

**GOLD COAST
DRUG COUNCIL INC.**

**STRATEGIC
PLAN
2006 - 2009**

DRAFT – VERSION 2 (February 2007)

OUR PURPOSE

Our Purpose:

“To be leaders in the development and provision of caring, responsive and high quality drug and alcohol programs, to people of all ages, based on the bio/psycho/social model and utilising processes of prevention, early intervention and specialized treatment, that effectively promote well-being, health and harm minimization for those experiencing interpersonal and social functioning problems related to drug use and mental health disorders”

OUR VISION

Our Vision:

“To utilise prevention, early intervention and specialized treatment in order to minimize the harm related to the use of licit and illicit drugs within the Gold Coast Region”

OUR PHILOSOPHY

Our Philosophy:

“We believe that the reasons for drug use are both social and psychological. Therefore the Mirikai program has been designed to incorporate flexibility so that we can best meet the problems and progress of the individual resident.

We strongly believe in consumer and community participation. We believe that the consumers both primary and secondary should be involved in the development, design and evaluation of the program for all clients. Because we are ultimately responsible to the community, we will use all avenues available to us to facilitate community participation in the conduct of our programs.

Our programs can assist our target group to strengthen their decision to stop taking their drug(s) of dependence, and to deal with the underlying reasons for drug use and co-existing mental health disorders.

Our programs offer clients practical skills that can help their behaviour to become more self-regulatory, and enhance their choices in making major lifestyle changes in order to minimise the harm of their drug(s) of dependence.”

OUR VALUES

As part of our work we strive to promote:

- social justice and gender equity
- integrity
- excellence
- innovation
- flexibility
- professionalism

OUR STRATEGIC GOALS

GOAL 1 – DEVELOPING OUR SERVICES

To improve the quality, effectiveness and efficiency of our services year-on-year

GOAL 2 – WORKING WITH THE COMMUNITY

To work with the local community to identify and address service issues on the Gold Coast

GOAL 3 – SHAPING OUR WORKFORCE

To develop a professional, skilled, stable and responsive paid and un-paid workforce

GOAL 4 – ENSURING SUSTAINABILITY

To provide strong leadership to build sustainability for the organization in the longer term

GOAL 1 – DEVELOPING OUR SERVICES

To improve the quality, effectiveness and efficiency of our services year-on-year

Strategies to achieve this goal:

- continue to consistently meet service standards and requirements
- ensure continuous quality improvement and pro-actively use evidence based practice to guide service change and development
- build partnerships with other local agencies to improve referral pathways and extend the range of services available to local people
- wherever possible, invest in the appropriate facilities and staffing infrastructure needed to support effective service delivery

We will measure our success by:

- ✓ meeting service performance targets set by funding bodies and the Gold Coast Drug Council Inc.
- ✓ maintaining Quality Accreditation
- ✓ improving client outcomes and client satisfaction with Gold Coast Drug Council services
- ✓ developing tangible partnerships which improve services with other agencies, such as Memoranda of Understanding / Referral Agreements / Accommodation sharing
- ✓ identifying service infrastructure needs and developing plans to address these needs wherever practicable

GOAL 2 – WORKING WITH THE COMMUNITY

To work with the local community to identify and address service issues on the Gold Coast

Strategies to achieve this goal:

- develop and implement an effective and efficient approach to consumer and community engagement on service issues
- review the opportunity to develop out-reach services to improve access to services across the Gold Coast
- build a strong and diverse base of local community support for the Gold Coast Drug Council Inc. and its services

We will measure our success by:

- ✓ approval by the Board and implementation by the Management team of a robust process to engage consumers and the community at a minimum of annually on service issues
- ✓ produce a report on local needs and optimal locations for outreach services, followed by the development of a Business Case to be used as partnership and funding opportunities arise
- ✓ growth in membership of the Gold Coast Drug Council Inc. and increase in stakeholder participation in engagement opportunities

GOAL 3 – SHAPING OUR WORKFORCE

To develop a professional, skilled, stable and responsive paid and un-paid workforce

Strategies to achieve this goal:

- improving the knowledge and skills of all paid and non-paid staff through training & development
- increasing the clinical & professional knowledge and skills of the organization
- supporting individual staff members and meeting the needs of the organization through clinical supervision and line management

We will measure our success by:

- ✓ development and implementation of a Professional Training & Development Plan which identifies and addresses the base level training needs for all groups of staff appropriate to their role
- ✓ increase in the ratio of professionally qualified clinical staff to non-qualified clinical staff each year
- ✓ level of staff satisfaction with Clinical Supervision and Performance Appraisal systems
- ✓ Clinical Supervision and Performance Appraisal systems actively support effective organizational quality and performance

GOAL 4 – ENSURING SUSTAINABILITY

To provide strong leadership to build sustainability for the organization in the longer term

Strategies to achieve this goal:

- leadership direction and decisions support the delivery of the Mission and Vision of the organisation
- secure a strong and diverse funding base to underpin longer-term sustainability
- engage in quality research projects aimed at improving client outcomes and service effectiveness
- building strong alliances with key National and State stakeholders, including government, commercial and community organizations
- position the Gold Coast Drug Council Inc. as Queensland's leader in the provision of drug, alcohol and dual diagnosis services

We will measure our success by:

- ✓ deliver ethical, transparent and accountable leadership and decision-making which demonstrates the Mission and Vision of the Gold Coast Drug Council Inc.
- ✓ increase in number of different funding streams over the 3 year period and development of an under-pinning financial strategy
- ✓ pro-active approach to developing research proposals which support client outcomes and service effectiveness
- ✓ Gold Coast Drug Council represented on National / State bodies; a partner to appropriate strategic alliances and consulted on issues of relevance to ATOD's services
- ✓ Gold Coast Drug Council has a powerful and positive influence on Government Policy and media & community debate in the arena of drug and alcohol and dual diagnosis services