



Drug and Alcohol Treatment Activity Work Plan 2019-2022:

Drug and Alcohol Treatment Services Funding

Eastern Melbourne PHN

Introduction

The purpose of the Activity Work Plan is to identify key primary health care initiatives Eastern Melbourne Primary Health Network (EMPHN) will implement over 3 years - 2019/20 to 2021/22.

All Primary Health Networks (PHNs) are required to develop Activity Work Plans for the Department of Health based on the needs and priorities of their region.

These are in addition to the priorities established by the Australian Government when it established the PHNs in 2015.

Eastern Melbourne Primary Health Network (EMPHN) is one of 31 PHNs nationally. Our organisation's vision is to achieve better health outcomes for the community we serve, a better health care experience for all and a more integrated healthcare system.

Our Activity Work Plan is informed by our needs assessment and robust stakeholder consultation, and supported by evaluation of previous programs, data and evidence.

This approach ensures that the services we fund meet the clearly identified health and healthcare needs for our communities.

The EMPHN Strategic Plan describes transformative strategies our organisation has adopted to address health care issues and priorities in our community.

EMPHN's Strategic Plan for 2017-22 outlines the organisation's vision to achieve:

- Better health outcomes for the community we serve
- Better health care experiences for all
- A more integrated health care system.

Our strategic priorities to achieve this vision are:

- Addressing health gaps and inequalities
- Enhancing primary care
- Leveraging digital health, data and technology
- Working in partnerships to enable an integrated service system
- A high performing organisation.

EMPHN's Board has set six transformative strategies to help focus the organisation's resources over the next three to five years.

Addressing health gaps and inequalities

1. Listen to the consumer voice and design new mental health and chronic disease management approached that are truly person-centred.

Enhancing primary care

2. Support and encourage primary care to adopt collaborative interdisciplinary care approached that are person-centred

3. Increase use of practice-based evidence

Leveraging digital health, data and technology

4. Encourage health information continuity between providers

Working in partnerships to enable an integrated service system

5. Ensure commissioning and system change strategies encourage integration from a consumer perspective

A high performing organisation

6. Build a positive culture of high performance



These transformative strategies describe our overarching approach to addressing the health care priorities outlined in this Activity Work Plan.

1. (a) Drug and Alcohol Treatment Services planned activities for the funding period 2019-20 to 2021-22

- Drug and Alcohol Treatment Services Core Funding
- Drug and Alcohol Treatment Services NIAS Mainstream
 Funding
- Drug and Alcohol Treatment Services NIAS Aboriginal and Torres Strait Islander people Funding

December 1 Aug 201					
Proposed Activities					
ACTIVITY TITLE	AOD 1 – Delivery of tailored person centred care and service integration				
	Modified Activity				
Existing, Modified,					
or New Activity	This links to Activities 2, 3 & 11 in the EMPHN 2018/19 AOD AWP				
PHN Program Key	Alcohol and Other Drugs				
Priority Area					
	EMPHN Needs Assessment – Alcohol & Other Drugs - Page 90				
	Strengthening integration				
	Practice based evidence and data				
	Digital health				
	EMPHN Transformative Strategies				
Needs Assessment	Listen to the consumer voice and design new mental health and chronic				
Priority	disease management approaches that are truly person-centred				
Triority	Support and encourage primary care to adopt collaborative				
	interdisciplinary care approaches that are person centred				
	Encourage health information continuity between providers				
	Ensure commissioning and system change strategies encourage				
	integration from a consumer perspective				
	Improve access to AOD services for people who do not utilise				
	traditional AOD services				
	Provide brief and early interventions to address emerging AOD issues				
Aim of Activity	Provide brief intervention support to family/carers				
	Improve follow-up support post-withdrawal to reduce relapse				
	Provide early intervention for people with dual diagnosis (co-				
	occurring mental illness and AOD) in primary health services				
	1.1 Continuation of a range of commissioned programs and services including				
Description of Activity	group programs, dual diagnosis support, assertive outreach, peer support,				
	support for families and carers and workforce development:				
	- Specialist assessment and treatment for people and families affected				
,	by pharmaceutical misuse or dependence and integrated into				
	community health services (this service also addresses AOD 2 & AOD				
	3)				

	 Deliver individual and family counselling for communities effected by problematic substance misuse Integrated dual diagnosis response as part of the care continuum for consumers who also present with a mental health condition Screening physical health needs and connecting consumers with their General Practitioner and other professionals as part of their care team to address and monitor physical health and wellbeing Post-withdrawal support. An eight-week group program, workforce development, assertive outreach component, peer support, and involvement of families and carers. Dual diagnosis is also incorporated as a component of the EMPHN mental health stepped care model and will align with this activity. This activity will be delivered in 2019-20 through continuation of existing contracted providers, maintaining the same scope of services with limited number of contracts. Completion of evaluation of current Drug and Alcohol Programs (DAP). SEMPHN Referral, Access and Navigation Team to support navigation and understanding of the service system for consumers, carers, general
	practitioners, and other referrers in the community.
Target population cohort	Consumers (consumers who use substances and their families/carers) requiring support associated with problematic alcohol and drug use within the EMPHN catchment, including hard-to-reach and under-serviced populations.
In scope AOD Treatment Type	 Early Intervention (including brief intervention) Counselling Case management Care planning and coordination Day stay rehabilitation Withdrawal management
Indigenous specific	Is this activity targeted to, or predominantly supporting, Aboriginal and Torres Strait Islander people? No
Coverage	Whole of EMPHN catchment.
Consultation	Refer to previous 18/19 AOD AWP.
Collaboration	 Close collaboration with State funded AOD intake services, GP practices and community-based AOD agencies EMPHN is developing a Regional Integrated Mental Health, AOD and Suicide Prevention Plan in collaboration with LHNs and key stakeholders across the EMPHN catchment Eastern Mental Health Service Coordination Alliance North Eastern Mental Health Service Coordination Alliance
Activity milestone details/ Duration	Provide the anticipated activity start and completion dates (including the planning and procurement cycle):

	Service delivery end date: June 2020					
	Any oth	Any other relevant milestones? No				
Commissioning method and approach to market	1. Please identify your intended procurement approach for commissioning services under this activity: ☐ Not yet known ☐ Continuing service provider / contract extension ☐ Direct engagement. If selecting this option, provide justification for direct engagement, and if applicable, the length of time the commissioned provider has provided this service, and their performance to date. ☐ Open tender ☐ Expression of Interest (EOI) ☐ Other approach (please provide details) 2a. Is this activity being co-designed? No 2b. Is this activity the result of a previous co-design process? Yes 3a. Do you plan to implement this activity using co-commissioning or joint-commissioning arrangements? No					
	3b. Has this activity previously been co-commissioned or joint-commissioned?					
Decommissioning	1a. Does No	1a. Does this activity include any decommissioning of services? No				
Data collection	Is this activity in scope for data collection under the Alcohol and Other Drug Treatment Services National Minimum Data set Yes Current data collection from Aboriginal community organisations do not meet the AODTS MDS. These services are also funded through the Mental Health Aboriginal and/or Torres Strait Islander funding.					
Total Planned						
Expenditure Funding Source	<u> </u>	2019-2020	2020-2021	2021-2022	Total	
Planned Expenditure and Alcohol Treatme	Planned Expenditure – Drug and Alcohol Treatment Services - Core Funding		\$1,765,553 Sacs funding	\$1,765,553	\$5,819,435.28	
Planned Expenditure – Drug and Alcohol Treatment Services – NIAS Mainstream Funding		\$244,953.09 \$1,116,231.93	\$277,823.19		\$1,116,231.93	
and Alcohol Treatme	Planned Expenditure – Drug and Alcohol Treatment Services – NIAS Indigenous Funding					

Total Planned		\$3,126,738.02	\$2,043,376.19	\$1,765,553	\$6,935,667.21
Commonwealth Expenditure					
Funding from other non-					
Commonwealth sources					
Funding from other	N/A				
sources					

Proposed Activities	
ACTIVITY TITLE	AOD 2 – Delivery of integrated youth specific AOD services
Existing, Modified, or New Activity	Existing Activity This links to Activity 4 in the EMPHN 2018/19 AOD AWP
PHN Program Key Priority Area	Alcohol and Other Drugs
Needs Assessment Priority	 EMPHN Needs Assessment – Alcohol & Other Drugs - Page 90 Strengthening integration Practice based evidence and data Digital health EMPHN Transformative Strategies Listen to the consumer voice and design new mental health and chronic disease management approaches that are truly person-centred Support and encourage primary care to adopt collaborative interdisciplinary care approaches that are person centred Encourage health information continuity between providers Ensure commissioning and system change strategies encourage integration from a consumer perspective
Aim of Activity	 Improve engagement with hard to reach young people Improve early intervention for young people Improve identification and referral for AOD issues Support families and carers of young people Strengthen capacity of the AOD sector to provide youth-appropriate intervention and coordination responses Improve continuity of care and pathways between AOD and MH services Improve integration with youth mental health services including headspace services
Description of Activity	 2.1 Continuation of youth-specific AOD services: Supporting Health Education, Recreation and Personal Autonomy (SHERPA) of Young People to provide screening, assessment and brief interventions, pro-social group based activities, assertive outreach, and support for families and carers Youth withdrawal coordination and support Youth AOD outreach services targeting Yarra Ranges- screening, assessment and brief interventions, assertive outreach, and support for young people, families and carers Youth AOD outreach services targeting Whittlesea- screening, assessment and brief interventions, assertive outreach, and support for young people, families and carers

	- Screening physical health needs and connecting consumers with their				
	General Practitioner and other professionals as part of their care				
	team to address and monitor physical health and wellbeing				
	2.2 EMPHN Referral, Access and Navigation Team to support navigation and				
	understanding of the service system for consumers, carers, general				
	practitioners, and other referrers in the community.				
	Young people 12-25 years (using AOD or at high risk of AOD use), particularly				
Target population	targeting young people who are, or at risk of, disengagement from education				
cohort	and vocational activities or presenting with complex needs. Support is also				
	provided for the young people's families, friends and carers.				
	Early Intervention (including brief intervention)				
In scope AOD	Counselling				
Treatment Type	Case management, care planning and coordination;				
	Day stay rehabilitation				
	Withdrawal management				
	Is this activity targeted to, or predominantly supporting, Aboriginal and Torres				
Indigenous specific	Strait Islander people?				
	No				
Coverage	Whole of EMPHN catchment, including a targeted focus on the outer east and				
Coverage	outer north LGAs of Whittlesea and Yarra Ranges.				
	Service models were funded as part of previous consultation undertaken with				
Consultation	an AOD reference group in 2016/17.				
	Refer to previous 18/19 AOD AWP.				
	Close collaboration with State funded AOD intake services, GP practices				
	and community-based AOD agencies				
	EMPHN is developing a Regional Integrated Mental Health, AOD and				
Collaboration	Suicide Prevention Plan in collaboration with LHNs and key stakeholders				
	across the EMPHN catchment				
	Eastern Mental Health Service Coordination Alliance				
	North Eastern Mental Health Service Coordination Alliance				
	Provide the anticipated activity start and completion dates (including the				
	planning and procurement cycle):				
	Activity start date: 1/05/2017				
	Activity end date: 30/06/2020				
Activity milestone	If applicable, provide anticipated service delivery start and completion dates				
details/ Duration	(excluding the planning and procurement cycle):				
	Service delivery start date: July 2019				
	Service delivery and date: June 2020				
	Service delivery end date. Same 2020				
	Any other relevant milestones? No				
	1. Please identify your intended procurement approach for commissioning				
	services under this activity:				
	□ Not yet known				
Commissioning	□ Continuing service provider / contract extension				
method and	\square Direct engagement. If selecting this option, provide justification for				
approach to	direct engagement, and if applicable, the length of time the commissi				
market	provider has provided this service, and their performance to date.				
	☐ Open tender				
	☐ Expression of Interest (EOI)				
	\square Other approach (please provide details)				

	2a. Is this activity being co-designed? No				
	2b. Is thi Yes	2b. Is this activity the result of a previous co-design process? Yes			
	-	3a. Do you plan to implement this activity using co-commissioning or joint-commissioning arrangements? No			
	3b. Has t	this activity previou	usly been co-com	missioned or joint	-commissioned?
Decommissioning	1a. Does No	1a. Does this activity include any decommissioning of services? No			
Data collection	Is this activity in scope for data collection under the Alcohol and Other Drug Treatment Services National Minimum Data set Yes				
Total Planned					
Expenditure					
Funding Source		2019-2020	2020-2021	2021-2022	Total
Planned Expenditure	•	\$340,949	\$340,949	\$340,949	\$1,123,068.70
and Alcohol Treatme					
Services - Core Fund	ing	Sacs funding	Sacs funding		
Diameral Companditions	D	\$47,303	\$52,918.70		¢5.44.726
Planned Expenditure and Alcohol Treatme	_	\$541,726			\$541,726
Services – NIAS Mair					
Funding	isticalli				
	Planned Expenditure – Drug				
and Alcohol Treatme					
Services – NIAS Indigenous					
Funding	-				
Total Planned		\$929,978	\$393,867.70	\$340,949	\$1,664,794.70
Commonwealth Expenditure			_		
Funding from other non-					
Commonwealth soul	ces				
Funding from other	N/A				
sources	l				

Proposed Activities	
ACTIVITY TITLE	AOD 3 – Improving service response for Aboriginal and/or Torres Strait Islander People
Existing, Modified, or New Activity	Existing Activity This links to Activity 5 and 7 from the 2018/19 EMPHN AOD AWP.
PHN Program Key Priority Area	Alcohol and Other Drugs

Needs Assessment Priority	 EMPHN Needs Assessment – Alcohol & Other Drugs - Page 90 Strengthening integration Practice based evidence and data Digital health PHN Needs Assessment – Indigenous - Page 80 Healthy start to life Healthy childhood Healthy transition to adulthood Caring for older people Addressing risk factors Managing illness better, with effective health services EMPHN Transformative Strategies Listen to the consumer voice and design new mental health and chronic disease management approaches that are truly person-centred Support and encourage primary care to adopt collaborative interdisciplinary care approaches that are person centred Ensure commissioning and system change strategies encourage integration from a consumer perspective
Aim of Activity	 Improve links and access to AOD treatment services Providing culturally safe and sensitive approach by using workers from within identified communities Community capacity building to better respond to the impacts of AOD harm on individuals and families in these communities Improve early intervention to address emerging AOD issues Improve family engagement and support Improve physical health needs of consumers
Description of Activity	 3.1 Continuation of AOD support for Aboriginal and/or Torres Strait Islander people. Provision of AOD trained peer support facilitators who are based in healing places or co-located with services that deliver Aboriginal programs. The service will provide access to mainstream AOD services and Aboriginal services, where they exist. The AOD workers will also link with Integrated Team Care activities and Mental Health activities (MH AWP Priority 6) to drive a program that will support services to become culturally safe: Bubup Wilam Healesville Indigenous Community Service Association (HICSA)
Target population cohort	Aboriginal and/or Torres Strait Islander People
In scope AOD Treatment Type	 Early Intervention (including brief intervention) Counselling Case management, care planning and coordination Peer support groups
Indigenous specific	Is this activity targeted to, or predominantly supporting, Aboriginal and Torres Strait Islander people? Yes The contracted services in this activity will be Indigenous specific delivered by Aboriginal community organisations, delivering integrated care services.
Coverage	Community members residing in the:

	North of EMPHN's catchment (predominantly City of Whittlesea) and
	Outer east of Melbourne (around Healesville/Shire of Yarra Ranges).
	EMPHN has engaged with the following:
	Victorian Department of Health and Human Services Eastern Division
	(attempts to engage with Northern Division have not yet been
	successful) with a view to understanding their priorities and sharing
	Eastern Metropolitan Regional Mental Health and Alcohol & Other
	Drug Treatment Planning Council
	Engaged and consulted with the following for the purpose of needs
Consultation	identification and solution design: Healesville Indigenous Community
	Services Association (who in turn consulted with Ngwala
	Willumbong), Mullum Mullum Indigenous Gathering Place, Yarra
	Valley Aboriginal Health Service, Banyule Community Health Service
	Aboriginal Health Promotion Team Leader, Plenty Valley Community
	Health Service Aboriginal Health Worker, Bubup Wilam, and Victorian
	Aboriginal Health Service.
	Victorian Aboriginal Health Service, Alcohol and Other Drug
	Treatment Services; Mental Health Services; Local Health Networks
	and other relevant support services for the purposes of developing
6 11 1 11	pathways and offering service options to clients
Collaboration	EMPHN is developing a Regional Integrated Mental Health, AOD and
	Suicide Prevention Plan in collaboration with LHNs and key
	 stakeholders across the EMPHN catchment Eastern Mental Health Service Coordination Alliance
	North Eastern Mental Health Service Coordination Alliance
	Provide the anticipated activity start and completion dates (including the
	planning and procurement cycle):
	Activity start date: 3/07/2017
	Activity end date: 30/06/2022
	(TBC subject to further funding advice)
Activity milestone	
details/ Duration	If applicable, provide anticipated service delivery start and completion dates
	(excluding the planning and procurement cycle):
	Service delivery start date: July 2019
	Service delivery end date: June 2022
	Any other relevant milestones? No
	Please identify your intended procurement approach for commissioning
	services under this activity:
	·
	☐ Continuing service provider / contract extension
	☐ Direct engagement. If selecting this option, provide justification for direct engagement, and if applicable, the length of time the commissioned
Commissioning method and approach to market	provider has provided this service, and their performance to date.
	☐ Open tender
	☐ Expression of Interest (EOI)
	☐ Other approach (please provide details)
	a other approach (pieuse provide details)
	2a. Is this activity being co-designed?
	No
	2b. Is this activity this result of a previous co-design process?

	3a. Do you plan to implement this activity using co-commissioning or joint-commissioning arrangements? No				
	3b. Has	this activity previo	usly been co-com	missioned or join	t-commissioned?
Decommissioning	1a. Does No	s this activity includ	le any decommis	sioning of services	s?
Data collection	Is this activity in scope for data collection under the Alcohol and Other Drug Treatment Services National Minimum Data set No Current data collection from aboriginal community organisations do not meet the AODTS MDS. These services are also funded through the MH Aboriginal and/or Torres Strait Islander funding.				
Total Planned					
Expenditure					
Funding Source		2019-2020	2020-2021	2021-2022	Total
Planned Expenditure	– Drug	nil			
and Alcohol Treatme	nt				
Services - Core Fund					
Planned Expenditure – Drug and Alcohol Treatment Services – NIAS Mainstream Funding		\$20,000			\$20,000
Planned Expenditure – Drug and Alcohol Treatment Services – NIAS Indigenous Funding		\$187,887.19			\$187,887.19
Total Planned		\$207,887.19			\$207,887.19
Commonwealth Expenditure		, , , , , , , , , , , , , , , , , , , ,			, == 1, 33 1.13
Funding from other non-					
Commonwealth sour					
Funding from other	N/A	· '		•	•
sources					

Proposed Activities	
ACTIVITY TITLE	AOD 4 – AOD co-design and recommissioning
Existing, Modified, or New Activity	Existing Activity This links to Activity 10 from the 2018/19 EMPHN AOD AWP.
PHN Program Key	Alcohol and Other Drugs
Priority Area	
Needs Assessment Priority	 EMPHN Needs Assessment – Alcohol & Other Drugs - Page 90 Strengthening integration Practice based evidence and data

	Digital health
	5 Bigital Health
	 EMPHN Transformative Strategies Listen to the consumer voice and design new mental health and chronic disease management approaches that are truly person-centred Support and encourage primary care to adopt collaborative interdisciplinary care approaches that are person centred Encourage health information continuity between providers Ensure commissioning and system change strategies encourage integration from a consumer perspective
Aim of Activity	 To implement a service model that is responsive to consumers' with AOD needs Redesign and restructure the current Commonwealth funded service architecture to complement the Victorian AOD system with a strong focus on primary care and service integration
	4.1 Complete co-design and development of new AOD service model for EMPHN catchment
Description of Activity	4.2 Transition to new AOD service model, ensuring continuity of care for current consumers
Target population cohort	Consumers with AOD needs and providers within the EMPHN catchment
In scope AOD Treatment Type	including hard-to-reach and under-serviced populations. List the approved treatment type/s (if applicable) N/A
Indigenous specific	Is this activity targeted to, or predominantly supporting, Aboriginal and Torres Strait Islander people? No
Coverage	Whole of EMPHN catchment, including hard-to-reach and under-serviced populations
Consultation	Extensive consultation and co-design commenced in 2018/19 to inform the development of a new model of care. This included consumers/carers, AOD service providers, Local Health Networks, state/territory governments, peak organisations, and other relevant support services (Refer to 2018/19 EMPHN AOD AWP). This co-design will be finalised in 2019/20.
Collaboration	 EMPHN is developing a Regional Integrated Mental Health, AOD and Suicide Prevention Plan in collaboration with LHNs and key stakeholders across the EMPHN catchment Identify opportunities to work with the Victorian Department of Health & Human Services Eastern Mental Health Service Coordination Alliance North Eastern Mental Health Service Coordination Alliance
Activity milestone details/ Duration	Provide the anticipated activity start and completion dates (including the planning and procurement cycle): Activity start date: 1/07/2018 Activity end date: 30/06/2020

	If applicable, provide anticipated service delivery start and completion dates						
	(excluding the planning and procurement cycle):						
	Service delivery start date: Month. Year.						
	Service delivery end date: Month. Year.						
	N/A		2 N .				
	•	er relevant milesto					
	1. Please identify your intended procurement approach for commissioning						
	services under this activity:						
	□ Not yet known □ Continuing service provider / contract extension						
	☐ Continuing service provider / contract extension ☐ Direct engagement. If selecting this option, provide justification for						
	direct engagement. It selecting this option, provide justification for direct engagement, and if applicable, the length of time the commissioned						
	provider has provided this service, and their performance to date.						
	☐ Open tender						
	☐ Expression of Interest (EOI)						
	☐ Other approach (please provide details)						
Commissioning	= Carter approach (piease provide actuits)						
method and	2a. Is this activity being co-designed?						
approach to	Yes						
market							
	2b. Is this activity this result of a previous co-design process?						
	Yes						
	3a. Do you plan to implement this activity using co-commissioning or joint-						
	commissioning arrangements? Click to choose TBC						
	CHER to CHOOSE TDC						
	3b. Has this activity previously been co-commissioned or joint-commissioned?						
	No						
	1a. Does this activity include any decommissioning of services?						
	Yes						
B	All existing AOD service contracts under the two schedules – Drug and Alcohol						
Decommissioning	Treatment Services and the Drug and Alcohol Treatment Activities will be						
	decommissioned; the latter includes the transitioned AOD programs. EMPHN will work with existing providers to ensure continuity of service for						
	consumers. This work will be underpinned by an extensive communication						
		sition plan.	be anaerphinea s	y an extensive co	Timila medicion		
	Is this activity in scope for data collection under the Alcohol and Other Drug						
Data callaction	Treatment Services National Minimum Data set						
Data collection	No						
Total Planned							
Expenditure							
Funding Source		2019-2020	2020-2021	2021-2022	Total		
Planned Expenditure – Drug		n/a					
and Alcohol Treatment							
Services - Core Funding		n/-					
Planned Expenditure – Drug		n/a					
and Alcohol Treatment							

Services – NIAS Mainstream					
Funding					
Planned Expenditure – Drug		n/a			
and Alcohol Treatment					
Services – NIAS Indigenous					
Funding					
Total Planned					
Commonwealth Expenditure					
Funding from other non-					
Commonwealth sources					
Funding from other	This activity will be supported by AOD operational funding.				
sources					