

# Rising to Respond

ANNUAL REPORT 2019–2020



Lives Lived Well

# Our shared vision

People whose lives are impacted by alcohol and drug use or mental health concerns are supported to overcome obstacles to live their lives well. Our unwavering belief is that with the right support people can change their lives.

## ACKNOWLEDGEMENT OF COUNTRY

Lives Lived Well acknowledges the Traditional Custodians of the lands on which we live and work and pay our respects to their Elders past, present and emerging. We are proud to work in partnership with local Aboriginal and Torres Strait Islander peoples.

# Lives Lived Well our story

## Rising to respond – that is the Lives Lived Well story as we look back over 2019–2020, in what was a year of unique challenges.

When COVID-19 arrived in Australia in late January 2020, Lives Lived Well was quick to respond. We were keenly aware that as a health care provider, we needed to be on the front foot with our planning and the sooner we started, the better.

### THRIVING IN A PANDEMIC

Our first organisation-wide communication was sent on 5 February, advising staff of the need to monitor and plan for possible outbreaks of the coronavirus. It would be the first of many messages, steering a path through challenging times with early planning, innovative thinking and agility.

Our people stepped up to the challenges. They demonstrated incredible resilience and determination to ensure support for their clients continued, even though it meant doing things very differently.

On 19 March, for the safety of clients and staff, we ceased new admissions into our live-in recovery services in Queensland and New South Wales. Then a week later, for the first time in our 50-year history,

we began to decommission these services. This involved working to assist residents safely back into the community, where we continued to engage them through online and over-the-phone support. Clients indicated they felt safer accessing treatment without having to leave home - some even preferred this new way of interacting with us.

Our community services also shifted, ceasing face-to-face counselling and group therapy programs, and instead providing online and phone support.

These changes allowed us to transition our entire workforce into remote working, so our staff could safely operate from home.

### KEY PRINCIPLES

Guiding us through this transformation was our 3 Cs – Calm, Clarity and Continuity. Our catchcry “We’re Still Here for You” kept us rallied as we adapted and reached out to clients during the heightened stress of uncertain times.

At the same time, we continued with other activities, including service start-ups, internal system upgrades and specialist training, as we embraced the virtual workplace and found a way.



## SUPPORTING OUR PEOPLE

While forging on, we were mindful of the need to support our staff. Paying attention to our mental health and wellbeing was an important focus, along with training and other resources. We introduced a regular wellness newsletter and gave staff the chance to join a virtual wellness challenge which encouraged self-care and maintaining connection to colleagues. Regular online team check-ins were held across the organisation.

## RESIDENTIAL SERVICES RE-OPEN

On 5 June, based on government health advice, we were able to recommission our residential services and go back to face-to-face support in communities. Prior to our staff returning, we put in place extensive infection control, social distancing and cleaning measures to help keep people safe.

Reflecting on our fast and flexible response, we remain grateful to our staff and clients for being open to new ways of interacting. We also thank our funders for their support in allowing us to modify our services to enable online delivery. Through this time, we benefited in creating new service options for clients, and new ways of working for staff.



## HEIGHTENED NEED

Since our June recommissioning, we have seen an increase in demand for our services, in part due to the impacts of COVID-19 on mental health and problematic substance use.

Uncertain times are here for a while yet, but we are more confident of how we can respond, drawing upon our commitments and dedication to be here for clients and staff.

## LOOKING FORWARD

We will continue to engage with and treat our existing clients, take on new clients and establish new services.

This year demonstrated that even in uncertain times, our teams are flexible, responsive and committed to our vision – to help people live their lives well.



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# 2019—20 highlights

140,672   
episodes

of care were delivered  
across Lives Lived Well\*

We enrolled  
a total of

22,067

clients across our  
programs and services

We began

building  
a sustainable  
farm

at Logan House

We were  
chosen to be the

lead  
agency

for a new headspace at  
Upper Coomera

We began  
planning for a

new mobile  
detox  
service

service in Orange

Our new

mental  
health

support service for young  
people with complex  
trauma opened

We maintained  
services in the  
pandemic by offering

phone and  
online  
support

We opened  
Wunya,

a new  
20-bed

live-in recovery service  
at Caboolture

Our 3 Cs

Calm,  
Clarity and  
Continuity

guided us through 2020

\*Episodes of care figure excludes headspace and CREST clients

# CEO and Chair's report

2020 will always be remembered as the year the world responded to COVID-19. Through this adversity, we discovered that our vision “to help people live their lives well” is also our spine. It would hold us up and inspire our 400 strong workforce to change how they operated and to do what it took to still be there for people in need, a need that was rapidly going to rise. The Lives Lived Well Board and Executive are immensely proud of our rapid, resilient and dedicated response.

## A YEAR OF STRONG REACH

Notwithstanding the impacts of COVID-19, Lives Lived Well continued to deliver evidence-informed support services for 22,067 clients in metropolitan, regional and remote areas, through 140,672 episodes of care.

## HELPING MORE PEOPLE

We expanded our treatment options, particularly for young people. These additional services included **Lighthouse**, a mental health support program for young people experiencing complex trauma; a **Day Program for Young People** in Rockhampton; and a new **headspace centre** at Upper Coomera.

In July 2019, we kicked off **Nurture**, Lives Lived Well's first social enterprise project. It seeks to support young people who have experienced long-term unemployment to become job-ready. The first trainees commenced in January 2020, with hands-on training in construction, conservation and land management at our Logan House site.



The opening of **Wunya** in Caboolture in January 2020 was a highlight for Lives Lived Well, fulfilling a high need in the community for live-in recovery services closer to home. Wunya is the first residential rehabilitation service to open in the Brisbane North region. The 20-bed centre, for men and women is part of a range of services for this area that we offer. It means adults can access a continuum of services that includes day withdrawal, day rehab, community counselling and case management.

In February 2020, we started our **Gambling Intervention Service**, a new and additional support for clients in four locations – Townsville, Rockhampton, Brisbane and the Gold Coast. Many of the people our clinicians see for alcohol and drug concerns, also have gambling problems.



## MEASURING OUTCOMES

In 2019, Lives Lived Well embarked on a significant clinical and IT project involving the introduction of a new client relationship management (CRM) system. We commenced building a bespoke system in early 2019. It is intended to deliver a more responsive service to clients by improving how we administer outcome measures, manage referrals and record client information. By early April 2020, all clinical teams had been trained in the use of this tailored built system.

By measuring client progress against validated outcome measures, we can ensure the effectiveness of our treatment programs. In turn this provides reassurance to clients, their significant others and our funders about the nature of our services. The CRM supports clinicians to tailor treatment depending on results, more effectively offering support in a timely way.

At the same time, we have been exploring improvements in our residential admissions process and the handling of our many phone enquiries.

## ENGAGED AND CAPABLE PEOPLE

This year we had a particular focus on building capability by supporting staff with skills and knowledge to respond effectively to client needs. We have given learning and development a pre-eminent place in our consideration of what contributes to positive client care.

A key initiative for 2019–20 was to provide all clinicians with suicide risk assessment and intervention



training. This was a major undertaking and involved working with researchers to develop a training package specifically for Lives Lived Well.

A COVID check-in survey held in May 2020, which had a 74 per cent response rate, showed that wellbeing among our staff group was high. Eighty-seven per cent of survey respondents indicated they felt well, and 96 per cent of survey respondents indicated they were satisfied with the organisation's response to COVID-19.

## LOOKING AHEAD

We are grateful to our funders, partners and supporters for staying the course with us, especially in 2020. In particular, we thank our funders for giving us the room to deliver services in different ways.

When our services returned to 'business as usual' in June, we saw an increase in demand for support. We stand ready to support clients across Queensland and New South Wales in whatever circumstance the future brings.

**Mitchell Giles, Chief Executive Officer**  
**Damian Wright, Board Chair**



# Supporting clients in more ways

We recognise that sustained recovery benefits from clients receiving help for a range of problems, not just alcohol and drugs. In 2019–20 we added a number of services to deliver holistic care. We also launched new services in regional areas, to support young people and adults.

## MENTAL HEALTH SUPPORT SERVICES CLOSER TO HOME

In April 2020, the Gold Coast PHN awarded Lives Lived Well the contract to be the lead agency for a new headspace at Upper Coomera. A location was found on Brygon Creek Drive, and the fit-out completed in time for the doors to open in June – on time and on budget during a pandemic.

With group rooms, private counselling rooms, family rooms and chill-out areas, this new service provides young people on the northern end of the Gold Coast with a bright and welcoming space to access professional mental health support. A media event to mark the official opening of the space was held in August 2020.



## WUNYA BOOSTS LIVE-IN SERVICES IN NORTHERN BRISBANE

After months of planning and renovations, our new live in recovery centre in Caboolture opened its doors to residents in January 2020. Wunya is designed and fitted out to create a peaceful, safe, supportive and structured environment that inspires genuine and lasting change. Almost 200 clients were referred to the service in its first six months.

The 20-bed centre was officially opened in March 2020 by the Member for Longman, Terry Young, with a strong show of support from local alcohol and other drug services in the Brisbane North region.



Meaningful employment is a critical enabler as it's known to boost confidence, increase self-esteem, build financial independence and promote long term recovery.

## SUPPORT FOR YOUNG PEOPLE IN ROCKHAMPTON

The Queensland Government funded Lives Lived Well to expand treatment services in Rockhampton through a new youth day support program which opened in May 2020. The funding is part of a package which will also see the opening of the region's first residential service in 2021.

The Day Support Program for young people aged between 12–21 is based in our new space in Alma Street and officially began providing services from 31 May. Due to COVID-19 restrictions, initially these services were mainly over-the-phone or online.

From 5 June, young people in Rockhampton were able to access in person, individual alcohol and drug support and they could drop in if they needed a safe space.

## NURTURE CREATES EMPLOYMENT PATHWAYS

Twenty-eight trainees began transforming a shed and vacant paddock into a sustainable farm on the Logan House property, as part of the Nurture project. Funded by the Queensland Mental Health Commission through a Better Futures grant, Nurture aims to provide employment pathways for young people who have experienced long term unemployment, or concerns related to alcohol, drugs or mental health.

Meaningful employment is a critical enabler as it's known to boost confidence, increase self-esteem, build financial independence and promote long term recovery. The first group of trainees completed a Certificate 1 in Construction, while the second group began a Certificate 1 in Conservation and Land Management in June. We partnered with DGT Employment and Training and Nature Cycle to deliver the project. Skilling Queenslanders for Work funding from the Department of Employment, Small Business and Training enabled the trainees to be paid while they studied.



*“Roadmaps staff demonstrated belief in me when no-one else did. Through the program I have started jogging, going to the gym and making different, better choices in my life.”*

— *Roadmaps Mobile Outreach Program, Care Opinion, September 2019*



## NEWACCESS OFFERED ON THE GOLD COAST

Our NewAccess mental health support services received an additional boost in May 2020, with additional funding provided by Gold Coast PHN to deliver the service in the Gold Coast region. NewAccess Gold Coast has a strong focus on supporting young people in the region, complementing our other mental health services on the coast – headspace Southport, headspace Upper Coomera and Lighthouse.

Our NewAccess services across Western Queensland, Darling Downs and West Moreton, and the Gold Coast supported 551 clients in 2019–20.

## LIGHTHOUSE FILLS NEED ON GOLD COAST

Our new Lighthouse service on the Gold Coast opened its doors to young people with complex mental health concerns in October, welcoming 46 clients into treatment in its first nine months. With a dedicated recovery-orientated service for young people experiencing the impacts of past complex trauma, Lighthouse means these clients can receive timely access to evidence-informed treatment and therapies. Working with our multi-disciplinary team, they also learn new skills and strategies to manage their symptoms.

The Gold Coast PHN funded the new service after identifying a gap in services for young people with severe and complex mental health needs who require long-term treatment in the community.

## PROACTIVELY SUPPORTING CLIENTS WITH GAMBLING PROBLEMS

As part of our focus on providing holistic care, we introduced a new Gambling Intervention Program in 2020 as an additional support for Lives Lived Well's alcohol and drug clients. The program proactively identifies clients who may also have underlying gambling problems. We recognise that people need support for each problem if they are to make a full and sustained recovery.

Funded by the Queensland Government, our dedicated Gambling Intervention Service has counsellors in Brisbane, the Gold Coast, Rockhampton, and Townsville. Commencing in late February, all Lives Lived Well staff assessed 1688 clients using the Problem Gambling Severity Index. Clients identified as having a co-occurring gambling issue were referred internally to the Gambling Intervention Program.



## PLANNING FOR FRIENDLY MERGER

We entered into talks about a merger with a like-minded alcohol and other drug support organisation Watershed. Based in Wollongong NSW, Watershed, has a proud history of alcohol and drug support dating back to 1978 and is widely recognised and respected locally. The team of 24 provide residential and withdrawal treatment, a day program and transitional support. The merger is due to take place in October 2020.

# Clinical initiatives

**Our focus in 2019–20 was on continuing to improve the experience of clients accessing our services; further integrating research and practice; building the clinical capability of our staff; and introducing new programs and systems to address the increased complexity and diversity of the people we support.**

## **MEASURING CLIENT PROGRESS AND SATISFACTION OBJECTIVELY**

In 2019–20 we consolidated outcome measures across our services to be used as a tool for more accurately assessing and objectively measuring the effectiveness of our treatment programs. Outcome measures help tell the client's story – their journey and achievements. The use of outcome measures reflects our commitment to offering evidence-informed services, as they help us test whether these services are delivering positive outcomes for clients.

Each clinician can now track their client's progress against a core suite of eight validated outcome measures related to drug and alcohol use, depression, anxiety, post-traumatic stress disorder, psychosis,

gambling and client satisfaction. Additional measures are administered for particular target groups. For example, our programs for Aboriginal and Torres Strait Islander clients also use the GEM (growth empowerment measure) to chart progress.

Our clinicians refer to the completed outcome measures to plan and deliver tailored support. Being able to show a client their progress helps build understanding of treatment options and empowers the client to take control of their treatment path.

## **COMMUNITIES OF PRACTICE**

To help drive improvements in the quality and consistency of our clinical practices, we established a Community of Practice (CoP) forum for our live-in recovery services, held on a bi-monthly basis. The online CoP brings together a group of clinical leaders and specialist clinicians to benefit from peer-based thinking, learning and problem solving around specific topics or challenges. The CoP also contributes to policy improvements and provides an important outlet for our staff to influence and shape the organisation's response to a range of clinical issues. We will establish CoPs for other groups within Lives Lived Well in the coming year.

## SUPPORTING CLIENTS ON OPIOID REPLACEMENT THERAPY

Removing barriers to treatment is a consideration across all our programs and services. This year we revised our policy on accepting clients on opioid replacement therapy (ORT) into our residential services. Like many alcohol and drug support services, we had not historically accepted clients on ORT due to perceptions about complexity for people in this cohort. However, recent research has found that for clients stabilised on ORT, residential treatment is an important element of their recovery. In response to the research, we revised our clinical practices, policies and procedures to enable a small quota of ORT-supported clients to access our live-in recovery services.

## NEW CUSTOMER RELATIONSHIP SYSTEM

February saw us introduce a new customer relationship management (CRM) system, which will help us provide more tailored and responsive services and enable clients to move seamlessly between our treatment options.

The CRM was many months in the making. It represents a significant investment for Lives Lived Well and supports our strategic priorities of delivering evidence-informed services and good outcomes. Our clinicians can better assess and respond to their client's needs, by quickly identifying primary concerns, and using clear and objective data to support their recovery journey. Clients can see their results - with regular tracking of each person's progress against a range of outcome measures – a powerful motivational tool for the client and their clinician.

## UQ PARTNERSHIP

Aiming to increase our understanding of which treatments are most effective in helping people overcome substance use and mental health disorders, Lives Lived Well formed a research partnership with The University of Queensland (UQ) in 2017. The partnership involves working closely with UQ researchers from the School of Psychology to conduct a range of research projects involving clients and staff.

With this partnership maturing and yielding results, we began incorporating some new evidence-informed approaches into our work. We rolled out the GRIT train-the-trainer program across the organisation, as soon as we found the clinical trial at Mirikai was effective.

The GRIT wellbeing program aims to improve recovery of young people seeking substance use treatment and has been designed to complement our residential program. GRIT is delivered in a group setting, using tactile and experiential methods to focus on mindfulness and grounding, strength reinforcement, social connection, communication, emotion regulation, healthy living and goal development/relapse prevention. We have begun integrating GRIT in our residential programs and in some community group programs.

Other research-to-practice examples include the commencement of a Brief Intervention program at Brisbane North and a Trauma Informed Practice implementation project at Mirikai.



# Building a capable team

Our focus this year was on giving our people the skills and knowledge to respond effectively to clients' complexities and co-occurring problems. When Australia went into lockdown early in 2020, our teams transitioned to remote working in a matter of weeks and our attention turned towards giving our staff the tools to support clients online or by phone. Our wellness initiatives took on even greater importance during the pandemic.

## INVESTING IN CAPABILITY

With a strategic priority of employing engaged and capable people, we continued to invest in developing the capability of our staff, from new employees through to our clinicians, support services staff and management team. Early in 2020 we introduced a new online learning platform to support the roll-out of training across Lives Lived Well and provide insights into time spent on training at an individual, team and organisation-wide level. Between January and June 2020, each employee completed an average of 13 hours of training, with more than 5000 hours of training completed in total.

We restructured our induction process to include a dedicated face-to-face induction for all new employees, and a one-day clinical onboarding for new clinicians. The revamped process has led to greater engagement for new staff, enabling them to quickly begin building connections across Lives Lived Well. The clinical onboarding day ensures all new clinicians have a solid understanding of our key clinical policies, procedures and systems.



## BUILDING CLINICAL CAPABILITY

We are focused on building the capability of our clinicians so we can respond effectively to each client's complexities and co-occurring problems. A major body of work in 2019—20 involved developing and rolling out suicide risk assessment and intervention training for all client-facing staff. This online, evidence-informed training package was developed specifically for our clinicians, after we identified client suicide as our greatest clinical risk.

Launched in May, the training covers five key learning objectives relating to critical principles, client engagement, risk assessment and interventions plus self-care for our workers. All clinical staff have undertaken this training and new staff will complete this training as part of their clinical onboarding.

We began developing a Clinical Capability Strategy, which will identify the organisation's clinical needs and provide direction for all clinical staff in relation to learning and development.



We also developed a program of mandatory online training to ensure all our people meet base-line knowledge across key topics such as bullying and harassment, fire and evacuation training and remote working.

Leadership development has been a key focus, with team leaders and managers undertaking online and face-to-face workshops, one-to-one coaching and self-assessments.

### WELLNESS WEDNESDAYS AND OTHER INITIATIVES

Wellness is an important part of our organisational culture. Our people receive five days of paid leave each year (in addition to their annual leave) and we provide a dedicated time to focus on wellbeing with our annual Wellness Week. Our WorkWell.LiveWell program supports staff in considering and acting on their self-care.

During the pandemic we took extra steps to support employee wellbeing. We introduced a weekly Wellness Wednesday newsletter and supported employees to join a virtual wellness challenge to help motivate physical activity, healthy eating and connection with colleagues.

### OUR WAY OF WORKING

Lives Lived Well has a compassionate and respectful culture where our passion to help people live their lives well creates a workplace that is inclusive, non-judgemental and optimistic. We rely on evidence-informed practices and research to make decisions. Outcome measures help prove the effectiveness of our treatments and guide treatment plans. What this fosters is a work environment based on trust, hope and collaboration.

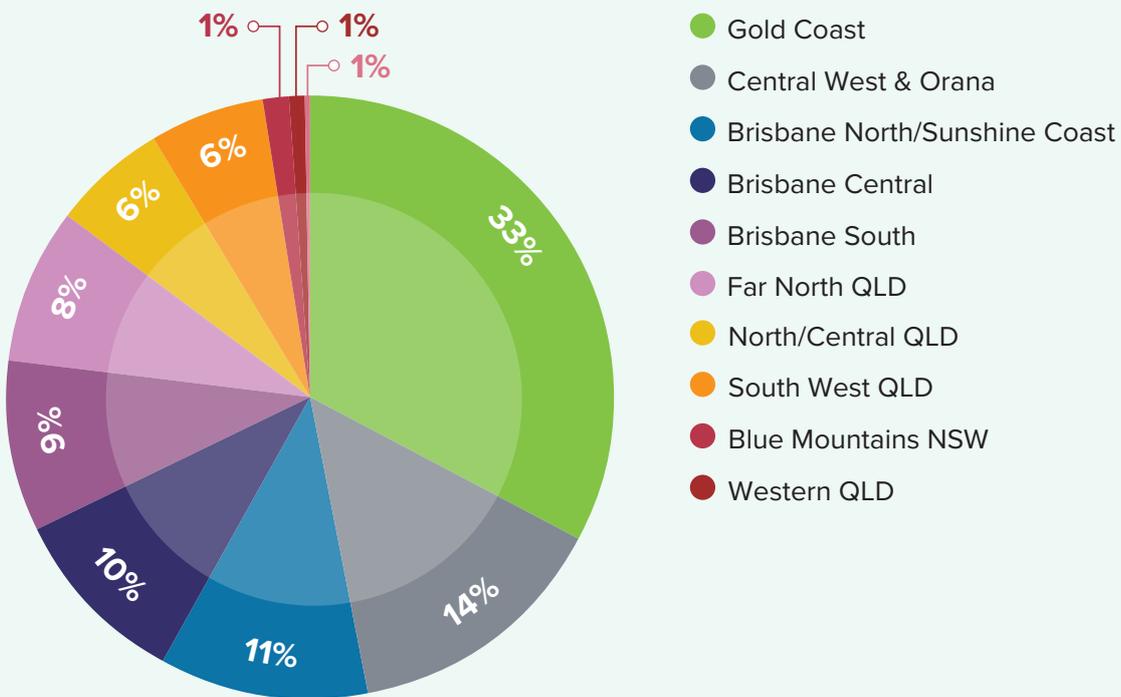
Wanting to capture this “way of working” which is unique to Lives Lived Well, we began a project to shape a cultural piece that could articulate the “how” we work, in support of reinforcing a consistent experience for our people and clients that is aligned with our purpose and strategy. Understanding “how we work” didn’t need to be created, rather it had to be discovered. This involved extensive consultation, including a pre-COVID roadshow around our services aimed at gaining feedback and insights. The Lives Lived Well Way is expected to be launched internally later in 2020.



## EMPLOYEE HEADCOUNT



## WHERE WE WORK



“Jenny acted as a guiding light, speaking with all of us from time to time to find ways of moving forward, and encouraging us when we met some bumps in the road. She helped us understand that addiction is an illness... and that relapse is part of it, and guided us in learning more about how we could help our child as well as maintain our own health and wellbeing so that we could continue to cope.”

— Mirikai Residential Rehabilitation Service, Care Opinion, 2019

# Who we support

Just over five per cent of clients are aged under 18

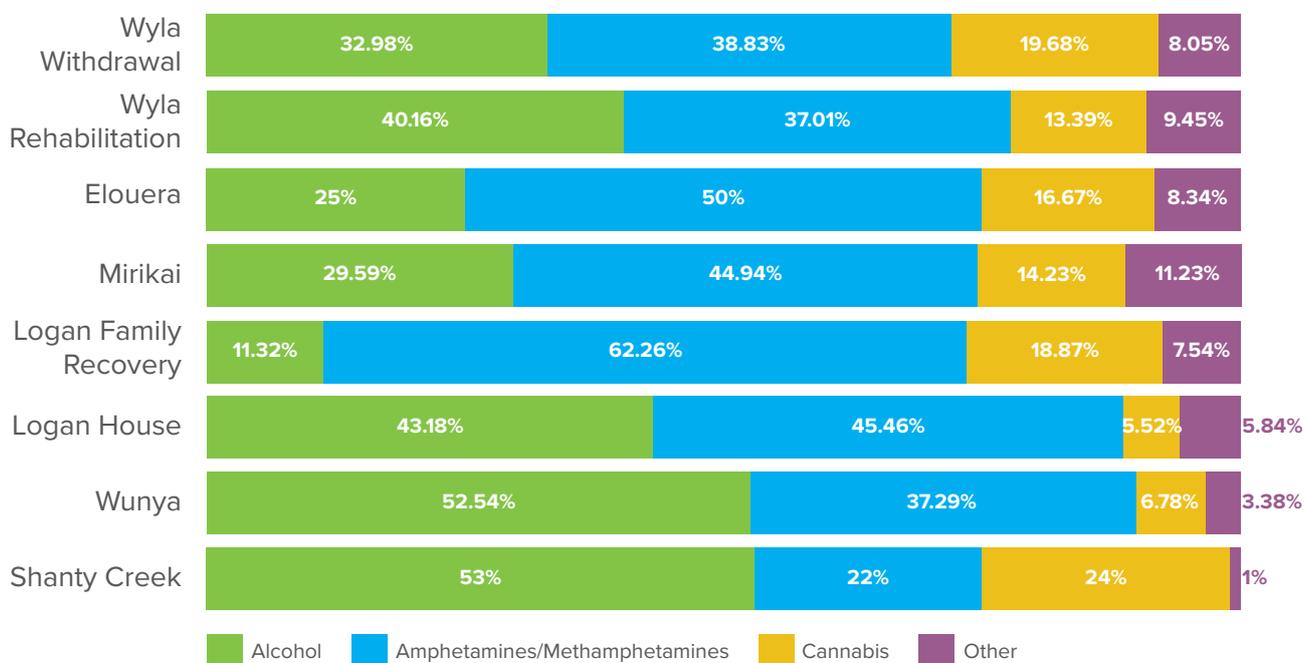
The clients we work with come from all walks of life and all corners of Queensland and New South Wales. We pride ourselves on providing inclusive and culturally respectful treatments that are evidence-informed.

We provide general counselling for concerns relating to alcohol, other drugs and mental health. We also offer treatments tailored to the needs of those as young as 12, families, Aboriginal and Torres Strait Islander people, people with complex needs and those in the justice system. Just over five per cent of clients are aged under 18.

Our seven residential services supported 1,150 people in 2019–20, with a further 146 supported in transition housing.

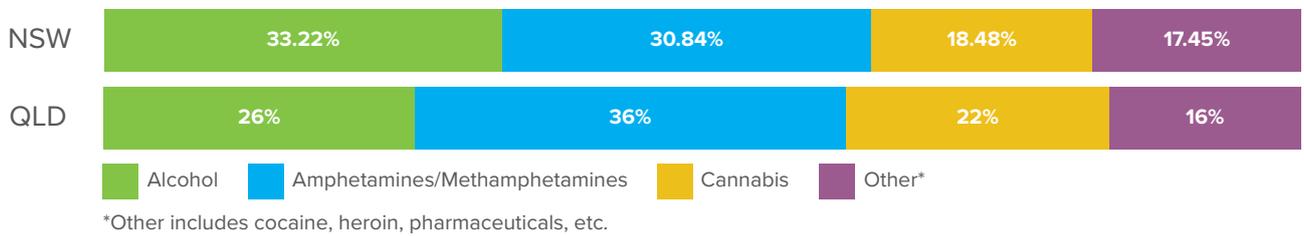
## PRIMARY DRUG OF CONCERN – A SNAPSHOT OF OUR RESIDENTIAL SERVICES

The primary drug of concern reported by clients varies considerably by region.

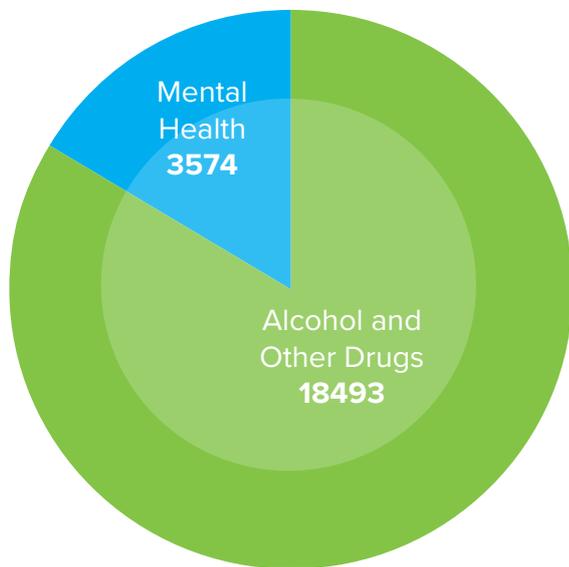




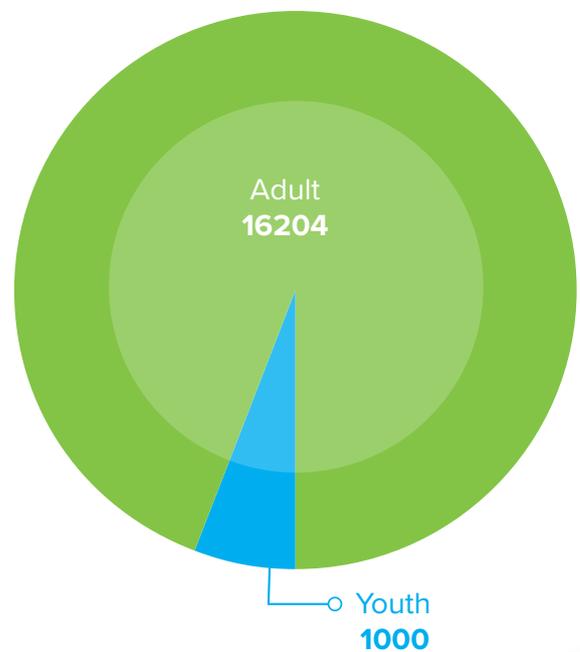
**PRIMARY DRUG OF CONCERN  
– A SNAPSHOT OF OUR COMMUNITY-BASED SERVICES**



**NUMBER OF CLIENTS BY PRESENTING CONCERN 2019–2020**



**NUMBER OF CLIENTS BY AGE 2019–2020\***



\*Graphs do not include CREST clients and LLW Specialist Centre

# Where we work

We provide services from the tropical far north of Queensland through to the south coast of New South Wales and the western regions of both states. And through the early stages of the pandemic, we worked remotely for the safety of clients and staff.

-  Live-In Recovery
-  AOD Community Services
-  Mental Health Support Services (including NewAccess and headspace Southport)

We also provide gambling support and community re-entry services in multiple locations across Qld.



# Partners, supporters and funders

**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

### Funders

- Brisbane North PHN
- Brisbane South PHN
- Central Queensland Wide Bay and Sunshine Coast PHN
- Darling Downs and West Moreton PHN
- Department of Communities, Disability Services and Seniors
- Department of Child Safety, Youth and Women
- Department of Health – Commonwealth
- Department of Housing and Public Works
- Department of Justice and Attorney General
- Department of Social Services
- Department of Veterans Affairs
- Gold Coast PHN
- headspace National
- National Indigenous Australians Agency
- North Queensland PHN
- Queensland Corrective Services
- Queensland Health
- Queensland Mental Health Commission
- Royal Australian and New Zealand College of Psychiatrists
- Western Queensland PHN

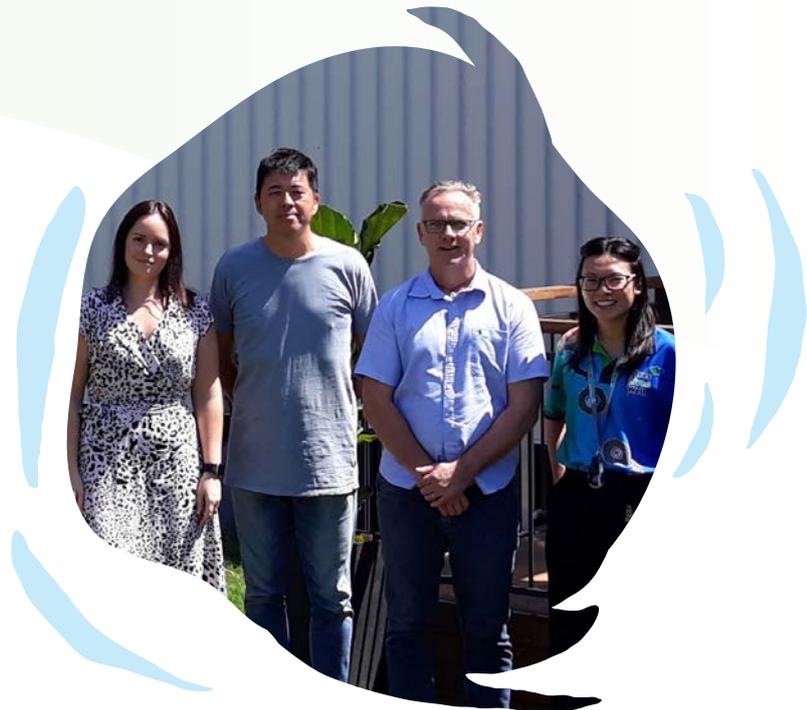


## Donors

- Caboolture Seventh-day Adventist Church
- Crowies Paints Kingaroy
- Everyday Hero Pty Ltd
- Mrs Margaret McDermott
- Pacific Fair, Headspace Christmas Gift Wrapping
- Procurement Australasia Ltd
- Southport Sharks Club
- Strike Surfers Paradise Fun Lab

## Consortium, service delivery and project partners

- Adis
- Beyond Blue
- CREST - Bridges Health and Community Care Bundaberg
- headspace Southport and headspace Upper Coomera Consortium partners - Wesley Mission Queensland, Gold Coast Hospital and Health Service, Child Youth Mental Health and Speciality Services, School Based Youth Mental Health Service, EdLinQ, On-Q Human Resources, Kalwun Family Wellbeing Health Service, Kalwun Health Services, Multicultural Communities Council, Queensland Police Service
- headspace Early Psychosis program partners – Stride, and Gold Coast Hospital and Health Service
- Housing program partnerships - Department of Housing and Public Works
- Kids in Focus – Wesley Mission Queensland and Benevolent Society
- Life on Track – Townsville Aboriginal and Islander Health Service
- Shanty Creek – Cairns Hospital and Health Service



AODS and Mental Health, Mulungu Aboriginal Corporation and Medical Service, Uniting Care Queensland, Mylestones Employment, St Vincent De Paul, Wuchopperen Health Service, Kuranda Koala Gardens

- Nurture – DGT Employment and Training, Nature Cycle, Food Connect, Cedar Grove Landcare
- Psychiatric Registrar Vocational Training Placement – Gold Coast Hospital and Health Service
- The University of Queensland
- Bond University – Psychology Masters Student Internship
- Griffith University – Psychology Honours Student placements, Social Work Internship, Nursing student placements
- University of Southern Queensland – Externships, both Psychology and Social Work
- Southern Cross University – Externships, both Psychology and Social Work

## NEW SOUTH WALES

### Funders

- Department of Health - Commonwealth
- Department of Veterans' Affairs
- National Indigenous Australians Agency
- Nepean Blue Mountains PHN (Wentworth Healthcare)
- Network of Alcohol and Other Drugs Agencies
- NSW Ministry of Health
- South Eastern NSW PHN (Coordinare)
- Western NSW Local Health District
- Western NSW PHN

### Consortium, service delivery and project partners

- Ability Links
- Aboriginal Medical Centre Dubbo
- Australian College of Applied Psychology
- Bila Muuji Aboriginal Health Corporation
- Bourke Aboriginal Health Service
- Brewarrina Aboriginal Health Service Ltd
- Brewarrina Multi-Purpose Health Service, Western NSW LHD
- Broken Hill GP Super Clinic
- Communities and Justice NSW
- Condobolin Marathon Health
- Coonamble Aboriginal Health Service
- Dubbo Aboriginal Medical Service
- Dubbo and Orange Sexual Health
- Emerging Minds
- headspace Orange
- headspace Bathurst
- Housing Plus
- Involuntary Drug and Alcohol Treatment unit (IDAT)
- Lifeline Central West
- Lifeline Orange
- Likemind Orange
- Link to Home
- Maari Ma
- Macquarie University PACE program
- Marathon Health
- Marie Thomas (yoga teacher Elouera)
- MERIT
- Mission Australia
- Network of Alcohol and Other Drugs Agencies
- NSW Police
- Operation Courage
- Orange Aboriginal Medical Service
- Orange Dental Clinic NSW Health
- Orange Family Support
- Orana Haven



- Relationships Australia- Bathurst
- Royal Flying Doctor Service
- RPT Physio (Personal Trainer Elouera)
- TAFE NSW – Orange Campus and Aboriginal Studies Division
- Three Rivers University Department of Rural Health/ Charles Sturt University
- University of Western Sydney Medical Students
- VERTO
- Vinnies Gilgandra
- Orange Family Support
- Walgett Aboriginal Medical Service
- Weigelli and Orana Haven Aboriginal Hub Project
- Wellington Aboriginal Health Service
- Wellways
- Western Aboriginal Tenants Advice and Advocacy Service
- Wirrimbirra Family Preservation Dubbo

*We also thank the many individuals and organisations we work with informally, that give of their time so generously to support the work we do.*

# Our Board and Executive team

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

## **Chair – Damian Wright**

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

## **Deputy Chair – Kim Price**

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.

## **Treasurer – David Tapsall**

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.

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





### **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.

### **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.

### **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 Althaus**

Stuart is an experienced CEO, Senior Executive and Company Director specialising in Information Communications Technology (ICT), strategy and Defence. His career commenced as an Army Officer (full time and now part time) and continues after 40 years.

As the CEO of SME Gateway Stuart leads an exceptional team responsible for the collaboration and successful provision of professional services to Defence, Primes, Federal and State Government entities. Stuart also plays a significant role in the greater ICT and Defence marketplace including an active role in the National Board for the Australian Industry Information Association (AIIA), the Chair for the ACT Australian Industry Defence Network (AIDN) and other special interest groups and industry bodies.

### **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 the Australian Council on Healthcare Standards and the Quality Innovation Performance Limited. Stuart also has qualifications in Law, having studied a Diploma in Law.

### **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.

### **Chief Executive Officer – Mitchell Giles**

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 a wealth of practical, hands-on experience having worked in the alcohol and other drugs sector in an inpatient detox unit. Mitchell later went on to manage a hospital-based drug and alcohol service for 12 years.

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.

### **Director (Clinical) – David Mooney**

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.

### **Director (People and Communication) – Karen Zoch**

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.

### **Chief Operating Officer – Ed Zarnow**

Ed has worked in senior management roles in the not-for-profit sector in aged care and health and the last 10 years in the drug and alcohol sector, including five years 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.

Pictured L-R: Mitchell Giles, Karen Zoch, David Mooney and Ed Zarnow.



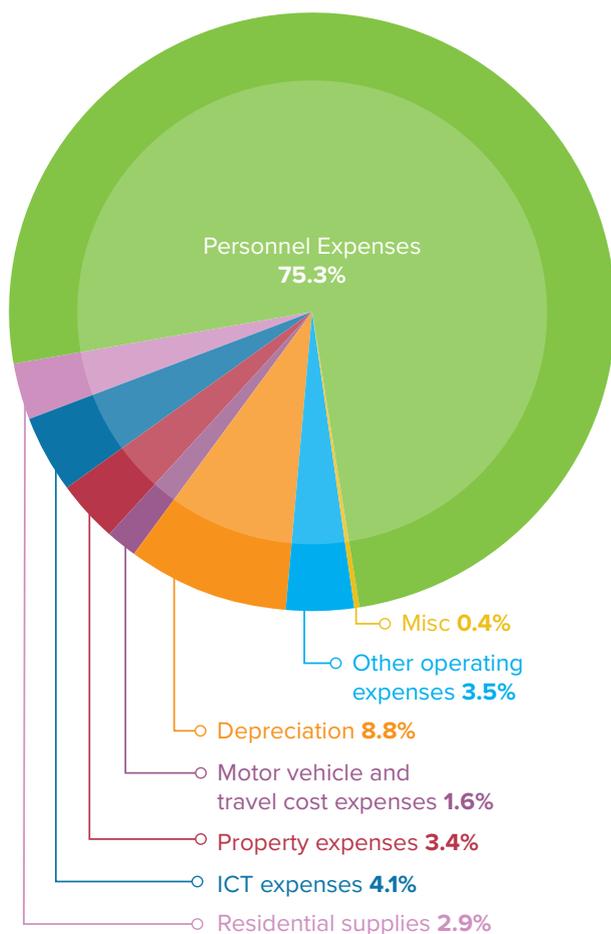
# Financials

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

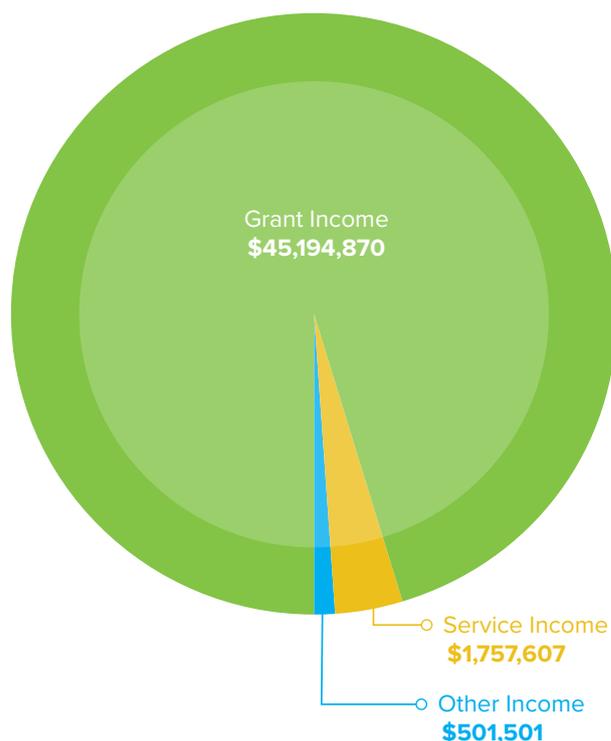
## FINANCIAL POSITION



## INCOME ALLOCATION



## TOTAL INCOME





## Lives Lived Well

### Contact us

For enquiries please contact us:

☎ 1300 727 957

📍 PO Box 332, Spring Hill Queensland 4004

✉ info@llw.org.au

🌐 www.liveslivedwell.org.au

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