Cheryl was CEO of three organisations spanning over 20 years and is currently Non-Executive Director of several not for profit boards. She has undertaken a wide range of quality management system surveys over the past 14 years and led the establishment of Queensland's first healthcare standards.

## **Dr Jeremy Hayllar**

Jeremy is the Clinical Director of Metro North Hospital and Health Service's Alcohol and Drug Service. His interests include dual diagnosis and the growing prevalence of pharmaceutical opioid dependence.



(L-R Back): Stuart MacKinnon, Ray Brownhill, Stuart Althaus, Dr Jeremy Hayllar, David Tapsall (Treasurer)  
(L-R Front): Don Martin, Kim Price (Deputy Chair), Damian Wright (Chair) and Raylee Taylor.

## **Raylee Taylor**

Raylee has been involved in suicide prevention and supporting the bereaved by suicide for over 20 years at state, national and international levels. She was the founding member of Care for Life: Suicide Prevention Assoc. and is a member of Suicide Prevention Australia (SPA) and the International Assoc for Suicide Prevention. Raylee received a LIFE Award from SPA in 2006; a Premiers Award for Queensland Seniors in 2010 and a Gold Coast City Community Services Award in 2016 for work in suicide prevention.

## **Stuart Althaus**

Stuart is an experienced CEO, Senior Executive, Engineer and Company Director specialising in Information Communications Technology (ICT), telecoms engineering and strategy. His career commenced as an Army Officer and continues after 40 years as an active Army Reservist. He is currently the CEO of SME Gateway, a highly regarded organisation connecting Small to Medium Enterprises into State and Federal Government along with large prime companies and major services providers.

## **Ray Brownhill**

Ray has over 30 years' experience in the Queensland Police Service which has included operational, investigative, training and legal positions. He is currently an Inspector with Queensland Police, Barrister at Law and Deputy Chair, QBank.

## **Stuart MacKinnon**

A registered Nurse with qualifications in General and Psychiatric Nursing, Stuart also has significant nursing and hospital management experience. Stuart's expertise in health management is also demonstrated by his employment as an Accreditation Assessor with Australian Council on Healthcare Standards.

## **Don Martin**

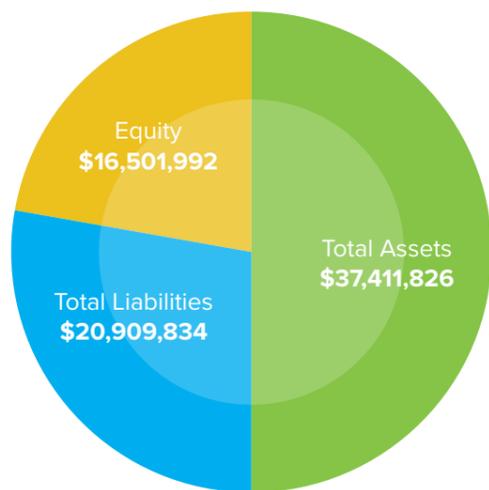
Don is a consultant in natural resource management and an active community member on a number of other boards and service organisations. Don's interests are in community improvement programs.

# Our finances

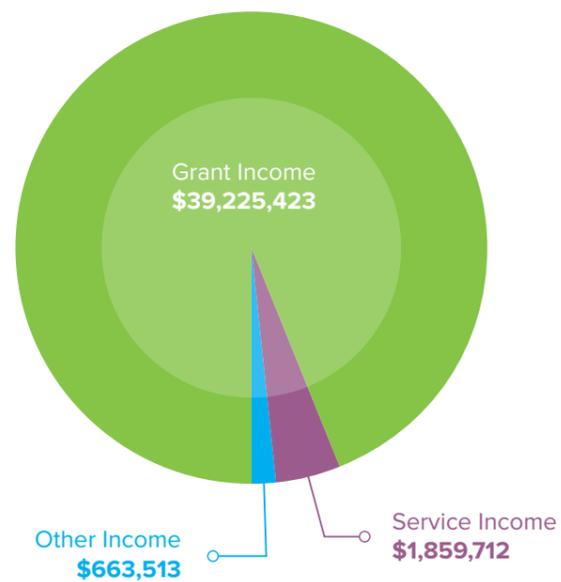
State and Federal Governments are the main funding source for our programs and services. A full list of funders is provided in this report.

For a copy of our full financial statement please email [marketing@liveslivedwell.org.au](mailto:marketing@liveslivedwell.org.au)

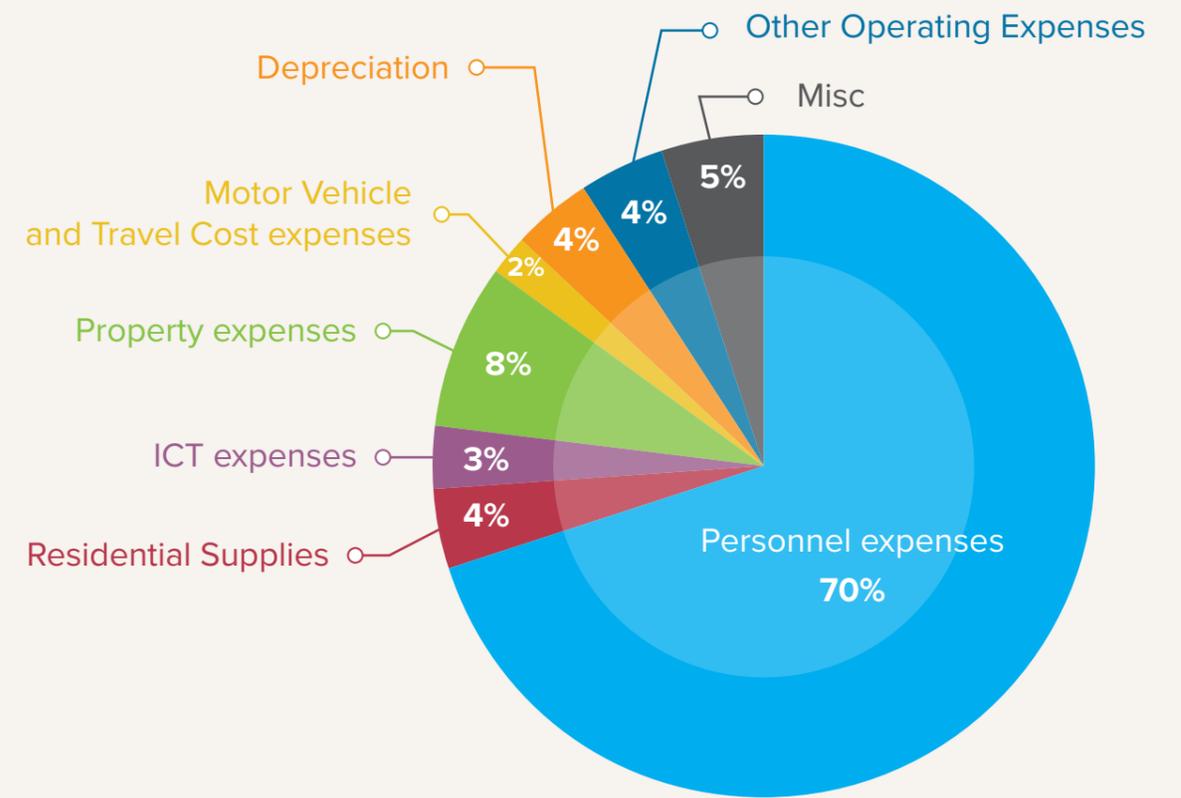
## Financial Position



## Total Income



## Income Allocation





# Lives Lived Well

## Contact us

For enquiries please contact us:

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www.liveslivedwell.org.au

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