

WESTERN AUSTRALIAN
ALCOHOL & DRUG
AUTHORITY

STRATEGIC PLAN
1990-1993

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FOREWORD

In 1986 the Western Australian Alcohol and Drug Authority released its first strategic plan. Since that time operational planning has continued and the Authority has undertaken a reorganisation to achieve a flatter structure allowing for better communication and accountability within its programs.

This process is nearing completion and directors responsible for Authority programs have re-examined the earlier strategic plan, incorporating structural changes and new directions. This publication is the result.

The primary concern of the Authority, to minimise problems associated with the use of alcohol and other drugs, remains the same. Strategies have taken new directions with emphasis on responsiveness to community needs, regionalisation, evaluation and accountability and brief intervention in client care.

Kevin P. Larkins
Chief Executive Officer

CONTEXT

Problems associated with the use of alcohol and other drugs are a major concern in Western Australia.

Alcohol has the capacity to affect a wide cross-section of the community through personal illness, family trauma, traffic and industrial accidents, absenteeism, crime and violence.

It is estimated that in Western Australia one in four males, and one in six females, aged between 18 and 44 years, drink more than the safe daily limits recommended by the National Health and Medical Research Council.

It is estimated that two in every five divorces or separations result from alcohol-induced problems, and research suggests that alcohol plays a role in 70% of violent crimes in Australia each year. In 1986-87, in Western Australia there were 17 000 convictions for offences involving drunkenness and in 1988 thirty-four percent of vehicle drivers involved in fatal road accidents in WA had a blood alcohol concentration over 0.08%.

Between 1979 and 1983 more than 3 200 deaths were due to alcohol-related disease or alcohol-related accidents in Western Australia, and alcohol is a common factor in hospitalisation. In 1986 alcohol-related short-stay hospitalisation cost Western Australia \$31.4 million.

Other drug problems have substantial social, legal and health costs.

Minor tranquillisers, such as benzodiazepines, are frequently prescribed for people (particularly women) with anxiety, depression or insomnia. Dependency problems often result from the long term use of minor tranquillisers.

The use of marijuana is fairly widespread in Western Australia, particularly amongst teenagers. A recent study revealed that 27% of male students between the ages of 13 and 17 years had used marijuana in the previous month. Whilst the majority appear to give up marijuana use after a short time, they risk prosecution for engaging in an illegal activity. During 1986-87 the Western Australian Courts convicted more than 600 minors, and more than 3 600 adults, for possession/use of marijuana. Heavy use has been linked to respiratory diseases and poor memory functioning. As marijuana is an intoxicant, it also increases the risk of traffic accidents in users.

Conservative estimates are that there are 2 000 regular opiate users in Western Australia. Dependence on opiates is associated with social consequences such as self-neglect and financial difficulties. Research in WA, in 1986, suggested that more than 20% of prisoners held on remand in metropolitan gaols were regular users of heroin (at least weekly) before their incarceration. IV drug use, a common way of taking opiates, has been directly linked to the transfer of the AIDS virus.

Although problems associated with the use of alcohol and other drugs affect the whole community, recently there has been an increasing focus on the special problems and needs of women, Aboriginal people, young people and those from ethnic backgrounds.

There is evidence that during the last few decades women's consumption of alcohol has increased, with a resulting greater number of alcohol-related problems. For instance, when compared to male drinkers, they appear to experience health problems sooner. Research in Western Australia has shown that more than one in five female drinkers experience short-term, alcohol-caused memory loss each year. As already noted, women are more likely to be prescribed tranquillisers than men, and therefore are susceptible to dependence and associated problems.

Aboriginal people are experiencing major health problems because of excess intake of alcohol. Special concern has also been expressed about solvent and petrol sniffing, although this is not a problem confined to Aboriginal people.

Young people use alcohol fairly commonly. A study undertaken in Western Australia during 1987 showed that 78% of 17 year old males, and 74% of 17 year old females, had consumed alcohol in the preceding four weeks. Alcohol is the greatest cause of drug-related deaths for Australian youth under 24 years old, with the majority of these deaths resulting from road accidents. There is also evidence of a link between the use of alcohol and crime rates. When the legal minimum drinking age was lowered to 18 in four Australian States, male juvenile crime rates increased by 20-30%. In more recent years there is increased concern in the community regarding solvent use by young people.

Mission

To contribute to the well-being of the people of Western Australia by the minimisation of problems associated with the use of alcohol and other drugs.

Primary Objective

To ensure the provision of coordinated, accessible, comprehensive and effective prevention and treatment programs for people who are experiencing alcohol and other drug problems.

Primary Strategies

- Provide specialist client care services to people experiencing alcohol and other drug problems.
- Provide community services to people experiencing alcohol and other drug problems.
- Provide drug-related education and training to people working or studying in the health and welfare field.
- Provide strategic information on legislation, policy and services involving alcohol and other drug-related issues.
- Provide corporate and technical support services to programs.

Programs

- Clinical Services

Objectives:

To improve the general health and welfare of people experiencing alcohol and other drug problems.

To minimise the harm resulting from people's use of alcohol and drugs.

Strategy:

Develop and provide residential and non-residential client care services that are responsive to identified needs and complementary to and integrated with related services.

Regional and Community Services

Objective:

To improve the access to appropriate services for people experiencing alcohol and other drug problems.

Strategy:

Develop and provide assessment, counselling, consultation and referral services that are accessible and integrated with related services at the local level.

Education and Research

Objective:

To contribute to the development of informed policy and practice and improve the effectiveness of those who provide services for people experiencing alcohol and other drug problems.

Strategy:

Develop and provide education and research services that encourage good practice in the management of alcohol and other drugs problems.

Corporate Services

Objective:

To contribute to the achievement of the primary objective of the Authority.

Strategy:

Provide effective management information systems, human resources, information and financial services to the Authority's programs.

Many issues impact upon the way the Authority functions. Included among these issues are community needs, changing socio-economic and health factors, new developments and the need for services to be cost effective.

Some of the more significant issues include:

- ❑ the need to develop a comprehensive range of relevant prevention and treatment services;
- ❑ the need for accessible, community based services;
- ❑ the need for coordinated and complementary government and non-government services;
- ❑ basic service provision in underserviced areas;
- ❑ urban development, regional differences and isolation;
- ❑ patterns of consumption and in particular the high levels of alcohol consumption;
- ❑ community attitudes to alcohol and other drug use;
- ❑ legislative change and enforcement;
- ❑ the impact that changes in social policy have on levels of harm;
- ❑ government requirements and accountability;
- ❑ the need for effective education and training in responding to alcohol and other drug problems;
- ❑ general health and welfare status of the community;
- ❑ the impact of HIV infection and AIDS;
- ❑ the need for culture, race, gender and age specific services;
- ❑ product promotion.

The Alcohol and Drug Authority's charter is defined by the Alcohol and Drug Authority Act 1974. This Act establishes the Authority's existence, functions and responsibilities.

Section 18 specifies the Authority's functions as:

providing treatment, management, care and rehabilitation to persons suffering from alcohol and drug abuse in Western Australia and subsidising and otherwise supporting other organisations providing one or more of these;

coordinating, promoting and subsidising research into and education on the causation, prevention and treatment of alcohol and drug abuse;

inquiring into the respective provisions of the laws of this State with respect to offences in which the use of alcohol or drugs is an element;

carrying out such other functions as are prescribed by any other relevant Act.

In order to best achieve its objectives the Authority will:

offer its services equitably to all sections of society in accordance with needs;

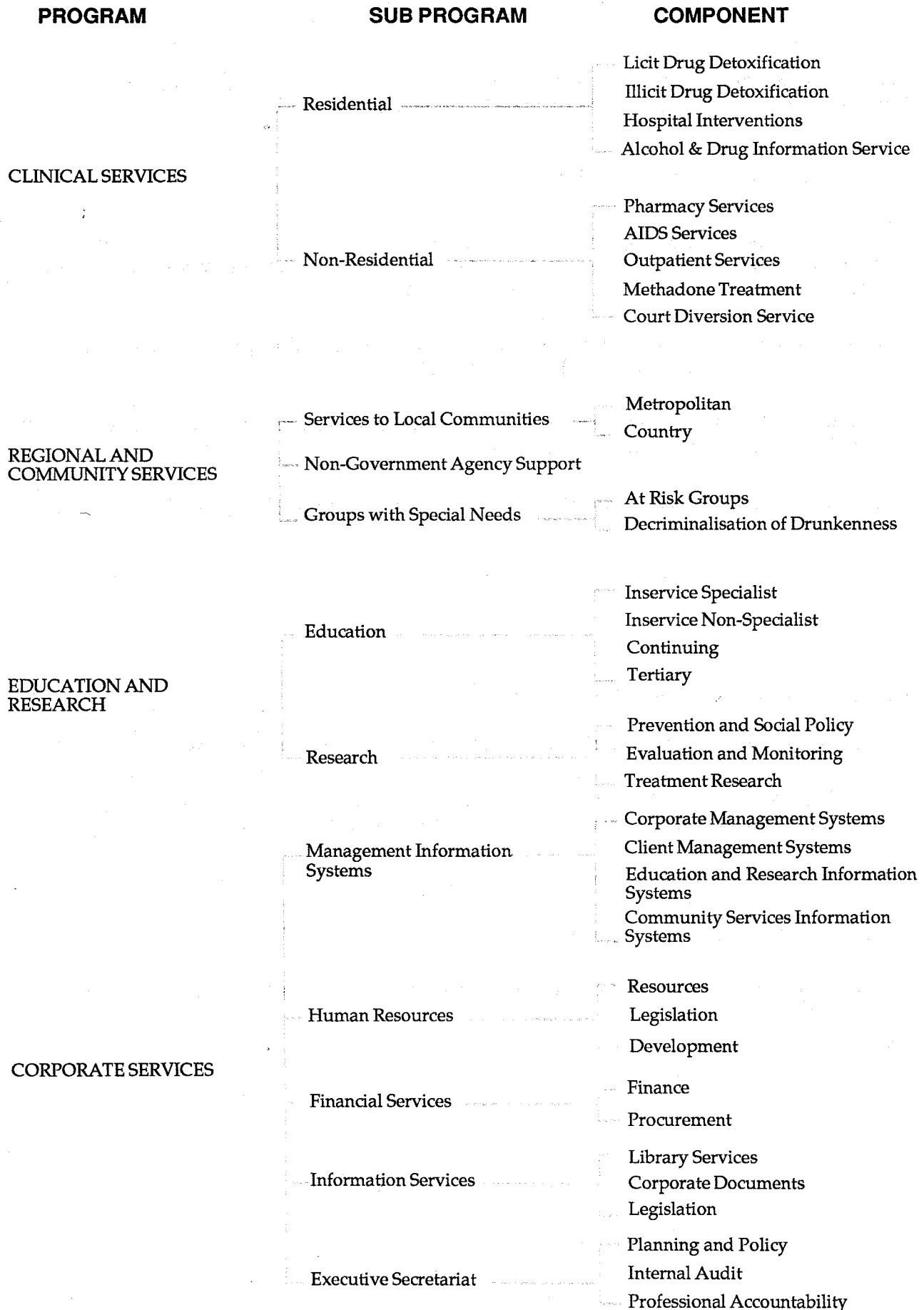
develop a sound working relationship with non-government agencies and the general community to ensure quality and cost effective services are available;

provide a safe and healthy work environment;

attract, develop and retain quality staff;

regularly review its performance to improve efficiency, effectiveness and quality of its services.

PROGRAM ORGANIZATION



CLINICAL SERVICES PROGRAM

DESCRIPTION This program provides assessment and treatment for people experiencing problems associated with the use of alcohol and other drugs.

Residential subprogram

DESCRIPTION This subprogram provides assessment and residential treatment for people dependent on alcohol and other drugs.

OBJECTIVES

- To engage clients in treatment.
- To detoxify clients.
- To improve clients' health, psychological and social functioning.

Licit Drug Detoxification (Carrellis) component

Description This service provides assessment and residential treatment for people primarily dependent on licit drugs.

Objectives

- To engage clients in treatment.
- To detoxify clients.
- To improve clients' health, psychological and social functioning.

Illicit Drug Detoxification (CDU) component

Description This service provides assessment and residential treatment for people primarily dependent on illicit drugs.

Objectives

- To engage clients in treatment.
- To detoxify clients.
- To improve clients' health, psychological and social functioning.

Hospital Interventions component

- Description** This service provides assessment and treatment for hospital patients experiencing problems associated with the use of alcohol and other drugs.
- Objectives** To identify and engage in treatment, hospital patients experiencing problems associated with the use of alcohol and other drugs.
- To assist teaching hospital staff to provide client care services.

Alcohol & Drug Information Service component

- Description** This telephone service provides information, counselling and advice on alcohol and other drugs and related problems.
- Objectives** To increase the knowledge of people seeking information about alcohol and other drugs and related problems.
- As appropriate to engage clients in treatment.
- To minimise the harm resulting from clients' use of alcohol and other drugs.

Non-Residential subprogram

- DESCRIPTION** This subprogram provides assessment and non-residential treatment for people experiencing problems associated with the use of alcohol and other drugs.
- OBJECTIVES** To engage clients in treatment.
- To minimise the harm resulting from clients' use of alcohol and other drugs.
- To improve clients' health, psychological and social functioning.

Pharmacy Services component

Description This service supplies prescribed medication including methadone and other pharmaceuticals to clients of the Authority.

Objective To enable clients participating in treatment to receive prescribed medication and other pharmaceuticals as required.

AIDS Services component

Description This provides HIV and AIDS prevention and treatment services to at risk people.

Objectives

- To reduce the spread of HIV infection.
- To minimise the adverse health and social effects experienced by clients with HIV infection.
- To optimise the health, psychological and social functioning of clients with HIV infection.

Outpatient Services component

Description This service provides non-residential assessment and treatment for people experiencing problems associated with the use of alcohol and other drugs.

Objectives

- To engage clients in ongoing treatment.
- To minimise the harm resulting from clients' use of alcohol and drugs.
- To improve clients' health, psychological and social functioning.

Methadone Treatment component

Description This service provides assessment and methadone treatment for people dependent on illicit opioids.

Objectives

- To reduce the risk of premature death, improve health and reduce illicit drug use of clients.
- To decrease the spread of infectious diseases, in particular HIV associated with intravenous opioid use.
- To improve the social functioning of clients and reduce the social costs of illicit opioid use.

Court Diversion Service component

Description This service assesses people appearing before the Courts as a result of behaviour associated with an illicit drug problem. Suitable offenders are referred to appropriate treatment and reports provided to Courts to assist sentencing.

Objective To assist the Courts divert into treatment offenders with problems related to illicit drug use.

REGIONAL AND COMMUNITY SERVICES PROGRAM

DESCRIPTION This program facilitates the development of the Authority's clinical, educational and prevention programs, by decentralising resources and offering services on a statewide basis.

Services to Local Communities subprogram

DESCRIPTION This includes preventive, education and counselling services offered in metropolitan and country areas and geared to the service needs of local communities and groups.

- OBJECTIVES**
- To engage clients in counselling.
 - To develop locally based services in under- resourced communities and groups.
 - To provide consultative clinical support to health and welfare staff.
 - To increase the knowledge of health and welfare staff about alcohol and other drug problems.
 - To increase the competence and confidence of health and welfare staff to respond to alcohol and other drug problems.

Metropolitan component

Description This includes preventive, education and counselling services offered in the Authority's metropolitan localities.

- Objectives**
- To engage clients in counselling in the locality.
 - To develop locally based services in under-resourced communities and groups.
 - To provide consultative clinical support to health and welfare staff.
 - To increase the knowledge of health and welfare staff about alcohol and other drug problems.
 - To increase the competence and confidence of health and welfare staff to respond to alcohol and other drug problems.

Country component

Description This includes preventive, education, assessment and counselling services offered in the Authority's country regions.

Objectives

- To engage clients in counselling in the locality.
- To develop locally based services in under-resourced communities and groups.
- To provide consultative clinical support to health and welfare staff.
- To increase the knowledge of health and welfare staff about alcohol and other drug problems.
- To increase the competence and confidence of health and welfare staff to respond to alcohol and other drug problems.

DESCRIPTION This subprogram provides administrative support and funding to non-government agencies engaged in the provision of client care services.

OBJECTIVE To provide support for appropriate services in the non-government agencies.

DESCRIPTION This subprogram promotes accessibility to services sensitive to groups with special needs.

OBJECTIVE To improve the access of special needs groups to services sensitive to their requirements.

At Risk Groups component

Description This component promotes accessibility to services sensitive to the needs of youth, women, Aboriginal and migrant people.

Objective To improve the access of youth, women, Aboriginal and migrant people to services sensitive to their requirements.

Decriminalisation of Drunkenness component

Description This component gives practical effect to the legislation decriminalising drunkenness, by establishing short term care for people who would otherwise remain in police custody.

Objectives

- Decrease the number of drunk people held in police lockups.
- Increase the number of drunk people sobered-up in a care oriented setting.

EDUCATION AND RESEARCH PROGRAM

DESCRIPTION This program contributes to the development of informed policy and clinical practice. In addition it aims to improve the effectiveness of those who provide services to people experiencing alcohol and other drug problems by offering a range of training programs on prevention and intervention strategies.

Education subprogram

DESCRIPTION This subprogram provides education and training to students enrolled in formal tertiary courses and to personnel involved in the delivery of services to people experiencing problems associated with alcohol and other drug use.

OBJECTIVES To increase the knowledge of staff in generalist health and welfare agencies and alcohol and drug services about alcohol and other drug problems.

To increase the competence and confidence of staff in health and welfare agencies to respond to alcohol and other drug problems.

To increase the knowledge of students enrolled in formal, health and welfare, tertiary courses about prevention and treatment of alcohol and other drug problems.

Inservice Specialist component

Description This provides alcohol and other drug-related education and training to staff from alcohol and other drug services.

Objectives To increase the knowledge of staff in alcohol and drug agencies about alcohol and other drug problems.

To increase the competence and confidence of staff in alcohol and drug agencies to respond to alcohol and other drug problems.

Inservice Non-Specialist component

Description This provides alcohol and other drug-related education and training to staff involved in the delivery of generalist services.

Objectives To increase the knowledge of staff in generalist health and welfare agencies about alcohol and other drug problems.

To increase the competence and confidence of staff in generalist health and welfare agencies to respond to alcohol and other drug problems.

Continuing Education component

Description This provides alcohol and other drug-related education and training to staff interested in the delivery of services to people experiencing alcohol and other drug problems.

Objective To keep those staff involved in the delivery of services informed of developments in the alcohol and other drug field.

Tertiary Education component

Description This service provides drug-related education and training to students enrolled in formal tertiary courses.

Objective To increase the knowledge of students enrolled in formal, health and welfare tertiary courses about alcohol and other drug problems.

Research Subprogram

DESCRIPTION This subprogram conducts studies to determine the effect of legislation and policy on the level of alcohol and other drug problems, and evaluate intervention strategies.

OBJECTIVES

- To identify the effect of legislation and policies upon the incidence and prevalence of alcohol and other drug problems.
- To contribute to prevention and social policy recommendations of the Authority.
- To develop and implement methods of assessing the Authority's client related and education and training activities and other programs supported by the Authority.
- To contribute to the implementation of appropriate interventions.

Prevention and Social Policy component

Description This service conducts studies to determine the effect of legislation and policy upon the incidence and prevalence of alcohol and other drug problems.

Objectives

- To identify the effect of legislation and policies upon the incidence and prevalence of alcohol and other drug problems.
- To contribute to prevention and social policy recommendations of the Authority.

Evaluation and Monitoring component

Description This service conducts studies to evaluate and provide advice on intervention strategies.

Objectives

- To develop and implement methods of assessing the Authority's client related and education and training activities and other programs supported by the Authority.
- To contribute to the implementation of appropriate interventions.

Treatment Research component

Description This service coordinates studies to determine the impact of treatment strategies on client groups.

Objectives To identify the efficacy of treatment methods

To contribute to the clinical and community services programs of the Authority.

CORPORATE SERVICES PROGRAM

DESCRIPTION This program provides support for the Authority's delivery of services.

Management Information Systems subprogram

DESCRIPTION This subprogram assists the Authority to properly perform the functions established for it by providing technologically based management information systems.

OBJECTIVES To support the efficient management and decision making processes of the Authority as a corporate body.

To support the management and decision making processes of the Authority by providing efficient client management information systems.

To support the educational and research programs of the Authority by providing efficient management information systems.

To support the efficient management and transfer of information between the various isolated offices of the Authority and between the Authority and agencies.

Corporate Management Systems component

Description This service includes those activities involving the development and implementation of corporate management information systems for the Authority.

Objective To support the efficient management and decision making processes of the Authority as a corporate body.

Client Management Systems component

Description This service includes those activities involving the development and implementation of client management information systems.

Objective To support the management and decision making processes of the Authority by providing efficient client management information systems.

Education and Research Information Systems component

- Description** This service includes those activities involving the development and implementation of education and research management information systems.
- Objective** To support the education and research programs of the Authority by providing efficient management information systems.

Community Services Information Systems component

- Description** This service includes those activities involving the development and implementation of community services management information systems.
- Objective** To support the efficient management and transfer of information between the various isolated offices of the Authority and between the Authority and agencies.

Human Resources subprogram

- DESCRIPTION** This subprogram provides personnel, industrial relations and staff development services to the Authority.
- OBJECTIVES**
- To provide appropriate human resources.
 - To meet the requirements of relevant legislation.
 - To maximise the potential of the Authority's staff.

Resources component

- Description** This component includes all activities relating to the recruitment, selection, induction and orientation of staff, payment of salaries and wages and control of establishment.
- Objective** To provide appropriate human resources.

Legislation component

- Description** This component includes all activities relating to relevant Awards, Acts, and Regulations, industrial relations and classification matters.
- Objective** To meet the requirements of relevant legislation.

Development component

- Description** This component includes all activities relating to performance management, staff development and training and human resource planning.
- Objective** To maximise the potential of the Authority's staff.

Financial Services subprogram

- DESCRIPTION** This subprogram includes those activities related to the management of the financial and physical resources of the Authority.
- OBJECTIVES** To provide and administer adequate financial resources for the Authority.
- To provide and administer physical resources for the Authority.

Finance component

- Description** This component includes those services related to the management of the financial resources of the Authority.
- Objective** To provide and administer adequate financial resources for the Authority.

Procurement component

- Description** This component includes those services related to the management of the physical resources of the Authority.
- Objective** To provide and administer physical resources for the Authority.

Information Services subprogram

DESCRIPTION This subprogram provides information services based on the management of corporate documents, library materials and library services.

OBJECTIVES To provide appropriate library materials and services.
To manage the Authority's corporate documents for their effective use.
To comply with relevant legislation.

Library Services component

Description This component includes activities related to the management of library material and services.

Objective To provide relevant library materials and services.

Corporate Documents component

Description This component provides services for the management of corporate documents.

Objective To manage the Authority's corporate documents for their effective use.

Legislation component

Description This service is to comply with the Copyright Act.

Objective To comply with relevant legislation.

Executive Secretariat subprogram

DESCRIPTION This subprogram provides support services to the Executive in relation to planning and policy, internal audit and professional accountability.

Planning and Policy component

Description This service provides support for the Board, Chief Executive Officer and the Executive with ministerial and parliamentary liaisons, corporate planning, annual reporting, policy developments, executive meetings, public relations activities and special projects.

- Objectives**
- To support the Executive in providing an efficient and effective liaison at the parliamentary and ministerial level.
 - To foster, coordinate and document strategic and operational planning within the Authority.
 - To coordinate and produce a timely, accurate and appropriate annual report.
 - To maintain a current and accessible internal policy manual.
 - To support the Executive in the formulation of social and health policy which impact upon alcohol and drug problems.
 - To maintain an efficient and effective recording and processing of Board and Executive meetings.
 - To undertake special projects as directed by the Executive.
 - To increase awareness of the Authority's services and activities.

MAJOR INITIATIVES FOR 1990-1993

Over the next three years the Authority will give particular attention to the special needs of Aboriginal people, youth, women, disabled and non-English speaking groups.

The major initiatives for 1990-1993 are summarised as follows:

Outpatient Services

Residential

- rationalisation of existing licit and illicit detoxification services
- review of resources allocated to existing hospital services and the establishment of new hospital services
- expansion of range of services provided by the Alcohol and Drug Information Service
- further development of client information systems

Non-Residential

- development of services for special needs groups including youth and intravenous drug users not in contact with existing outpatient services
- further development of client information systems
- review of efficiency and effectiveness of existing court diversion service
- development of an alcohol court diversion service
- growth and regionalisation of methadone service
- development of AIDS education and counselling services
- expansion of HIV antibody testing
- integration of AIDS service with related government and non-government programs
- computerisation of pharmacy stock keeping and methadone dispensing
- relocation of methadone dispensary

Regional and Community Services

Clinical Development

- hospitals
- community health
- general practitioners
- Department of Corrective Services
- development of brief intervention program with Health Promotion Services and the University of Western Australia

Regional units (country and metropolitan)

- regional inter-agency strategic planning
- local community primary prevention
- hospital and community based screening
- brief intervention
- clinical consultation to health and welfare sector
- corrective services
- industrial liaison
- recreation activities and programs

Education and Research

Education

- development of education and training for generalist health and welfare staff
- support to tertiary institutions to ensure inclusion of addiction studies units and components
- training for staff involved in decriminalisation of drunkenness program
- development of skills of those responding to Aboriginal clients
- development of skills of government health and welfare agencies
- support for education and training aimed at medical officers
- enhancement of skills of Authority staff
- education and training for non-government agencies
- education and training for hospital staff

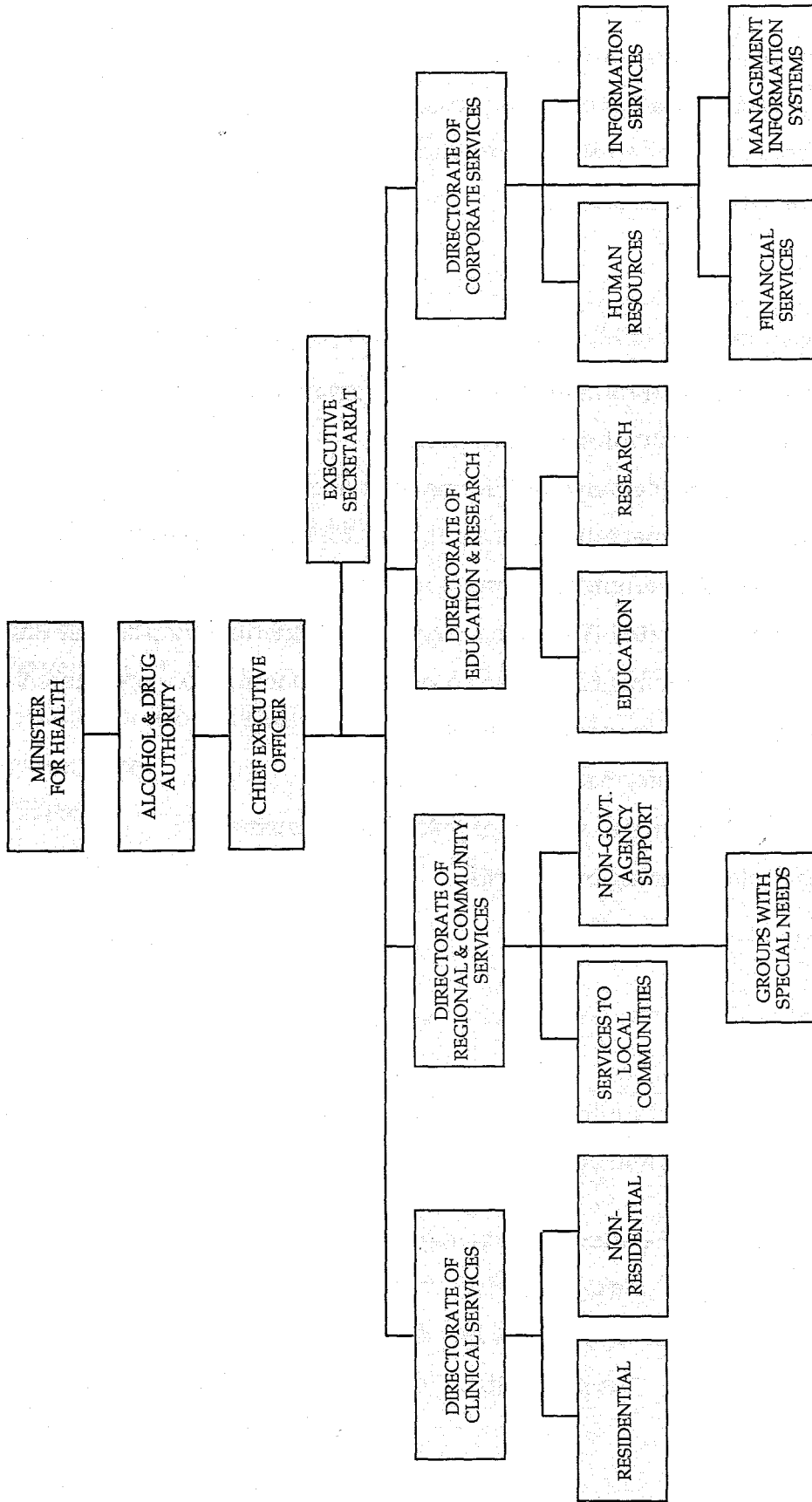
Research

- standardisation of Authority program evaluation tools
- evaluation of decriminalisation of drunkenness
- evaluation of education and treatment programs
- evaluation of random breath testing

Corporate Services

- provision of management information reports in program management format
- automation of management information reporting
- development of strategic planning for information systems
- participation in the implementation of the public sector single employer concept
- effective utilisation of Government information systems
- provision of on line integrated IT system to regional and metropolitan service units
- provision of client management information system support for non-government agencies
- implementation of Performance Management System
- development of specific information update services
- rationalisation of collection and storage of published information
- rationalisation of staff training procedures

ORGANISATION STRUCTURE



WA Alcohol and Drug Authority Centres and Regions

