

AOD LEADERSHIP ACCELERATOR PROGRAM

WORKSHOP 6 – AOD PROGRAM DESIGN & DEVELOPMENT DAY 1



Acknowledgement of Country

RMIT University acknowledges the people of the Woi wurrung and Boon wurrung language groups of the eastern Kulin Nation on whose unceded lands we conduct the business of the University.

RMIT University respectfully acknowledges their Ancestors and Elders, past and present.

RMIT also acknowledges the Traditional Custodians and their Ancestors of the lands and waters across Australia where we conduct our business.

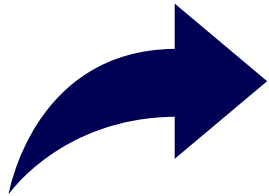
Artwork 'Sentient' by Hollie Johnson

Hollie is a Gunaikurnai and Monero Ngarigo woman from Gippsland who graduated from RMIT with a BA in Photography in 2016.

OVERVIEW

OF THE DAY

OVERVIEW OF TODAY



DAY 1 – AOD PROGRAM DESIGN & DEVELOPMENT

- Bringing it all together
- Why are we here?
- Introduction to the logic model
- Principles of program design and evaluation
- Model of care

OVERVIEW – WORKSHOP 6

DAY 1 – AOD PROGRAM DESIGN & DEVELOPMENT

- 9:30am-10:00am – Bringing it all together
- 10:00am – 10:45am – Why are we here?

Morning Break (10:45am -11:05am)

- 11:05am-12:30pm – Develop a problem statement

Lunch Break (12:30 – 1:00pm)

- 1:00pm-2:00pm – Principles of program design
- 2:00pm-2:45pm – Models of care

Afternoon Break (2:30pm-2:50pm)

- 2:50pm-4:00pm – Principles of evaluation

End of Day 1

BRINGING IT ALL

TOGETHER

REFLECTING ON YOUR OWN GROWTH

When you joined this program, **what were you hoping to get out of it?**

As you look back on the past workshops, **consider how the insights or skills you've gained have helped you close that gap?**



WORKSHOP 1 OVERVIEW

Day 1	Day 2
<ul style="list-style-type: none">• Management vs. Leadership – differences and how they relate• Organisational and governance structures• First Nations perspective on leadership	<ul style="list-style-type: none">• Leadership qualities, identities, styles, personas• Introduction to DISC• Problem-solving skills• Creative and critical thinking

WORKSHOP 2 OVERVIEW

Day 1	Day 2
<ul style="list-style-type: none">• Communication styles• Communication plans• Drivers of communication• Conflict resolution• Coaching questions	<ul style="list-style-type: none">• Operational vs clinical supervision• Clinical supervision frameworks – LLE, Cultural• Discipline-specific supervision• Supervision contracts• Proctor Model for supervision• Reflective practice frameworks

WORKSHOP 3 OVERVIEW

Day 1	Day 2
<ul style="list-style-type: none">• HR policies, legislation and compliance• Employee lifecycle• Performance management and support process• Providing feedback – SBIR model, DISC• Coaching questions• Performance appraisals	<ul style="list-style-type: none">• 6-month induction plan• Critical Incident Management considerations within AOD settings• Proactive vs reactive approaches• Risk to staff and organisation

WORKSHOP 4 OVERVIEW

Day 1	Day 2
<ul style="list-style-type: none">• Trauma informed through a leadership lens• Trauma in the workplace• Vicarious trauma, compassion fatigue, burnout• Guiding principles of trauma informed care	<ul style="list-style-type: none">• Understanding your nervous system• Understanding your triggers, responses and ways to manage them• Using nervous system health to support self-care and team wellbeing• Embedding trauma informed principles in policy and culture• 4 stages of psychological safety

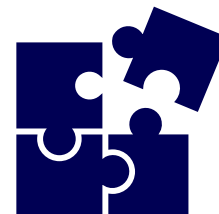
WORKSHOP 5 OVERVIEW

Day 1	Day 2
<ul style="list-style-type: none">• Workforce and client diversity in AOD• Leading LLE workforce• Bridging cultural gaps in AOD services• Inclusive recruitment• Challenges and support for designated roles• Understanding and supporting minority experiences• Inclusive workplace practices	<ul style="list-style-type: none">• Inclusive leadership model – Diversity Council Australia• Navigating diverse skills and perspectives when leading multidisciplinary teams• Supporting Aboriginal & Torres Strait Islander roles• Engaging with challenges in connecting to Aboriginal ways of being via addressing resistance

WORKSHOP 6 OVERVIEW

Workshop 6 brings together your understanding of:

- Leadership and management styles
- Communication strategies
- Supervision and reflective practice
- Proactive and reactive critical incident management
- Policies and procedures
- Effective induction, performance appraisals and management
- Trauma-informed leadership
- Inclusive leadership in the context of multidisciplinary teams and workforce diversity



...in designing an effective AOD program



ACTIVITY



ACTIVITY

- On a piece of paper, write your program/service.
- E.g. Community outreach in South East Melbourne for adults needing AOD support

WHY ARE WE

HERE?!?

AOD PROGRAM DESIGN & DEVELOPMENT

- Let's start broad and ask: Why are we here? What are we trying to achieve in the AOD sector?!? What is the problem we are trying to solve?
- Effective program design starts with a clear specification of the problem
- How have others conceptualised 'the problem'?
- Case study: MH and AOD (where does the problem lie?)
- So what? What does this mean for future leaders?



PROBLEM SPECIFICATION & PROGRAM DESIGN

Effective program design starts with a clear specification of the problem

- Preliminary scoping
- Define Problem Statement
 - Clearly articulate the issue(s) you want to address
- Consult Stakeholders
- Root Causes
- Existing Services and Gaps?
- Target population and scope
- Objectives/ Outcomes (incl. logic model)
- Feasibility (risks and issues)
- Tender/ Grant submission

WHAT IS THE PROBLEM WE ARE TRYING TO ADDRESS?

- What is a problem statement and why are they important?
- What are we trying to achieve in the AOD sector?!? What is the problem we are trying to solve?
- In simple terms, think: phenomena; and the undesirable impact of the phenomena; and if possible, cause(s)
- **Activity: write a problem statement for the AOD sector....**
- *In Victoria, problematic AOD use can reduce quality of life, risk premature death, increase social harms and places pressure on health services, costing millions in avoidable costs.*

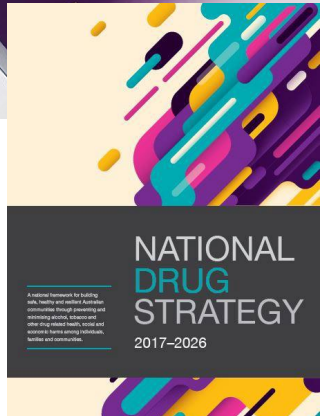
A problem statement is a short, clear explanation of an issue or challenge that sums up what you want to change. It helps you (and your team) focus on the problem, its cause, why it's important, and who it impacts.

It is not about identifying a solution!

E.g. New mums spend a large amount of time alone with their babies and can end up feeling isolated and lonely.

E.g. Lack of leadership and management training leaves new and emerging AOD leaders under equipped to lead teams. Lack of effective leadership risks teams feeling unsupported and can compromise quality of care.

HOW HAVE OTHERS CONCEPTUALISED THE PROBLEM, INCLUDING ROOT CAUSE? WHAT ABOUT MENTAL HEALTH?



- Jack of All Trades, Master of One
- NDS – points to individual factors; social and cultural factors, and environmental and structural factors
- Or, is the work we do fundamentally about mental health (and we are in the mental health business) or do we serve a more specialised function?

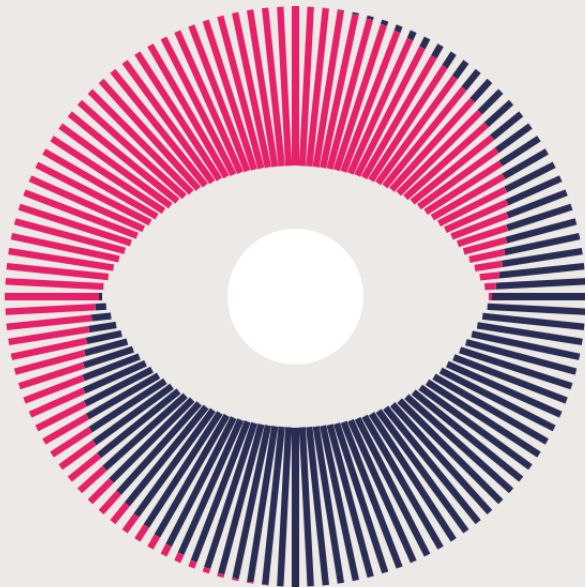


'ALL THINGS TO EVERYBODY'

Care and Complexity: Towards a re-designed Victorian AOD Service System

Report prepared by:

The Victorian Alcohol and Drug Association and
Drug Policy Modelling Program, University of NSW



- Professor Alison Ritter: “In response to demands from other systems of care, the Victorian AOD treatment system has evolved to fill treatment gaps. However, filling gaps in other systems of care has led the AOD system to be described as “all things to everybody” and has been at the expense of consolidating a specialised function. This tension (being specialised versus holistic) is evident where other systems of care such as the mental health system bump up against the AOD system.”
- “Articulating an agreed shared vision for the AOD treatment system which would include clearer specification of the problem(s) that the AOD system is trying to address is recommended.”

SO WHAT?

- Effective program design starts with a clear specification of the problem
- That's not easy...see our own struggle with this issue
- Even so, as leaders it pays to ask: 'what is the problem we are trying to solve?'
- What's the impact (i.e. What's the problem with the problem?)
- What are the causes?
- Then you are well underway to designing an effective solution



BREAK



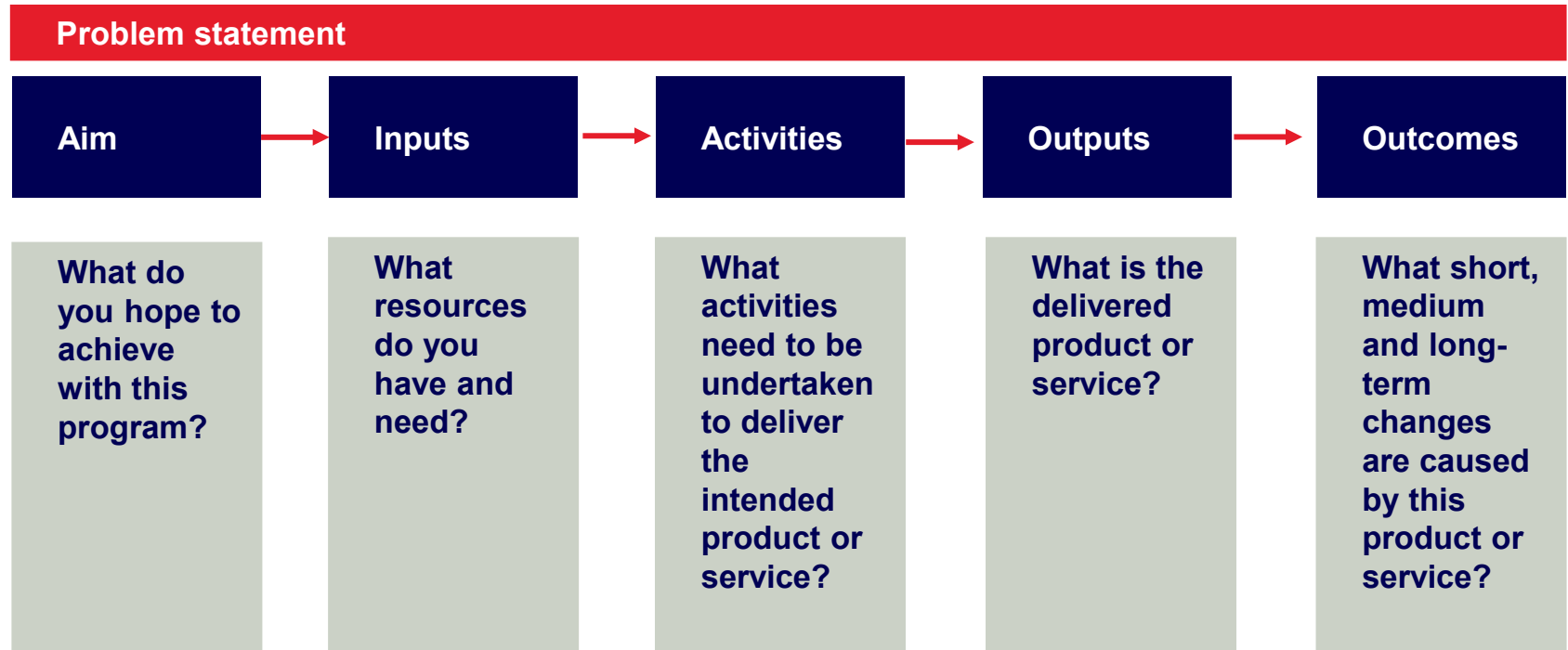
PROBLEM STATEMENT FOR YOUR PROGRAM

DIRECTION

“If you don’t know where you’re going, how are you gonna know when you get there?”

- A lot of people

KELLOGG PROGRAM LOGIC MODEL



KELLOGG PROGRAM LOGIC MODEL



- In program design and planning
- In program implementation
- For program evaluation and strategic report
- A systematic and visual way to present elements of your program
- To show connection between your planned work and your intended result

ACTIVITY



ACTIVITY

1. Write a problem statement for your program

2. Match a problem statement to one of the services

A problem statement is a **short, clear explanation of an issue or challenge that sums up what you want to change.**

E.g. Lack of leadership and management training leaves new and emerging AOD leaders under equipped to lead teams. Lack of effective leadership risks teams feeling unsupported and can compromise quality of care.

E.g. Many AOD services in Victoria are not adequately equipped to meet the needs of CALD communities, resulting in lower service engagement, retention and poorer health outcomes.

LUNCH



**RICHARD CASH,
360 EDGE**

GUEST SPEAKER

**SUBJECT MATTER
EXPERT**



BREAK



**RICHARD CASH,
360 EDGE**

GUEST SPEAKER

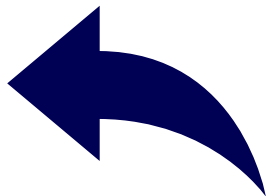
**SUBJECT MATTER
EXPERT**



WORKSHOP

CONCLUSION

RECAP OF TODAY



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END OF DAY 1

