



Leaving a positive wake

ANNUAL REPORT 2020–2021

Our vision

People whose lives are impacted by alcohol and other 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.**

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 leaders emerging. We are proud to work in partnership with local Aboriginal and Torres Strait Islander peoples.

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Front cover image: Deb and Nicky from Lives Lived Well Longreach.
Image below: Jennie and Melanie, from Lives Lived Well's Logan House.



Report from the Chair and CEO

DEEPER PURPOSE, GREATER IMPACT

Lives Lived Well is honoured each year to support more people in more places with overcoming their alcohol and other drug and mental health problems.

In 2020/21, our team of 502 dedicated staff supported a total of 25,519 clients. We have 182 programs delivered across 52 locations in Queensland and New South Wales. This represents an increase in staff, service options and locations on the previous year. We aim to reduce geographic and other barriers to treatment, allowing people to access support closer to home and by offering tailored treatment options.

The range of supports we offered included youth and low-intensity mental health, community-based counselling, case management, ambulatory withdrawal and group, family and youth AOD programs, comprehensive live-in treatment, gambling services and support for people transitioning from correctional facilities.

COVID RESPONSE

While COVID-19 again presented challenges, our in-person services continued throughout 2020/21, offering virtual and telehealth when required. In addition, residential programs remained open to clients, though at times at reduced capacity. Importantly, we commend Lives Lived Well teams for their efforts in continuing to support clients while applying COVID-19 safety protocols.

OUTCOMES

One of our strategic anchors is to provide evidence-informed services that achieve good outcomes for clients.

In this reporting period, 90% of clients eligible to receive an outcome measures suite, completed them on entry to our service through our newly implemented Client Relationship Management (CRM) system. Notably, the results of our outcome measurements also showed reductions in the levels of client depression and anxiety symptoms; and improvements in their quality of life, confidence and harm reduction. This data affirms the work of clients and is used to guide further treatment. It also helps to highlight the effectiveness of AOD support.

The data also revealed the prevalence of clients presenting with challenges related to gambling, post-traumatic stress or domestic violence, in addition to a concern with substance use. This data supports a better understanding of clients' complex needs and how we can best support them in their recovery journey.



From left: Lives Lived Well CEO Mitchell Giles and Chair Damian Wright.



Images: Some of our NSW team attending the NADA Conference, and Burleigh staff uphold the Aboriginal flag during NAIDOC Week when our new RAP was launched.

UQ PARTNERSHIP

Lives Lived Well continues to work in an award-winning partnership with the University of Queensland to further our understanding of evidence-informed treatments for alcohol and other drug use. It is through this partnership we can undertake such work as automating outcome measures. In its fifth year, this valued partnership has led to the development and implementation of several evidence-based practices across the organisation, such as brief intervention and trauma-informed care.

2020/21 REFLECTIONS

Despite the uncertainties of another year impacted by COVID-19, it was a year of substantial achievement.

We opened new alcohol and other drug and mental health supports and expanded existing services in regional QLD and NSW. In addition, our Drug and Alcohol First Aid training program broadened its reach into other states through its online offering. We also saw our first in-person presence in Tasmania with a DAFA trainer commencing in that state.

A significant undertaking was planning for a consequential residential service to open in Rockhampton in late 2021.

In support of the deeper purpose behind what we do, we launched our second Reconciliation Action Plan and refreshed our organisational values.

Improvements were made in clinical capability and supervision, onboarding, stakeholder engagement, research and innovation and in our service environments through several refurbishment projects.

This report expands upon our 2020-21 activities, acknowledging the achievements and contributions of clients, staff and stakeholders.

A key highlight was our merger with the Watershed, a long-standing alcohol and other drug support provider based in Wollongong in NSW and opening a new service in Nowra. It is a year in which we can again be grateful for the contribution of staff and the confidence shown in us by clients and key stakeholders.

Lives Lived Well AOD and mental health support locations in 2020/21

-  Live-In Recovery
-  AOD Support Services (including Counselling, Case Management & Group Programs)
-  Mental Health Support Services (including NewAccess, headspace Southport, headspace Upper Coomera & Lighthouse)

This map displays our service hub locations. Many hubs also include outreach to surrounding areas.



2020–2021 Highlights

July 2020

headspace Upper Coomera opened.

July 2020

Rockhampton Youth Day Program opened.

October 2020

Merged with Watershed residential services, NSW.

October 2020

New AOD support in Nowra, NSW, and Goondiwindi, QLD.

2021

Launched our refreshed RAP and Values.



502

Lives Lived Well team increased to 502 staff.



15,425

People supported through AOD Community Support programs.



25,519

We supported a total of 25,519 clients, up 15% on previous year.



22,894

Episodes of care in headspace primary and headspace Early Psychosis.



182

Programs were delivered across 52 locations, including outreach in QLD and NSW.



94%

Of clients were satisfied with their Lives Lived Well experience (83% extremely satisfied).



45,155

Bed nights in residential services.



Elouera

NADA Award for Excellence and Innovation for Women's Residential Program, Elouera



6,056

Training hours completed by staff.

A YEAR OF WELCOME



Lives Lived Well CEO Mitchell Giles along with Lives Lived Well and Queensland Health staff inspect the new residential site under construction in Rockhampton in April 2021.

NEW AOD RESIDENTIAL SERVICE COMING TO ROCKHAMPTON

Preparations were undertaken throughout 2020/21 to commence delivery of a significant AOD treatment service in Central Queensland, scheduled to open in late 2021. The 40-bed residential service to be located in Rockhampton is a national first in that its suite of supports will include the rare combination of rehabilitation, withdrawal and family support – all within the same site. A team of around 30 staff was recruited.



AOD Counsellor and Case Manager, Kendall, checks out our new Goondiwindi AOD support space with South-West Queensland Team Leader, Tania.

ARRIVAL IN GOONDIWINDI

In October 2020, Lives Lived Well opened a new AOD support service based in Goondiwindi. It began offering face-to-face AOD support for people aged 12 and over in Goondiwindi, Inglewood and Texas, along with telehealth support and outreach to neighbouring regions.



Nana Muru team in Jervis Bay.

NANA MURU – “BETTER ROAD”

In October 2020, Lives Lived Well established a new day program in Nowra. The service, known as Nana Muru (“better road”), provides a range of free on-site and outreach supports for people living in Jervis Bay, St Georges Basin and Sanctuary Point. As the financial year came to a close, we had just introduced a Nana Muru Mobile Withdrawal Support program. Since opening, Nana Muru has assisted 74 people.

GAMBLING SUPPORT EXPANDS ITS REACH

Clients who access Lives Lived Well’s AOD programs continue to be screened and, if needed, offered brief gambling intervention support. In 2020/21, 319 clients accessed this additional support. During the year, the program expanded its service delivery regions to cover all regions of need in Queensland, including having physical service locations in Brisbane, Mackay, Townsville, Toowoomba, Beaudesert, Rockhampton and Cairns.

ORT PROGRAM IN RESIDENTIAL TREATMENT

After a successful trial of an Opioid Replacement Treatment (ORT) program at Lives Lived Well’s Logan House, the program was implemented and in mid-2021 expanded to our Mirikai service on the Gold Coast. The program allows clients to access live-in rehabilitation while undertaking ORT. Our staff work closely with the client’s doctor and pharmacist and clients are given support around their medication management and have access to a registered, on-site nurse.

Clients can also access ORT support at our residential withdrawal programs in Watershed, Wollongong; at Wyla and Elouera in Orange; and at Wunya in Caboolture. In total, 56 people

received residential ORT support through Lives Lived Well in 2020/21, a number anticipated to be higher in the next reporting period due to the program’s expansion to Mirikai.

AFTER HOURS AND CONNECTING CARE

The trial of an After Hours AOD Program at Lives Lived Well’s Gold Coast services was successful and extended for another year to provide night and weekend support sessions and groups.

Gold Coast based-Mirikai and Logan House, south of Brisbane, also benefitted from an increase in the capacity of Connecting Care, which acts as the first point of contact and navigator for their new residential clients.



Lives Lived Well’s DAFA trainer, Clare, in Tasmania.

DRUG AND ALCOHOL FIRST AID TRAINING

Lives Lived Well’s Drug and Alcohol First Aid (DAFA) training program expanded, with a DAFA trainer commencing in Tasmania on 20 January 2021. The DAFA team also had a strong focus on online delivery. A total of 31 DAFA workshops were delivered in 2020/21 across Queensland, NSW and Tasmania.



Beenleigh team, all smiles at the opening of their new, larger space in the centre of town.

BEENLEIGH RELOCATION – A BETTER SPACE

Our Beenleigh community service moved to a new site in Main Street, providing more space for group sessions and offering ground floor access in the centre of town. The freshly renovated premises provides a calm and relaxing space for AOD counselling and support.

REFURBISHMENT WORKS

Refurbishment works were undertaken at a number of sites, providing clients with calm and comfortable environments, conducive to recovery. Works were completed at Katoomba, Burleigh, Beenleigh and Townsville services, as well as at Logan House and Mirikai. Some landscaping work, including a yarning circle, was installed at Elouera, our women’s residential service in Orange.

“The knowledge I have gained through classes and sessions from the amazing staff of Logan House has completely opened my eyes. The level of respect and care shown has been unbelievable and has allowed me to fully embrace my recovery.

Client feedback in online review
Care Opinion, March 2021

Measuring client outcomes

How we made a difference

“We leave a positive wake.”

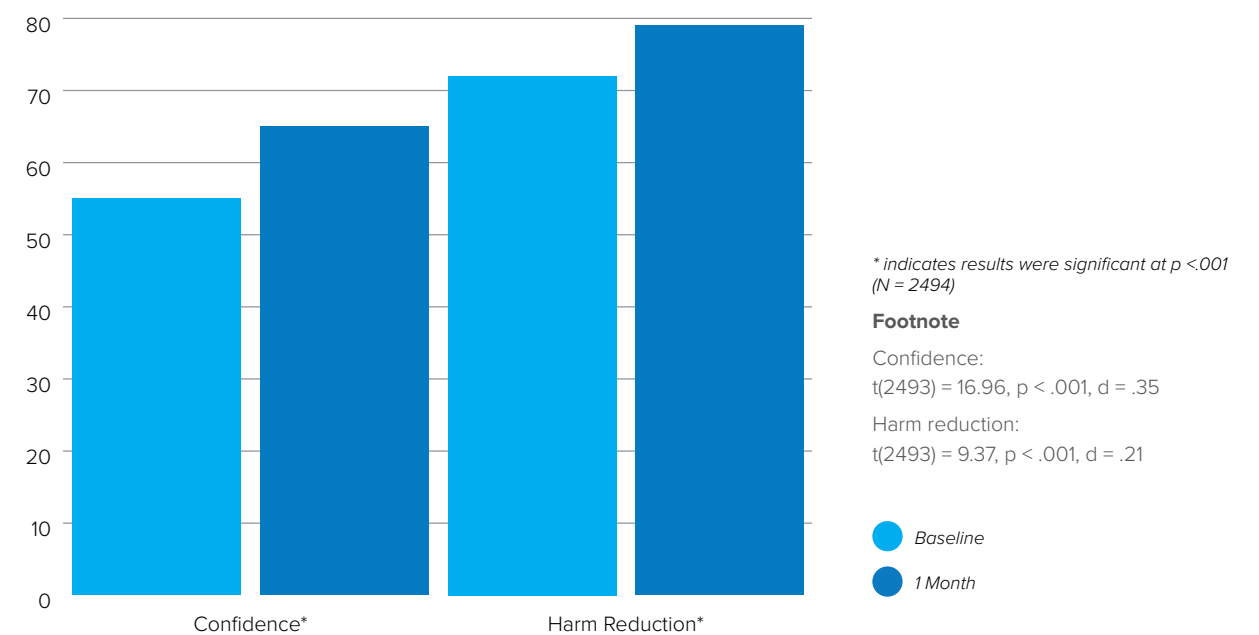
Lives Lived Well uses a suite of validated and reliable outcome measures to assess changes in a client's use of alcohol and other drugs, as well as experiences of depression, suicidality, anxiety, quality of life, and gambling. Screening tools for psychosis and post-traumatic stress disorder (PTSD) are also completed when a client enters one of our services.

During 2020/21, 6122 eligible clients completed the measures on commencement at a Lives Lived Well alcohol and other drug service, with 41% of these eligible clients completing a further follow-up measure, one month after commencement.

CONFIDENCE AND HARM REDUCTION

Clients self-reported their level of confidence in being able to reduce their substance use as well as their skills at practising harm reduction strategies, on arrival and one month later. The graph below (1) shows the comparison results where clients improved in both areas. (0 = low, 100 = high).

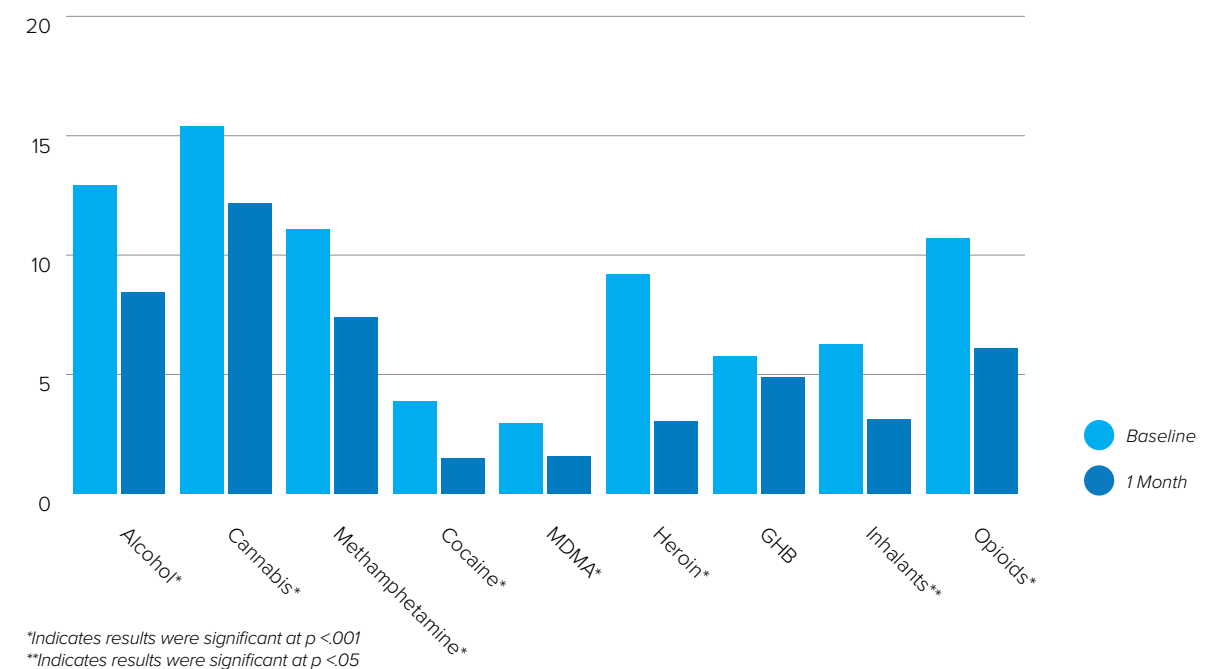
GRAPH 1



REDUCTION IN SUBSTANCE USE

The Australian Treatment Outcomes Profile (ATOP) was used to determine baseline and one-month changes in the number of days (range = 0-28) a client has used nine different substances. Separate results for each substance are shown in the graph (2) below. A reduction in the average number of days of use was found across all substance types.

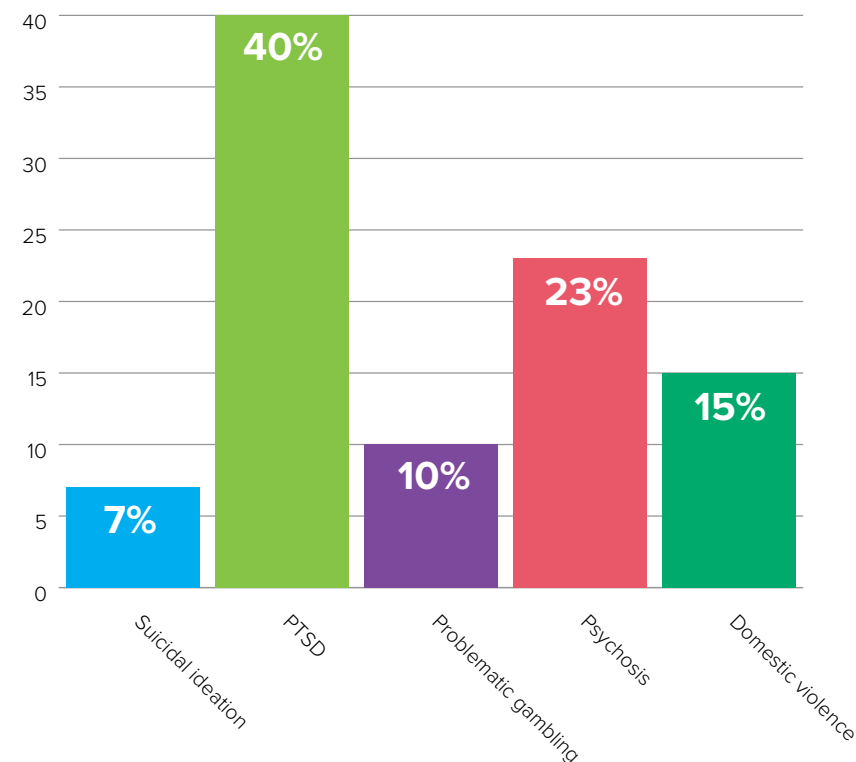
GRAPH 2



UNDERSTANDING CLIENT COMPLEXITY

To ensure we are responding to the most critical needs of clients, the outcome measures completed on service commencement contain screening tools for other concerns, including psychosis and PTSD. Measures of problematic gambling and domestic violence are also completed. These measures are used by clinicians to identify treatment priorities. The graph below (3) shows the results, indicating the percentage of AOD clients with a co-existing diagnosis.

GRAPH 3



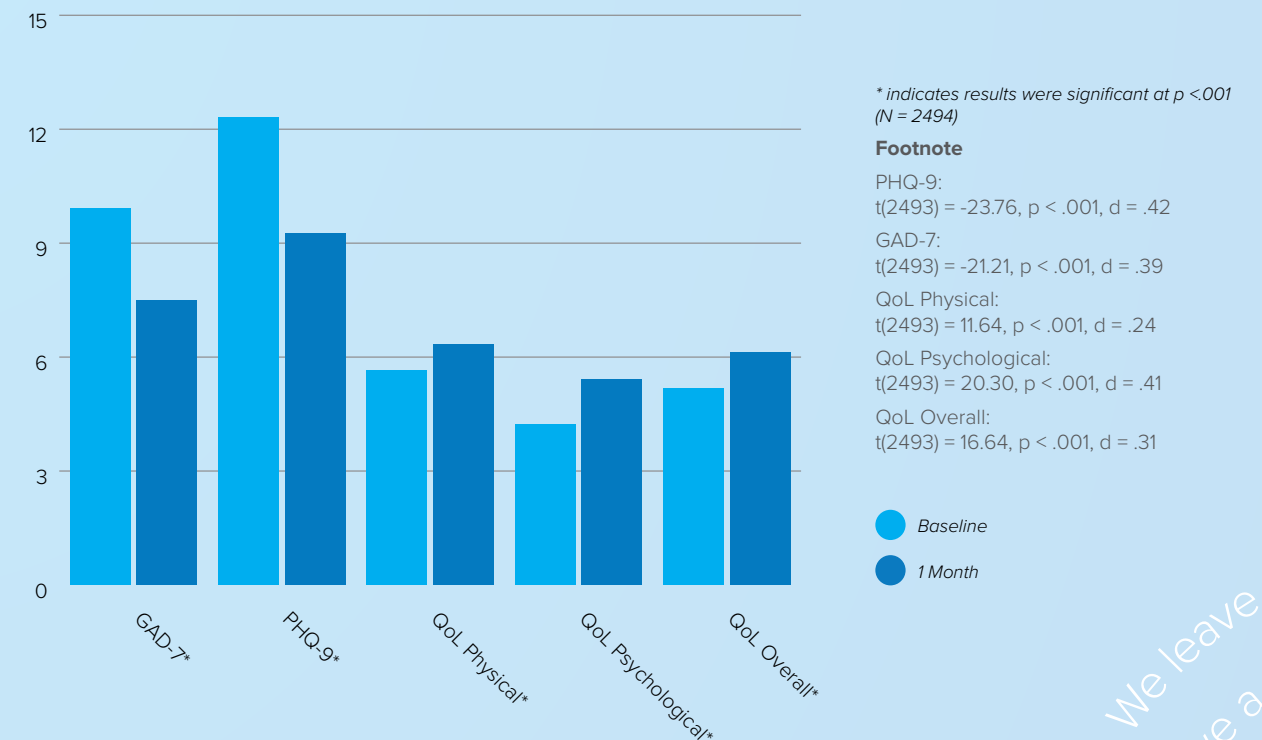
MENTAL HEALTH AND QUALITY OF LIFE

Recognising that mental health problems often co-occur with alcohol and other drug use, clients completed measures to assess changes in symptoms of depression, anxiety and their physical, psychological and overall quality of life.

Results comparing client experiences on arrival and at a one month follow-up indicate improvements across all domains. Significant reductions in depression and anxiety symptoms and improvements in quality of life were found.

How it was measured: The Patient Health Questionnaire (PHQ-9) is a 9-item scale used to measure symptoms of depression items ranked from 0=Not at all to 3=Nearly every day, with the final score out of 28 indicating an individual's level of symptom severity. The Generalised Anxiety Disorder (GAD-7) follows a similar format to capture experiences of anxiety using a 7-item scale with a maximum score of 21, while the Quality of Life scale allows clients to rate their physical, psychological and overall quality of life on three separate items measured across a 10-point scale (0=poor, 10=good).

GRAPH 4



THE CLIENT EXPERIENCE

AOD clients are offered the opportunity to provide feedback on their experience with Lives Lived Well. The Patient Experience Questionnaire (PEQ) assesses satisfaction across six key domains as well as asking for an overall satisfaction rating. A total of 6210 clients completed the PEQ at either one or three months from entry, leading to a total of 98% satisfaction as set out below:

- 83% of clients rating 'extremely satisfied' with their experience with the service
- 11% were 'moderately satisfied'
- and 4% were 'slightly satisfied'.

“When I started the day program, everything changed. I found it so much easier to reach out to people, to trust, to let someone inside my life who would understand where I was coming from. I could open up.

Client feedback in online review
 Care Opinion, March 2021

Research and innovation

“We ask why not, what’s next?”

Lives Lived Well undertook several innovative research projects as part of our ongoing partnership with The University of Queensland. These seek to trial new treatment approaches with a view to providing further evidence-based supports at Lives Lived Well. Also, UQ conducted two clinical practice surveys at Lives Lived Well in 2020/21.

This UQ/Lives Lived Well Research Partnership was awarded \$5000 for Partnership Excellence at the 2021 UQ Research Partnerships and Translation Awards.

Research included First Step, the design and trial of a new AOD brief intervention program; Turning Tides, a new youth AOD telehealth support program; and the trial of a Trauma Informed Care project.



Image: The University of Queensland's Dr Catherine Quinn (left) and Professor Leanne Hides (middle), were joined by Lives Lived Well staff involved in the research partnership - Julie, Holly and David - to celebrate being awarded Partnership Excellence at the UQ Research Partnerships and Translation Awards.

Image: Turning Tides trial – Danielle and Vikki, delivering telehealth support to young people.

FIRST STEP

First Step was co-designed by The University of Queensland and Lives Lived Well and in 2020/21 was piloted across Lives Lived Well's Brisbane North outpatient services. Close to 400 clients were enrolled in the trial. Results from this study will guide the implementation of brief intervention across the organisation, delivered as the first step of treatment. This will facilitate more clients to access evidence-based brief treatment more quickly.

TURNING TIDES

The Turning Tides research trial, funded by Lives Lived Well, commenced at the start of 2021. It offers a brief intervention for young people through a telehealth format. Participants in this trial were identified through the Fortitude Valley Safe Night Precinct as well as by our clinical staff across the organisation.

TRAUMA INFORMED CARE PROJECT

The Trauma Informed Care project is being implemented at Lives Lived Well's Mirikai, an AOD residential treatment service on the Gold Coast. The project has provided trauma informed training to staff, in addition to the collaborative development of a new trauma-informed six-week residential program. More than 100 clients

have been involved in the trial. The trial has also supported eligible clients in receiving Cognitive Processing treatment for post-traumatic stress disorder. With 62 per cent of Lives Lived Well AOD clients having experienced at least one traumatic event in the past 12 months, and 40 per cent screening for symptoms of Post-Traumatic Stress Disorder (scoring 3 or greater on the PTSD-5 scale), outcomes from this study will assist clients to better understand the connection between trauma and their substance use.

OTHER RESEARCH PROJECTS

Other research projects include studying parents' self-efficacy in protecting their children from their substance use and a transdiagnostic Cognitive Behaviour Therapy telehealth program for comorbid mental health and AOD.

CLINICAL PRACTICE SURVEY

The Clinical Practice Survey is administered every six months and provides an opportunity for all Lives Lived Well clinical staff to provide feedback. Results help guide the resourcing, support and upskilling of our teams.

Lives Lived Well runs various family-related support programs including Queensland's Breakthrough for Families, which is delivered in Cairns, Brisbane, Sunshine Coast and Townsville. It involves delivering public workshops to provide alcohol and other drug support information to families as well as some individual counselling. In 2020/21, 421 people participated in the Breakthrough for Families program.



In 2020/21 we achieved positive outcomes in accreditation audits conducted across Lives Lived Well services in both states. In May 2021, Queensland sites were successfully assessed against the National Standards for Mental Health Services, the Human Services Quality Standards, and the ISO 9001:2015 Quality Management System standards. NSW sites successfully met the self-assessment requirements for ACHS EQulP6 standards in March 2021.

What we saw in AOD support

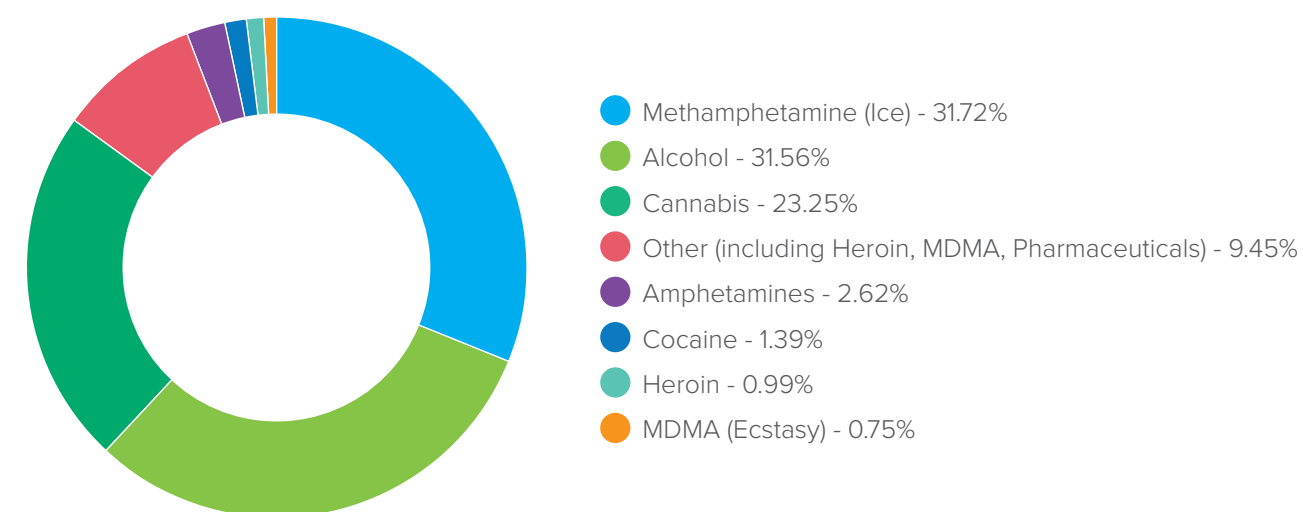


Lives Lived Well supported 2,711 clients through residential support in Queensland and New South Wales in 2020/21. Through our community based AOD programs, we supported 15,425 people.

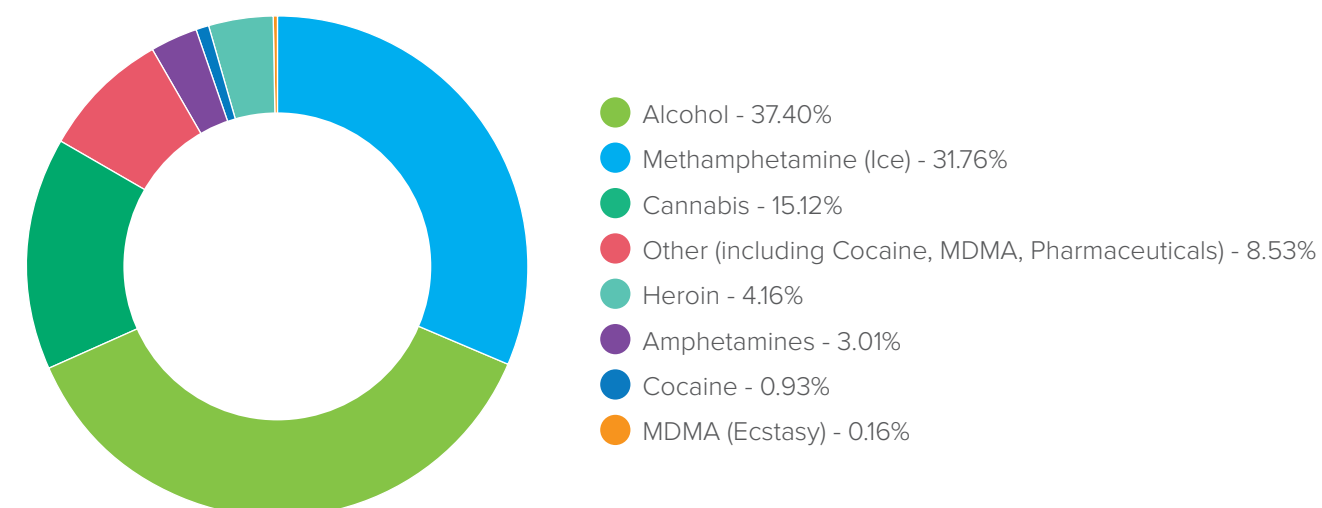
Across Lives Lived Well's community and residential AOD services in Queensland and New South Wales, the three substances most often identified by clients on arrival as being the one they were most concerned about were alcohol, methamphetamines (ICE) or cannabis. Depending on location, alcohol or methamphetamines was named as the highest primary drug of concern. Below are graphs showing the primary drug of concern for community services in Queensland and NSW.

PRIMARY DRUG OF CONCERN - COMMUNITY SERVICES

GRAPH 5 - QLD



GRAPH 6 - NSW



“One of the best decisions I ever made in my entire life was to attend Wyla and I would do it again in a heartbeat.”

Care Opinion review of Wyla withdrawal and rehabilitation service
July 2021

We are humble, human and full of hope. We are
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We are humble, human and full of hope. We
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ANNUAL REPORT 2020-21 21



Image: Proud display of a Welcome Plaque in our Warwick service.



Image: Our Townsville team celebrating the launch of the RAP.



Image: RAP Group Chair, Les Coe.

COMMITMENT TO RECONCILIATION

We are committed to working with and supporting Aboriginal and Torres Strait Islander individuals, families and communities to maintain and improve good health and wellbeing. In June, Lives Lived Well launched its new Reconciliation Action Plan (RAP) for 2021-22, cementing our pledge to translate goodwill into action. The plan sets out initiatives across four key areas: relationships, respect, opportunities and governance. Our Reconciliation Action Group meets bi-monthly to review progress on the RAP and put forward ideas to support Reconciliation at Lives Lived Well.

In the past year, we rolled out plaques with words of welcome in the language of the Traditional Custodians for every Lives Lived Well service, delivered cultural capability training, commenced an Aboriginal and Torres Strait Islander Staff Networking Group and participated in significant events, including NAIDOC and Reconciliation Week.

Provided by the Australian Institute of Aboriginal Torres Strait Islander Studies (AIATSIS), the cultural capability training strengthens our cultural knowledge and understanding of the vast history and cultural heritage of Aboriginal and Torres Strait Islander Peoples.

CLINICAL SUPERVISION ENHANCED

Following a trial, Lives Lived Well rolled out individual clinical supervision for all clinical staff in June 2021. While clinical supervision had been in practice with some staff and teams, this organisational wide approach provided structure and a reflective practice framework in which clinical supervision could be further integrated into practice.

Clinical supervision provides a process for personal vulnerability, richer feedback and a deeper level of reflection on work and workplace relationships, leading to increased staff capability and confidence.

BUILDING CAPABILITY

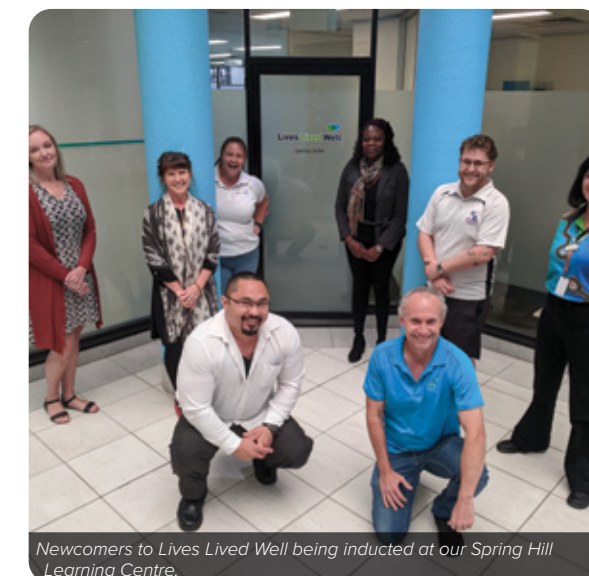
We are committed to the ongoing development of our employees and creating a rich learning experience. Through our online learning platform, we offer monthly in-house and external learning opportunities. As well as mandatory training for all employees on topics such as cybersecurity, bullying and harassment, we offered our clinicians targeted training covering areas such as suicide prevention as well as a suite of weekly clinical education sessions. During 2020/21, our employees completed more than 6056 hours of training.

New employees start with a comprehensive three-day induction program and new starter plans to provide early workplace learning through to the development of annual learning goals.

CREATING CONNECTIONS AND CONSULTING

Through regular check-ins, skip meetings, Wellness Wednesday newsletters, focus groups, virtual learning and virtual challenges we sought to connect and communicate as both COVID and distance kept us apart.

We introduced virtual town halls as a way to bring everyone in LLW together to meet with the executive team, review achievements, look forward to planned strategic initiatives and put forward ideas for improvement. Two Town Hall sessions held in 2020/21 were well received by staff and provided a valuable opportunity to provide feedback and ask questions directly of our executive team.



Newcomers to Lives Lived Well being inducted at our Spring Hill Learning Centre.

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*Image: The Lives Lived Well Executive Team
Edward Zarnow (Chief Operating Officer)*

Funders and Partners

“We leave a positive wake.”

OUR FUNDERS

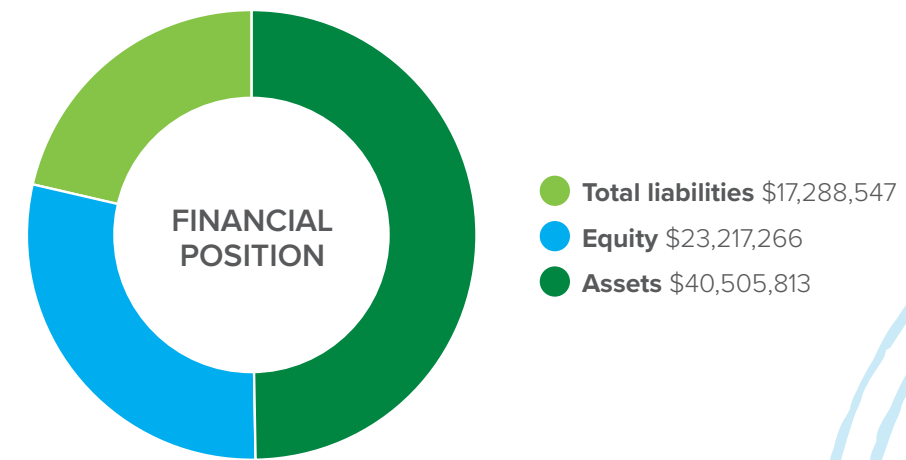
- Brisbane North PHN
- Brisbane South PHN
- Central Queensland Wide Bay and Sunshine Coast PHN
- Darling Downs and West Moreton PHN
- Department of Communities, Housing & Digital Economy
- Department of Children, Youth Justice & Multicultural Affairs
- Department of Health – Commonwealth
- Department of Justice and Attorney General
- Department of Social Services
- Department of Veterans Affairs
- Gold Coast PHN
- Illawarra Shoalhaven Local Health District
- National Indigenous Australians Agency
- Nepean Blue Mountains PHN
- NSW Ministry of Health
- North Queensland PHN
- Queensland Corrective Services
- Queensland Health
- Queensland Mental Health Commission
- R Health
- Royal Australian and New Zealand College of Psychiatrists
- South East NSW PHN
- Western NSW Local Health District
- Western NSW PHN
- Western Queensland PHN

KEY SUB-CONTRACTOR AND CONSORTIUM PARTNERS

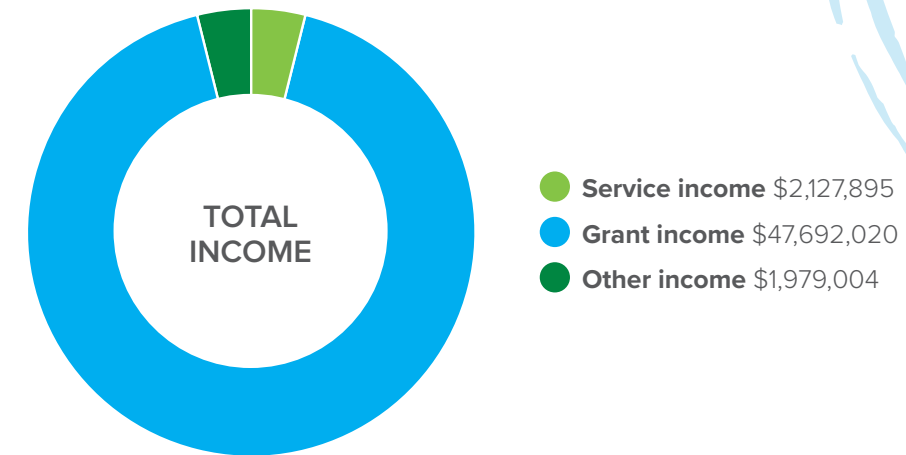
- Drug Arm
- Wesley Mission Brisbane
- Benevolent Society
- Bridges Bundaberg
- headspace Southport and headspace Upper Coomera consortium members – Gold Coast Hospital and Health Service (GCHHS), Child Youth Mental Health and Specialty Services (CYMHSS), School Based Youth Health Service (SBYHS), EdLinQ (School Based Mental Health Q-Health), Lives Lived Well Youth AOD Team (Drugs and Alcohol), Wesley Mission Queensland, Busy Ability (Employment), Kalwun Family Wellbeing Health Service (ATSI), Kalwun Health Services (ATSI), Multicultural Communities Council Gold Coast (CALD), Queensland Police Service, Youth Advisory Council Youth Representative/s, Peer Support Representative/s
- headspace Youth Early Psychosis Prevention partners – Stride, and GCHHS
- Psychiatric Registrar Vocational Training Placement – Gold Coast Hospital and Health Service

Financials

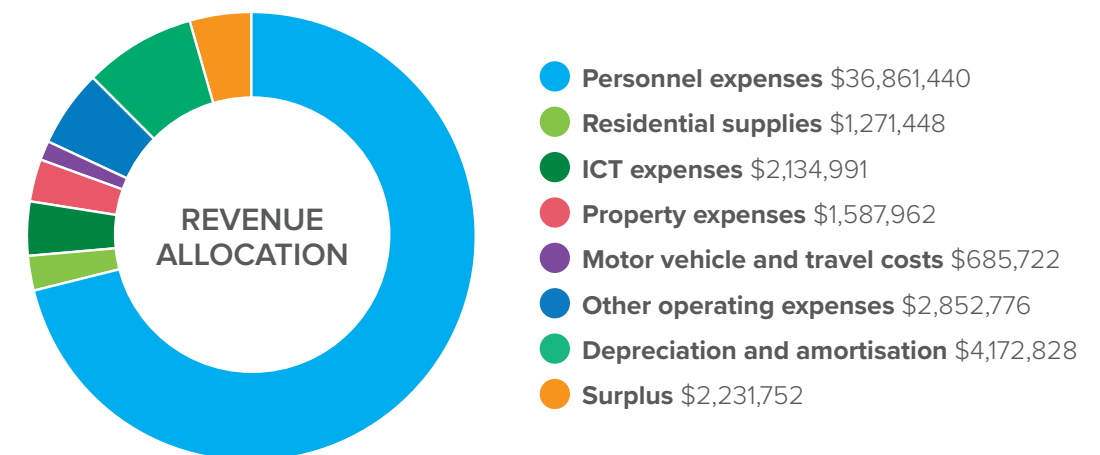
GRAPH 7



GRAPH 8



GRAPH 9



“We leave a positive wake.”

Message left on the whiteboard at Elouera, women’s based residential program in Orange, NSW. This program received a NADA Award for Excellence and Innovation.

Dear Elouera,

How are you? I’m writing this letter to say thanks for this opportunity and for accepting me for who I am.

At Elouera, I feel safe, healthy, balanced and clear. I have been pushed to find my true self by learning forgiveness, patience, courage and bravery. It’s been hard and a struggle at first, but everyday I learn life lessons and it makes me stronger and reminds me to put myself first.

Thank you for providing a comforting, safe space and supporting me to maintain my sobriety.

*Yalla Habibi — love Elouera women
March 2021*

Passionate about the
possibilities.

CONTACT US

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 **Instagram** Follow us on instagram.com/LivesLivedWell



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