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# Share our journey

Odyssey House NSW | Annual Report



ODYSSEY HOUSE  
NEW SOUTH WALES



# Contents

**2** Our story

---

**3** Our vision, mission and values

---

**4** Message from our Patron

---

**5** Chairman and CEO message

---

**6** Who we help

---

**10** Build our scale

---

**18** Strengthen our systems and processes

---

**24** Our Board

---

**28** Align and sustain our resources

---

**32** Thank you to our supporters

---

**34** Develop and retain our workforce

---

**35** Organisation structure

---

# Our story

Odyssey House NSW was founded in 1977 by Sydney businessman, Walter McGrath, following the death of his son from a heroin overdose. As a testament to his son, Mr McGrath committed himself to finding a program to help people suffering from problems with drug dependences.

Mr McGrath brought the Odyssey House concept of long term residential rehabilitation from the United States of America to Australia. He opened Odyssey House in Sydney in October 1977. From humble beginnings, Odyssey House has since grown over the years to become one of Australia's largest and most successful rehabilitation services.

Today Odyssey House offers residential and community services, as well as the Magistrates Early Referral Into Treatment (MERIT) program. Our residential services include withdrawal and residential rehabilitation services, mental health programs, a Parents and Children's Program, gambling and specialised groups services, and numeracy and literacy education.

Our community services are available across the whole of Sydney and include free individual and group counselling, education, family support and specialised group sessions.

We have a holistic treatment model that focuses on the person and helping them develop skills to cope with the underlying reasons they resorted to alcohol and other drug (AOD) use. This involves changing the habits of a lifetime and teaching self – awareness, responsibility, self-care to practical skills that have been missed due to addiction.

Odyssey House complements the direction of the National Drug Strategy (NDS) initiative and aligns with the health and community goals of the NSW Government's NSW 2021 plan. The organisation is closely linked to the Network of Alcohol and Other Drugs Agencies (NADA), and the Australian Therapeutic Communities Association (ATCA).

## Our vision

A world free of addiction.

## Our mission

To build safe and healthy communities by reducing the impact of addiction on individuals, families, carers and communities.

## Our values

### Professionalism

We are committed to excellence by maintaining our professional boundaries and fulfilling responsibilities in an accountable, inclusive and objective manner.

### Creativity

We trust in our limitless potential.

### Respect

We demonstrate consideration and regard for the feelings, beliefs and rights of others.

### Integrity

We act with honesty and adhere to consistent moral and ethical values and principles through our personal and professional behaviours.

# Message from our Patron



GOVERNMENT HOUSE  
SYDNEY

Message from

**His Excellency General The Honourable David Hurley AC DSC (Ret'd)  
Governor of New South Wales**

Linda and I have been fortunate enough to meet, speak and sing with Odyssey House NSW staff and clients, both at Government House and at Eagle Vale, Sydney, over the past three years.

In October 2017, we were honoured to host the Odyssey House Choir at the Odyssey House NSW 40<sup>th</sup> Anniversary celebration at Government House. At this event we were able to see the breadth and depth of the impact of Odyssey House NSW on the people they help, their supporters and staff, both past and present. Odyssey House NSW Residential Services has had a residential choir for nearly forty years. Where words fail, music speaks. Song brings people together and offers valuable ways to express emotion. Linda has a passion for music and the therapeutic benefits of song to positively impact the lives of individuals and communities and was delighted to share her own version of *Song for Odyssey* at this special occasion.

These positive experiences help us to balance the negative. The impact of misuse of alcohol and other drugs is often sensationalised in the media and unfairly perceived as a criminal, social dilemma. In the last 12 months, Odyssey House NSW has worked tirelessly to change perception away from it being a criminal issue to a health concern - one impacting over 30 per cent of Australians who are 14 years and over (AIHW, 2016). In addition, through funding opportunities with the Australian Government, the organisation has grown rapidly with the expansion of Community Service to cover the entire Sydney area. Odyssey House NSW is now bringing their holistic treatment model to more people in need.

Communities are a key gateway to effectively helping people from all walks of life overcome alcohol and other drug dependence and mental illness. Helping people overcome dependence on alcohol and other drugs has been Odyssey House NSW's expertise and passion for forty years.

I am honoured to be the Patron of such a valuable community organisation and both Linda and I look forward to our continued collaboration in song and in service.

**His Excellency General The Honourable David Hurley AC DSC (Ret'd)  
Governor of New South Wales**

Government House, Macquarie Street, Sydney NSW 2000  
telephone: 02 9228 4111 | website: [www.governor.nsw.gov.au](http://www.governor.nsw.gov.au)

# Chairman and CEO message

This year Odyssey House NSW continued to respond to the changes not only in the alcohol and other drugs (AOD) sector, but in the not-for-profit (NFP) sector as a whole. A major focus has been governance and organisations such as Odyssey House are answering this call for more compliance.

In addition, the nature of the funding landscape is changing with increased contestability on individual and organisation philanthropic grants and government funding, and the implementation of deregulated models that put more power in the hands of the consumers. The introduction of the NDIS and programs to reduce claims for disability payments has impacted Odyssey House and our constituents. Government at all levels acknowledge that AOD is a health issue, and, while funding is modest, the policy direction is welcome.

In the past financial year Odyssey House has formally assessed 2276 individuals of which 1652 moved into treatment (73 per cent). During this time 678 clients were assessed in the Residential Program and 438 moved to treatment (65 per cent), and our Community Services programs had 1598 client assessments and 1214 moved to treatment (76 per cent).

The demand for our services continues to grow due to the increased misuse of methamphetamines and prescription drugs and the ongoing impact of alcohol, cannabis and heroin on not only the individuals, but their families and communities.

We need to do more with less, and we are rising to the challenge. As you can see in this report, Odyssey House has a very ambitious agenda to ensure that both our corporate and clinical governance are evidence based and best practice. We have invested in our people as well as strengthening our processes and systems. We have focused on balancing our scale of services and are making inroads into diversifying and aligning our income and resources.

Odyssey House has grown its income to \$14,361,850 in 2018, which represents a 41 per cent increase on the previous year for additional Community Services programs. 71 per cent of our funding comes from health and education services from state and federal government departments with the remainder a combination of philanthropy, in kind support and treatment costs. This funding is either short term in nature or under review, making longer term planning and recruitment challenging.

Our growth in activity has been achieved by a committed management team and staff, well supported by a committed board. We acknowledge the effort and contribution of these dedicated people. We would like to thank all our supporters who have given of their time, their money and their services during this busy year of growth. Together, we have and we will continue to help as many people as possible who are impacted by alcohol and other drugs to live a happy and healthy life.



**Julie Babineau**  
Chief Executive Officer

**Doug Snedden**  
Chairman

# Who we help

Odyssey House NSW is one of approximately 60 specialist non government alcohol and other drugs (AOD) organisations that operate in New South Wales (NSW), whose primary focus is alcohol and other drugs prevention, and/or treatment. A similar number of organisations provide AOD service delivery as part of a broader health and/or social welfare service.<sup>1</sup> Odyssey House clients are aged 18+ who may also have co-occurring mental health disorders.

Mental health diagnosis reported on admission include: Anxiety, Bipolar Disorder, Borderline Personality Disorder, Depression, Post-Traumatic Stress Disorder, Schizophrenia.

Odyssey House complements the direction of the National Drug Strategy 2017–2026, which identified three different types of priority areas to implement its strategy: actions, populations and substances. These priority areas were identified through a series of national consultations and by reviewing available data and evidence.<sup>2</sup>

Throughout this report Odyssey House demonstrates how it enhances access to evidence-informed, effective, and affordable treatment services and support; develops and shares data and research; measures performance and evaluates outcomes; and increases participatory processes.

## Helping those in need



Odyssey House helped

**over 2200**

people in 2017–18

## Odyssey House clients



(industry average<sup>3</sup> male 66% and 33% female)

## 13% were Indigenous

(industry average<sup>4</sup> 1 in 7 (15%) were Indigenous)

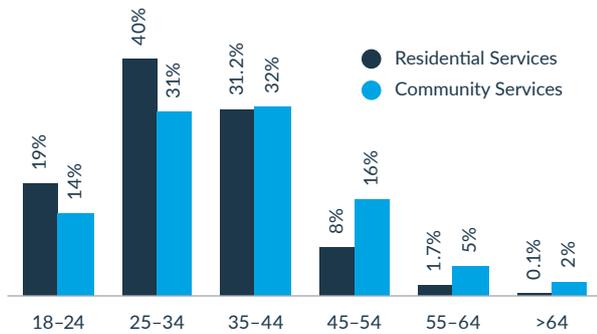
1 Network of Alcohol and other Drugs Agencies (2014). Responding to alcohol and drug related harms in NSW: Mapping the NSW Non Government Alcohol and other Drugs Sector: NADA, NSW Australia

2 National Drug Strategy 2017–2026 (June 2017)

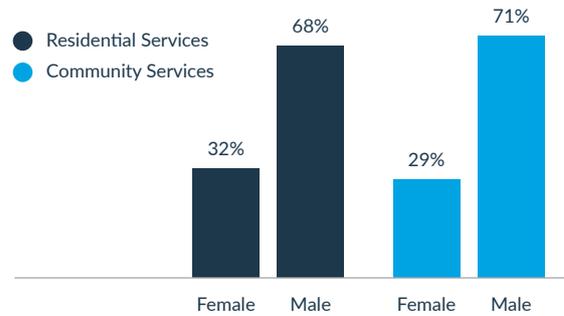
3 Alcohol and other Drugs Treatment Service in Australia 2016–17. Published 2018 (AIHW). Clients aged 10+.

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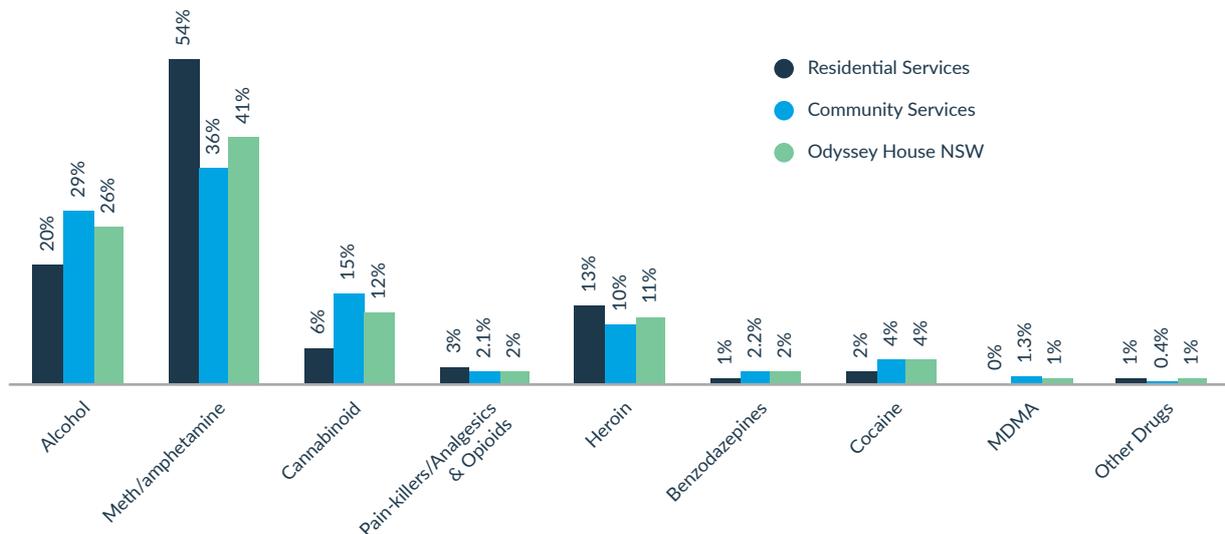
### ODYSSEY HOUSE NSW CLIENT AGE BREAKDOWN BY SERVICE



### ODYSSEY HOUSE NSW CLIENT GENDER BREAKDOWN BY SERVICE



### ODYSSEY HOUSE NSW CLIENT PRINCIPAL DRUG OF CONCERN



In Australia in 2017, the top four drugs that led clients to seek AOD treatment were alcohol (32 per cent), meth/amphetamines (26 per cent), cannabis (22 per cent) and heroin (5 per cent).<sup>5</sup> Odyssey House NSW also found these drugs as the top four that were cited as the principal drug of concern when clients entered treatment. However meth/amphetamines (41 per cent) were cited more than alcohol (26 per cent), followed by cannabinoids (12 per cent) and heroin (11 per cent).

<sup>5</sup> Alcohol and other Drugs Treatment Service in Australia 2016–17, Published 2018 (AIHW). Clients aged 10+.

# Our 2020 vision



## Build our scale

Odyssey House NSW will balance our core business with the opportunities to evolve our programs and services

### GOALS

.....

- 1 Deliver client informed services that achieve positive outcomes with individuals, families, carers, and communities
- 2 Establish mutually beneficial and sustainable partnerships and alliances
- 3 Deliver quality programs and services through continual improvement and evaluation
- 4 Recognised as an innovative, proactive and leading organisation in the alcohol and other drugs (AOD) sector



## Strengthen our systems and processes

Odyssey House NSW will build an efficient and sustainable organisation that has seamless access and equity for all clients

### GOALS

.....

- 1 Increased productivity and effectiveness in the use of all our resources and systems
- 2 Maintain transparency and accountability through good governance
- 3 Ensure that the organisation has efficient and effective information management and knowledge application systems



## Align and sustain our resources

Odyssey House NSW will build on its current viable financial position to attract, diversify and retain current and new sources of income

### GOALS



- 1 Greater balance and diversity in income sources
- 2 Ensure that government funding opportunities align with client needs
- 3 Invest in and own our infrastructure and assets where relevant



## Develop and retain our workforce

Odyssey House NSW will be recognised as an employer of choice in the AOD sector with an engaged workforce focused on client care

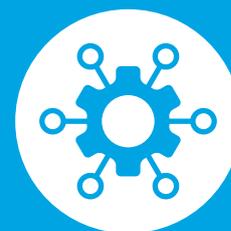
### GOALS



- 1 A values-driven performance culture that enables our people to perform
- 2 A training program that encourages professional growth and development of our highly qualified staff
- 3 Establish a competency-building system to improve management and leadership
- 4 An engaged workforce that shares ownership of the organisation's values, objectives and targets

## Strategic direction 1

# Build our scale



Odyssey House NSW will balance our core business with opportunities to evolve our programs and services.

Organisation goals	High level performance measures	2017-18 output status
<b>1.1 – Deliver client informed services that achieve positive outcomes with individuals, families, carers and communities</b>	<ul style="list-style-type: none"> <li>Complete scheduled client satisfaction surveys</li> </ul>	<ul style="list-style-type: none"> <li>Conduct quarterly client satisfaction surveys across all services</li> </ul>
	<ul style="list-style-type: none"> <li>Number of improvements, changes made as a result of client feedback</li> </ul>	<ul style="list-style-type: none"> <li>At least 15 number of improvements and changes made as a result</li> </ul>
	<ul style="list-style-type: none"> <li>Satisfaction measurement</li> </ul>	<ul style="list-style-type: none"> <li>Residential Services received an average satisfaction rating of 4.20 (rating out of 5.00) with 4.11 being the lowest and 4.35 being the highest</li> </ul>
	<ul style="list-style-type: none"> <li>Promote equitable access by embedding cultural competency and culturally sensitive practice into Odyssey House NSW's core business</li> </ul>	<ul style="list-style-type: none"> <li>14 per cent of our Residential Services clients and 12 per cent of our Community Services clients identified as ATSI</li> </ul>
<b>1.2 – Establish mutually beneficial and sustainable partnerships and alliances</b>	<ul style="list-style-type: none"> <li>Develop and implement Reconciliation Action Plan</li> </ul>	<ul style="list-style-type: none"> <li>A working group developed the Reconciliation Action Plan launched in December 2018</li> </ul>
	<ul style="list-style-type: none"> <li>Number of service partnerships</li> </ul>	<ul style="list-style-type: none"> <li>Established a working partnership between the four Odyssey House's across Australia and New Zealand (Odyssey House NSW, Odyssey House Victoria, Odyssey House Christchurch, and Odyssey Auckland)</li> </ul>
	<ul style="list-style-type: none"> <li>Number of referrals into our services</li> </ul>	<ul style="list-style-type: none"> <li>56 new service partnerships in 2017/18</li> <li>2701 referrals into our services</li> </ul>
	<ul style="list-style-type: none"> <li>Number of referrals out of our services</li> </ul>	<ul style="list-style-type: none"> <li>3894 referrals out of our services</li> </ul>

Organisation goals	High level performance measures	2017–18 output status
1.3 – Deliver quality programs and services through continual improvement and evaluation	• Number of quality improvement processes	• 28 quality improvement forms received
	• Program improvements made	• 61 program improvements made
	• Implement a service evaluation process	• Seven programs evaluated
	• Participate in relevant service accreditation	• Took part in four relevant service and corporate accreditations, reviews and audits
1.4 – Recognised as an innovative, proactive and leading organisation in the alcohol and other drugs sector	• Media and social media coverage	• Our Facebook page grew by 30 per cent
		• Our traditional media coverage grew by 26 per cent
	• Community stalls and local speaking opportunities	• Staff had three community stalls at external events
		• Three local speaking opportunities
	• Number of interagency forums and working groups	• Took part in one interagency forum and various working groups

## Our challenges

- Alcohol and other drugs (AOD) is in itself a diverse subject and the impact of misuse of AOD has often been sensationalised in the media and focused on as a criminal issue by the general public. There is stigma and confusion around the misuse of AOD. This public perception of AOD issues can prove a barrier for people in need asking for help.
- Balancing the growth of our services while continuing to provide a quality integrated service model.

## Our highlights

### Integrated treatment approach

Odyssey House NSW has always expanded and developed as the demand and needs of our services increased. As reported in the 2017 Annual Report, due to the success of tender for services, we expanded our services to 10

locations throughout Sydney. Building on our core NSW-wide Residential Services located in South Western Sydney, this expansion of Odyssey House services began in April 2017 and was up and running by June 2017.

Our service delivery model includes core educational modules delivering alcohol and other drugs and co-occurring mental health recovery focused care using a stepped care approach. This approach is an evidence-based, staged system comprising a hierarchy of interventions, from the least to the most intensive, matched to individual's needs. While there are multiple levels within a stepped care approach, they do not operate in silos or as one directional steps, but offer a spectrum of holistic services.

It is an integrated treatment approach that focuses on the person and helping them to develop skills to cope with the underlying reasons they resorted to alcohol and other drug (AOD) use. This involves

changing the habits of a lifetime and teaching self-awareness, responsibility, self-care to practical skills that have been missed due to addiction.

## Service evaluations

The quality assurance program engages in a continuous quality improvement cycle, with program activities tracked, evaluated and changed in response to data, feedback and evaluation measures. Quality assurance reports are presented to the board on a quarterly basis. Odyssey House NSW focuses on a holistic, integrated treatment approach to meet the needs of clients. Client feedback is sought and feedback contributes to ongoing program development as part of the Odyssey House quality program cycle of continuous quality improvement. Feedback is reviewed quarterly and this information ensures service delivery.

In addition, in 2017, Odyssey House tendered for and won two concurrent reviews for the Residential Rehabilitation Program. Both are funded through NSW Health for a two-year duration and will focus on different aspects of the program.

The Residential Rehabilitation Program Outcome Research is in partnership with the University of Technology Sydney and was implemented from July 2017. Data collection including a one year post-treatment follow up will be completed by July 2019. The major outcome of this project will be a final evaluation report containing background, methods, results, discussion, and implications of the evaluation. The report will be submitted in December 2019.

The Residential Rehabilitation Program Process Review was conducted by TRACE Research between October 2017 and March 2018. It focused on the phases and processes of the residential program, from admission to exit. This review provided recommendations on what the organisation needs to continue to do, what can be phased out, and what can be improved, based on standards and evidence within the

alcohol and other drugs sector. The implementation of this review's recommendations will begin in September 2018.

## What we did

### Accreditation and service reviews

In 2017/18, Odyssey House NSW took part in four corporate and service accreditations, audits and reviews and prepared for the Australian Council of Healthcare Standards (ACHS) biennial review in August 2018.

Deloitte Touche Tohmatsu completed an audit of the financial report of Odyssey House for the year ended 30 June 2018 in accordance with the Australian Auditing Standards and the Australian Charities and Not-for-profits Commission Act 2012.

Our Residential Services participated in a whole of service review by the South West Sydney Local Health District over two days in May 2018, which is intended to identify possible improvement to the way the service is delivered.

The Progressive Learning Centre (PLC), the education unit at Odyssey House that provides educational experiences to foster personal growth for the clients in the Residential Service was reviewed.

The PLC is registered by the NSW Department of Education and Communities through NESAs (NSW Educational Standards Authority) and in March 2018, NESAs undertook its five yearly review and accreditation process of the unit. The review resulted in the PLC being re-registered with a change from a categorisation of a "School of Kind" offering education of a kind to an "Independent School" offering Year 11 non-examinable curriculum. This curriculum has English as the core subject and offers a suite of courses including Mathematics, Computers, Industrial Technology, Visual Art and Ceramics. The existing Odyssey House NSW Board is responsible for the governance of the School.

The two Residential Services' Re-entry Houses in Campbelltown were re-registered in April 2018 by Housing NSW, part of NSW Family and Community Services.

## Our partnerships

Odyssey House NSW works collaboratively with local health services and specialised community services to deliver programs to enhance our ability to refer clients. In 2017/18, Odyssey House established 56 new partnerships. This is due to our growth in Community Services, however, Residential Services have deepened existing partnership and engaged with new partners. For example, Baptist Care has undertaken interviews with clients from our Residential Services for the Living Beyond Abuse program for women who are victims of domestic violence.

## Communicating with stakeholders

Staff and clients participate in the Quality Assurance Program that evaluates the customer satisfaction of a program after completion via a survey. Here the staff and clients share their ideas on areas of the program that can be improved. In addition, clinical indicators are kept across the organisation and sent to the Quality Assurance Department monthly. This data has been used to review services and programs within the organisation. Feedback from the quarterly Consumer Satisfaction Survey is reported to staff via email and staff meetings, and to clients via a residential community meeting. Staff has also worked engaging clients to address issues raised in the Consumer Satisfaction Survey. In addition, the Residential Services hold four to five family dinners a year. This enables the families of the clients to visit them on site at the Residential Rehabilitation and the Parents and Children's Programs to see how their family member is doing and the environment they live in.

## Media

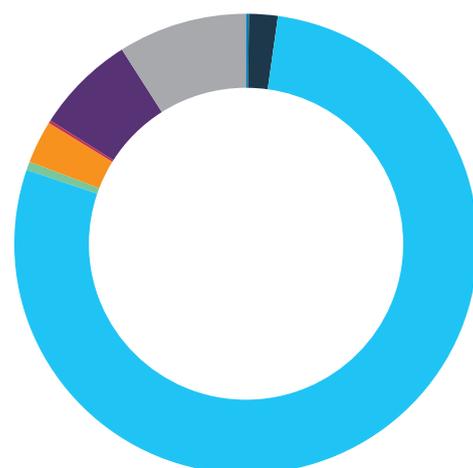
Odyssey House NSW shares important news and stories about the journey to recovery through our bi-annual newsletter, Odyssey House Facebook page, Twitter handle, LinkedIn, Youtube, website, and media stories.

In addition, in 2017/18, Odyssey House focused on three main areas of discussion:

- Alcohol and other drugs treatment, as well as the effectiveness of our service model, recovery and relapse programs, and outcomes.
- The reality of addiction and dependence issues such as drugs of concern, harm minimisation, coexisting mental illness, and underlying personal issues.
- The organisation's sustainability, such as government funding, fundraising resourcing, and Odyssey House's impact in the community.

Our traditional media coverage (which includes TV, radio, newspaper and magazine) grew by 26 per cent. In addition, it tracked the primary drug featured throughout the year, which was 78 per cent (2017: 82 per cent) meth/amphetamines.

### PRIMARY DRUG MENTIONED IN TRADITIONAL MEDIA COVERAGE 2017-18



- Alcohol 0.2%
- Cannabis 2%
- Meth/amphetamine 78%
- Gambling 0.6%
- Prescription opioids 3%
- Other 0.2%
- General 7%
- No mention 9%

These social media forums gave us the ability to engage with our supporters by informing them on the impacts of AOD, encouraging them to become involved in our initiatives and events, and discussing with them interesting international and local news, as well as client stories from the alcohol and other drugs sector. For example, our Facebook page, OHNSW, grew throughout the year by 30 per cent, 100 per cent of which is organic growth. Content was shared once a day and the most engaging content was video resulting in the highest numbers of likes, shares and watches.

### This is our journey

The “Share Your Journey” campaign is a pilot digital marketing campaign that ran from March 2018 to May 2018 and used a series of videos to encourage the general public to share their story and start the conversation around alcohol and other drugs (AOD). The aim of the campaign was to: raise awareness about how AOD treatment works with the general public; de-stigmatise and humanise those who have an AOD addiction or misuse AOD; and on a practical level – direct people to the appropriate help on a local and regional level. The campaign was well received with the videos being watched at least half way through over 70 per cent over time. The videos generated comments that showed the discussion about AOD and the humanisation of those impacted. In addition, there was a conversion rate of 4.7 per cent of those who viewed the videos and clicked through to our service information. This is just under the industry average of 5 per cent<sup>6</sup> In 2019, this campaign will be re-instigated and expand.

## Magistrates Early Referral Into Treatment – MERIT

The MERIT program is a Local Court based program that provides the opportunity for adult defendants with drug problems to work, on a voluntary basis, towards rehabilitation as part of the bail process. Participants can be identified by the Magistrate, solicitor, police, or the defendants themselves as suitable for assessment for the MERIT program.<sup>7</sup>

The MERIT treatment program is developed to match the defendant’s individual needs. The Court will make the defendant’s involvement in MERIT a condition of bail. Defendants are closely case-managed by the MERIT Team throughout the program and the Magistrate receives regular reports on the participant. The final hearing and sentence generally coincide with the completion of the MERIT program. Magistrates are then able to consider the defendant’s progress in treatment as part of final sentencing.<sup>8</sup>

Odyssey House MERIT has been operating out of Waverley Court, Eastern Sydney, since 2006. In 2017–18, 194 people (2017: 241) were referred to Waverley MERIT Case Managers for an eligibility assessment, 84 (2017: 81) were suitable to participate at a completion rate of 70.9 per cent (2017: 65.2 per cent). The completion rate for MERIT programs across NSW is on average 64 per cent (2017: 65 per cent).

<sup>6</sup> Standard Interactive click-through-rate: The 2018 Innovid Annual Global Video Benchmarks & Insights

<sup>7</sup> Magistrates Early Referral Into Treatment Program Fact Sheet

<sup>8</sup> Magistrates Early Referral Into Treatment Program Fact Sheet

## Our stakeholders



## How we communicate

- Regular updates
- Our client and resident evaluations
- Sharing reports and evaluations with supporters and partners
- Feedback from clients through program evaluations
- Feedback from clients and families through our admissions process
- Invitations to events and activities
- Appeal opportunities
- Staff presentations at conferences
- Community stalls and local speaking opportunities
- Attendance at inter-agency and sector meetings
- Memberships of relevant peak bodies and sector agencies
- Phone calls
- Emails
- Bi-annual newsletter
- Social media
- Videos
- Website
- Odyssey House NSW annual open day

## Our focus for 2019

In 2018 the NSW Ministry of Health developed key performance indicators (KPI) to measure performance of MERIT teams. Waverley MERIT goals are to meet the benchmarks of the performance indicators within each operational KPI.

Re-instigating the Share Your Journey Digital Marketing Campaign.

Continue to grow and keep our local community partnerships.

Implement our Reconciliation Action Plan.

Develop a local community stakeholders engagement framework.

## Client reflection



### Max's early referral into treatment

My birth was an accident, I am sure of it. This is the only way I can figure out why I felt unwanted when I was growing up. My sister used to yell abuse at me and always put me down. So did my brother. I had had enough and left home at 16. I started smoking joints. It became a habit. A bit like a couple of beers on the weekend. I got work here and there and ended up as a truck driver for over a decade. I even got married and had a lovely little girl. I started a business with my wife and we were living well. But I had to give up my job when my parents' needed my help.

They were both elderly and I became their carer. It was so tiring. I had not realised how traumatic and emotionally exhausting it would be. As usual, I had little support from my siblings. All of this put so much strain on my marriage that it broke down and my wife and child went to live in another country for a few years. It was deeply distressing to be cut adrift and to feel so unwanted again. I usually bought an ounce of cannabis to use over the week. I even had a regular dealer. He felt like a mate.

Looking back, it was such a simple decision. My dealer was telling me about the problems he was having with his supplier, and one week it just blew up and they were no longer in business. This meant my weekly supply was not going to happen. My dealer asked me to help him out and to pick up a large supply of drugs for him. This new supply arrangement only occurred over a short period of weeks involved and I had no clue about any other aspects of the business.

But according to the law, supplying cannabis over 1 kg over a dozen times is a criminal offence. I was so shocked and disorientated when I realised the gravity of the crime and that I could be incarcerated for many years. My lawyer told me about the Magistrates Early Referral Into Treatment (MERIT) program, and recommended that I attend the 12 week individual counselling sessions with the MERIT team at Odyssey House NSW while I was out on bail.

I stopped using cannabis when I started the program, I became overwhelmed. I had difficulty with my emotions suddenly bubbling up and I got really anxious. I had not realised that my habit had masked my issues and that my skills for coping with life had atrophied without drugs.

My arrest was such a wakeup call and I started to learn how to regulate and stabilise my mood swings and discuss my current emotional entanglements to identify the shame I felt and the many fears of the situation I found myself in. I also worked on the grief I had locked up inside and how to separate that from the resentment I felt for my brother and sister. Most importantly I began to speak more regularly with my ex-wife and got greater access and responsibility for my daughter.

It is now three months since the end of my MERIT sessions and I continue to stay off drugs. The Magistrate was impressed with all the hard work I had done and I was given a good behaviour bond.

## Treatment choices



## Community engagement

With the growth of our Community Services in July 2017, Odyssey House NSW focused on promoting these services in the local community. This included updating the website and highlighting a standardised approach for people to ask for help through online forms and a 1800 number. In addition, service brochures and flyers were created for each area of Sydney, enabling the relevant staff to communicate our local services to the local community and local health services. By 30 June 2018, staff had held three community stalls and spoke with three local community groups. They also took part in one interagency forums and working groups.

## Our services

Odyssey House NSW provides residential and community services, as well as the Magistrates Early Referral Into Treatment (MERIT) program. Our residential services include withdrawal and residential rehabilitation services, mental health programs, a Parents and Children's Program, specialised groups services, and numeracy and literacy education to Year 11 through our independent school, the Progressive Learning Centre. All are based in South Western Sydney.

Our Community Services provide individual face-to-face and phone counselling; group counselling; education sessions; support to people recovering from both mental health and alcohol and other drugs issues; help accessing residential detox and rehabilitation programs; information and advocacy; and linkages to other local service providers.

## Strategic direction 2

# Strengthen our systems and processes



Odyssey House NSW will build an efficient and sustainable organisation that has seamless access and equity for all clients.

Organisation goals	High level performance measures	2017-18 output status
2.1 – Increased productivity and effectiveness in the use of all our resources and systems	<ul style="list-style-type: none"> <li>Conduct an independent gap analysis of information technology (IT) infrastructure and systems</li> </ul>	<ul style="list-style-type: none"> <li>Gap analysis of IT conducted from August 2017 to March 2018</li> </ul>
	<ul style="list-style-type: none"> <li>Conduct an independent gap analysis of Human Resources (HR) infrastructure and systems</li> </ul>	<ul style="list-style-type: none"> <li>Independent gap analysis of HR conducted from April 2018 to September 2018</li> </ul>
2.2 – Maintain transparency and accountability through good governance	<ul style="list-style-type: none"> <li>Board                             <ul style="list-style-type: none"> <li>Number of meetings</li> <li>Attendance by members at meetings</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>10 total number of Board meetings held</li> </ul>
	<ul style="list-style-type: none"> <li>Risk Management                             <ul style="list-style-type: none"> <li>Number of incident reports</li> <li>Evaluation of feedback mechanism to CEO</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>176 incidents were reported</li> <li>Risk Management Plan developed and evaluated with the assistance of Deloitte Touche Tohmatsu in October 2017</li> </ul>
	<ul style="list-style-type: none"> <li>Audit and update policies and processes</li> </ul>	<ul style="list-style-type: none"> <li>Policies and procedures audit and update commenced in April 2018</li> </ul>

Organisation goals	High level performance measures	2017–18 output status
2.3 – Ensure that the organisation has efficient and effective information management and knowledge application systems	<ul style="list-style-type: none"> <li>Continue redevelopment of supporter customer relationship management system</li> </ul>	<ul style="list-style-type: none"> <li>The supporter customer relationship management is 90 per cent redeveloped</li> </ul>
	<ul style="list-style-type: none"> <li>Update the content management system for the website</li> </ul>	<ul style="list-style-type: none"> <li>The website content management system was changed to open source by October 2017</li> </ul>
	<ul style="list-style-type: none"> <li>Continuing to assess Residential Services (RS) client relationship management (CRM) and the Community Services (CS) CRM</li> </ul>	<ul style="list-style-type: none"> <li>Phase one of sourcing one management system for Odyssey House began in May 2018 with a review of our existing systems resulting in a recommendation in September 2018</li> </ul>

## Our challenges

- One of the major challenges is gathering data from disparate sources and aligning the Community Service client relationship management (CRM) system for our data and reporting requirements from funders.
- In addition, a separate CRM is used by Residential Services, which adds a level of complexity to accessing and analysing organisation-wide client data.

## Our highlights

### Independent gap analysis of Information Technology (IT) infrastructure and systems

As identified in the 2017 Annual Report, a major priority for Odyssey House NSW was to participate in an external review of our IT infrastructure. The gap analysis began in August 2017 with the engagement of DXC Eclipse. In March 2018, Odyssey House received an Enterprise Strategic Review Report, and convened a work group to support the organisation in assessing and implementing the report's recommendations. As a result, due to the complexity of the requirements and the specialised knowledge required to implement the review recommendations, Odyssey House engaged a consultant who, with a specialist group, managed

the tender procurement process. Weekly meetings are being held with the working group to ensure governance of the project. In March 2018, a Request for Tender (RFT) was sent out to selected companies. Next steps include completing the tender process and implementing an integrated IT system.

### Human Resources (HR) infrastructure and systems gap analysis

Odyssey House NSW's rapid growth led to a strain on the HR existing infrastructure and systems. Everything HR was engaged to provide the required level of support to managers and staff. In addition, Everything HR will conduct a gap analysis that began in April 2018 and will be completed in September 2018.

## What we did

### Risk management

Odyssey House NSW evaluates its Risk Management annually. Client and resident's risk categories are reviewed constantly. In October 2017, Deloitte Touche Tohmatsu conducted a Risk Management evaluation with the Board and executive staff. Current risk identification, risk analysis and management are on a monthly basis by the Chief Financial Officer, Chief Executive Officer and the Board Finance, Audit and Risk Management Committee. The Board's Quality and Clinical Safety Committee also reviews qualitative data.

### Clinical governance

Odyssey House NSW has an established clinical governance framework which underpins all operational activities and is disseminated to staff through our policies and procedures. It has been evaluated and accredited by the Australian Council on Healthcare Standards (ACHS) since 2010.

Odyssey House further developed the Clinical Response Guide to assist staff responding to clients experiencing challenging mental health symptoms. The Odyssey House Board also has a Quality and Clinical Safety Sub-committee which monitors key metrics of clinical quality and safety and seeks responses from the executive team with regard to any areas of concern. The Board also receives quarterly key clinical quality and safety data.

### Policies and procedures review

In April 2018, Odyssey House NSW engaged an independent consultant to review and update existing policies and procedures. This review will utilise the Network of Alcohol and other Drugs Agencies (NADA) policy and procedures tool kit format.

### Executive structure and governance arrangements

The Chief Executive Officer is Julie Babineau, she is the most senior member of the executive team with the Director of Performance, Planning and Governance, the Chief Financial Officer (CFO), the Service Director of Community Services, the Service Director of Residential Services and the Fundraising and Marketing Manager reporting to her. The CEO is responsible to the Board of Directors and attends monthly meetings with the Board, as well as monthly meetings with specified Board committees, which encompasses the Finance, Audit and Risk Committee, the Quality and Clinical Safety Committee, the Marketing Committee, the Remuneration Committee, the Nominations Committee, (which meets as needed) as well as the School Board.

Odyssey House NSW is unique in that it has an independent school (Progressive Learning Centre) for people with special needs within its services, as such, a review of our curriculum and governance procedures was undertaken by the National Educational Standards Association (NESA).

## Client reflection



### Kirsten's recovery odyssey

When I was growing up, I felt invisible. My parents were divorced and my Dad was not in the picture. As a result my Mum was always angry and it felt like she kept my sister and I at a distance. But I kept working hard, trying to get noticed. I got good enough results at school to get into Uni and pushed straight through into a high flying job in the financial sector.

No one knew what it was like. I started drinking heavily and taking drugs to make me feel better and I thought that if I had the love of a guy I would be worth something. The crowd I was in was wild. Everyone drank after work and on the weekend we took whatever we could to party the night away. My first long term relationship was bad. He drank like me, but he also beat me. I thought it was my fault and that I deserved it.

The next few years were a blur and it finally came crashing down when I lost my job and was de-registered from my profession as I had messed up too many times. I got some help and went into rehab. It was going well for about a year and then I fell off the wagon. I was back in another bad relationship and the cycle started again. It got so bad that an ambulance was called as I had overdosed on alcohol.

I needed help again. Not only with my drinking, but with separating from my partner. I knew that nobody would pick me up this time around unless I really put the effort in. I was in the middle of legal proceedings and I understood the importance

of continuing counselling post-rehab for my own self-growth and towards my upcoming court appearance, so I decided to go to Odyssey House Community Services.

What personally worked for me after all that time spent in hospitals and therapeutic communities was the specialised weekly attention I got from a consistent, caring professional while I finished my studies and returned to the workforce. My counsellor helped me to integrate my emotional experiences and apply all that I've learnt so far to real-life situations, day by day, week by week. What I was failing to address was how the impact of past trauma was keeping me stuck in a self-medicating cycle of alcoholism and domestic violence. I had to be reminded of other coping strategies I knew to deal with the bad times and live a healthier, more meaningful life in the present moment, and to hear that I am worthy enough to take care of myself.

Through counselling I stopped blaming everyone else, and started taking responsibility for what went wrong; I remembered how to admit vulnerability and communicate effectively with others. I'm not drinking anymore, and my relationship with my family has greatly improved. I think that I'm a calmer person overall, able to own my mistakes and not let these inhibit me from reaching my full potential.

# A Client Recovery Journey

Alcohol and  
other drugs

Health

Identify  
goals,  
strengths and  
supports

Relationships

My life at  
the moment  
“Where I am”

Worries

Choose steps  
and strategies

Motivation

Strengths  
and supports



Alcohol and other drugs

Health

Relationships

**My life as I would like it to be**  
“Where I want to be”

Life situation

Motivation

Skills, strengths and supports

Address obstacles, challenges and barriers

Celebrate progress

Take action

# Our Board

Board Member	Attendance	Eligible to attend
Christine Bishop	8	10
Jan Copeland	8	10
John Coughlan	8	10
Stewart Hindmarsh*	2	10
Valerie Hoogstad	8	10
Peter Johnstone (appt. Oct 2017)	5	5
David McGrath	7	10
Natalie Micarone*	0	10
Douglas Snedden (Chairman)	9	10
Garry Wayling	10	10
Geoff Wilson (resigned Oct 2017)	0	3

\*leave of absence



## Christine Bishop

Christine joined the Board in 2011. She spent 25 years in legal practice, then eight years with the Department of Juvenile Justice as a psychologist

specialising in alcohol and other drug issues with young people. She has an interest in pathways to recovery that balance medical, legal, and social issues so that clients leave treatment with skills leading to pro-social and productive lives. Christine is a member of the Mental Health Review Tribunal, Fellow of the Australian Institute of Company Directors, Sydney Symphony Council and has served on several not for profit Boards.

### Committee Membership:

- Quality and Clinical Safety Committee
- Evaluation Research Project Steering Committee
- Odyssey House NSW Progressive Learning Centre (School) Board



## Jan Copeland

(Hon) Professor Jan Copeland (PhD, BSc Psych (Hons)) was the founding Director of the National Cannabis Prevention and Information Centre (NCPIC)

at the University of New South Wales 2007–2016 and her own consultancy Cannabis Information and Support. She has worked in the addictions field for almost 30 years over a range of topics. She is widely published and is best known for her studies developing and testing brief interventions for the management of cannabis use disorder among adults and adolescents.

### Committee Membership:

- Quality and Clinical Safety Committee
- Research Project Steering Committee
- Odyssey House NSW Progressive Learning Centre (School) Board



### John Coughlan

John Coughlan (B.Ec. Dip. Rur. Acc. FCA) enjoyed a 25 year career in the racing industry occupying Chief Executive positions in the thoroughbred,

harness and greyhound industries in NSW and Queensland, after an eight year career in chartered accounting. He is Chairman of Sire Custodians Ltd and has been a Director of Odyssey House NSW since 2006, being Chairman of the Finance, Audit and Risk Management Committee since that time.

#### Committee Membership:

- Finance, Audit and Risk Management Committee
- Odyssey House NSW Progressive Learning Centre (School) Board



### Stewart Hindmarsh (Leave of absence from September 2017)

Stewart Hindmarsh is a director of diversified property business, Hindmarsh. Stewart most

recently was Chief Executive Officer of World Nomads Group, a leading global provider of travel insurance now owned by private health insurer, nib. Prior to his role with World Nomads Group, Stewart was a Director of boutique corporate advisory group, Grant Samuel. It was here that Stewart advised on a wide range of corporate advisory transactions across a broad range of industries. Stewart has been a long term supporter of Odyssey House NSW and joined the Board in January 2016.



### Valerie Hoogstad

Valerie Hoogstad has lectured at several universities in communication studies and international education. She has written sixteen textbooks

and several papers on intercultural education and communication studies. She was the director for international education at Australian Catholic University. She currently lectures at Sydney University and is chair of The Centre for Volunteering NSW. Valerie is also on the board of the National Volunteering Body, Together for Humanity and AIM Overseas. She has been a director of Odyssey House NSW for more than 15 years.

#### Committee Membership:

- Quality and Clinical Safety Committee – Chair
- Remuneration Committee
- Evaluation Project Steering Committee – Chair
- Odyssey House NSW Progressive Learning Centre (School) Board



### Peter Johnstone

Peter Johnstone is the President of the Children's Court of New South Wales, a position he has held since 2012. The Children's Court is comprised of the

President and 13 specialist Children's Magistrates and 10 Children's Registrars, located at Parramatta, Surry Hills, Lismore, Broadmeadow, Wyong, Port Kembla and Campbelltown. Its jurisdiction consists of the care and protection of children and young persons, and youth crime (ages 10 -18), across NSW.

Previously, Peter worked for 35 years at the national law firm, Blake Dawson Waldron (now known as Ashurst), predominantly in the insurance and litigation fields. Prior to his appointment as a District Court Judge in 2006, he served as the firm's National Chief Operating Partner from 2002.

Peter is dedicated to the welfare of children in NSW, with particular interest in assisting disadvantaged families, early intervention, diversion and the rehabilitation of children and young people.

#### Committee Membership:

- Remuneration Committee – Chair from Oct 2017
- Odyssey House NSW Progressive Learning Centre (School) Board



### David McGrath

David McGrath runs his own independent consultancy business, providing advice to governments and non-government organisations

on areas of social policy. He was previously the Director of Mental Health and Drug and Alcohol Programs at NSW Health, and held that role for nine years. With a background in psychology, research, law, operational management, 15 years clinical experience, and Masters degrees in both Business and Law, he has a mix of skills that are of considerable value to Odyssey House.

David is a technical advisor to the World Health Organisation on Mental Health and Human Rights. He has previously been on the NSW Psychologists Registration Board, the board of the Institute of Psychiatry, and the board of the National Drug & Alcohol Research Centre. He was previously the Chair of the Intergovernmental Committee on Drugs, and has represented Australia on four occasions at the United Nations Commission on Narcotic Drugs.

#### Committee Membership:

- Quality and Clinical Safety Committee
- Remuneration Committee
- Research Project Steering Committee
- Odyssey House NSW Progressive Learning Centre (School) Board



**Natalie Micarone  
(leave of absence from  
July 2017)**

Natalie Micarone is a co-founding Director of Bendelta and a practice area

expert in strategy, cultural alignment, governance, and leadership. Natalie works with clients across both the public and private sector, concentrating on the transformational impact of building strategically aligned capabilities. Her primary focus is assisting organisations with the design of environments and capabilities that unlock human potential in highly disruptive contexts.



**Douglas Snedden (Chairman)**

Douglas has been the Chairman of Odyssey House since October 2011. Formerly Managing Director of Accenture, he is Chairman of iSentia and Chris

O'Brien Lifehouse, a director of OFX Ltd and Frisk, and a member of the National Library of Australia Council.

**Committee Membership:**

- Remuneration Committee – Chair until Oct 2017
- Fundraising & Marketing Committee – Chair
- Odyssey House NSW Progressive Learning Centre (School) Board – Chair



**Garry Wayling**

Garry is a Chartered Accountant and joined Odyssey House Board in 2013. He graduated from the University of NSW in 1976 with a Bachelor in

Commerce in Accounting Finance and Systems. Garry’s professional experience includes more than 35 years in accounting and business leadership. He was an Audit Partner at Arthur Andersen and then Ernst & Young Australia. Garry currently is an Independent Director at ASX listed OneVue Limited and ASX listed Inabox Group Limited. He holds other private company directorships and is an ex-officio member of the Audit and Risk Committee of Mission Australia.

**Committee Membership:**

- Remuneration Committee
- Finance, Audit and Risk Management Committee
- Odyssey House NSW Progressive Learning Centre (School) Board

**Our focus for 2019**

In recognition of the growth of our services over the last 18 months, Odyssey House appointed a Director of Performance, Planning and Governance in July 2018 to ensure the continued strength of our governance framework.

From July 2018, each department will update its risk management plan that identifies possible risks and mitigation strategies.

Updated policies and procedures are to be completed by December 2018.

The IT tender process to be completed and an integrated IT system implemented.

## Strategic direction 3

# Align and sustain our resources



Odyssey House NSW will build on its current viable financial position to attract, diversify, and retain current and new sources of income.

Organisation goals	High level performance measures	2017–18 output status
<b>3.1 – Greater balance and diversity in income sources</b>	<ul style="list-style-type: none"><li>• Fundraising income versus previous year</li><li>• Increase the number of gifts</li><li>• Increase sources of income</li></ul>	<ul style="list-style-type: none"><li>• 2018: \$1,253,716 (2017: \$859,882)</li><li>• Increase of 2.8 per cent in gifts</li><li>• Participated in the 2017 NSW ClubGRANTS Category 1 funding cycle and secured four grants</li></ul>
<b>3.2 – Ensure that government funding opportunities align with client needs</b>	<ul style="list-style-type: none"><li>• Number of government funding applications</li></ul>	<ul style="list-style-type: none"><li>• As part of the organisation's goal to deliver quality programs, Odyssey House focused on embedding our Community Services. Four additional government fund applications were unsuccessful</li></ul>
<b>3.3 – Invest in and own our infrastructure and assets where relevant</b>	<ul style="list-style-type: none"><li>• Ensure that our infrastructure and assets are in place to support our organisation growth</li></ul>	<ul style="list-style-type: none"><li>• Secured five office locations for our new Community Services by the end of June 2018. This included the purchase of new premises in Queen Street in Campbelltown</li></ul>

## Our challenges

- The rapid growth in our Community Services from two locations to 11 highlighted space constraints on existing office locations in addition to sourcing suitable space for immediate and future service needs.
- Odyssey House NSW is highly reliant on government funding (71 per cent of organisation income).
- Alcohol and other drugs (AOD) addiction has many root causes, some of which are perceived to be of a persons' own making, which makes fundraising messages more complex.

## Our highlights

### Australian Fund Manager Awards (AFMA)

Since the inception of the Australian Fund Manager Awards (AFMA) 18 years ago, Odyssey House NSW has been fortunate to be one of the event's beneficiaries. The Australian Fund Manager Committee has worked tirelessly to put together a wonderful industry recognised event, year after year. Along with recognising the achievements of the Australian Fund Management industry the committee has also identified the need to support and give back to the community and is what sets the night apart from others- as a philanthropic and award evening.

Over the 18 years that Odyssey House has been supported by the Australian Fund Manager Awards, over \$1 million dollars has been donated to support the running of our Parents and Children's Program. This program allows for men and women with dependent children to keep their children with them as they undertake long term residential rehabilitation treatment. In October 2017, to help celebrate our 40th Anniversary, the AFMA highlighted the work of Odyssey House on the night. We want to sincerely thank the AFMA Committee for their ongoing support and commitment and all the attendees of the Australian Fund Manager Awards dinner over the years who have helped us help more families in need.

### Business Women's Lunch

Odyssey House NSW's annual Business Women's Lunch was held at The Ivy, Sydney. The event provides an opportunity for participants to hear from a panel of three women business leaders moderated by Australian Financial Review journalist, Jennifer Hewett. The lunch is hosted by Natalie Barr from the Seven Network, who keeps the day running with grace and warmth and provides a welcoming atmosphere for an Odyssey House graduate to share her journey to recovery.

Odyssey House would like to thank the Hon Anna Bligh AC, Chief Executive Officer (CEO), Australian Bankers' Association; Louise Walsh, CEO, Future Generations; and Alison Deans, Non-Executive Director, Westpac and Kikki-k for being our panellists in July 2017. In addition, special thanks to Karen Borg, former CEO of Jobs for NSW, Ann Sherry, Chairman of Carnival Australia, and Raelene Castle, Rugby Australia's first female CEO, for being our panellists in May 2018.



From left to right: Ann Sherry Chairman of Carnival Cruise Line Australia, Raelene Castle CEO of Rugby Australia, Julie Babineau CEO Odyssey House NSW, Jennifer Hewett Journalist Australian Financial Review, and Karen Borg former CEO of Jobs For NSW.

## What we did

Odyssey House NSW secured relevant office locations for our new Community Services by the end of June 2017. As the services became more established in the local communities, the outreach locations for each hub area were reviewed, and by 30 June 2018 some locations had shifted in response to community needs. For example, the Central Eastern Sydney hub has moved into bigger premises from Renwick Street to Regent Street in Redfern, and continued to have an outreach in Canterbury. The South Western Sydney hub in Campbelltown was established in the newly purchased property in Queen Street, with outreaches in Bowral and Fairfield. Our outreaches in the Sydney North hub (Chatswood) grew from one location in Manly to another location in Pymble. Finally our Western Sydney hub in Blacktown has an outreach in Doonside and another in the Hills District community.

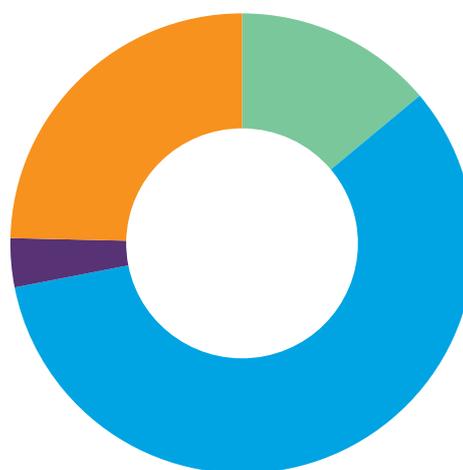
## How we raise funds

Odyssey House NSW is endorsed as a Deductible Gift Recipient (DGR) by the Australia Taxation Office, and holds a Charitable Fundraising Authority from the New South Wales (NSW) government. All of our appeals and fundraising activities comply with the Fundraising Institute of Australia's Principles and Standards of Fundraising Practice, Trade Practices Act, and The Privacy Act. Our fundraising proposal form is available on our website. We do not undertake face to face fundraising.

Odyssey House has grown its income to \$14,361,850 in 2018, which represented a 41 per cent increase on the previous year. Income from the government increased by 41 per cent from \$7,218,228 (2017) to \$10,191,298 (2018). Income from the government represented 71 per cent (2017: 71 per cent) of our total revenue. The diversity mix of income streams has remained consistent year on year, however, in 2017, there was an increase of 46 per cent in individual and organisation philanthropic income. As an example, Odyssey House participated in the 2017 NSW ClubGRANTS Category 1 funding cycle.

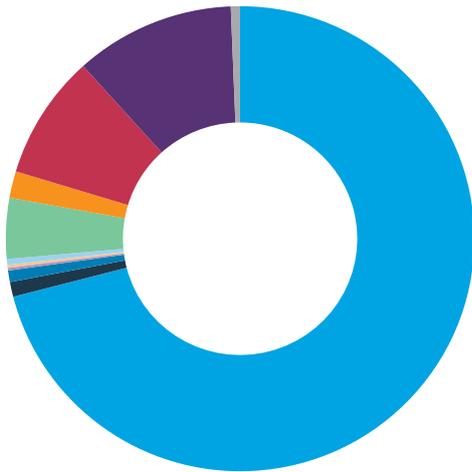
These grants are determined at a local government area (LGA) level and provide funding for projects and/or services that contribute to the welfare and broader social fabric of the local community, and are aimed at improving the living standards of low income and disadvantaged people.

Odyssey House was successful in securing funding for its 55 Alive program to be implemented in Chatswood, Burwood and Liverpool in Sydney. The 55 Alive program is targeting people aged fifty five and over. The program is based on a pre and post assessment of knowledge of this group with the education session including safe drinking levels, facts and information. In addition, Odyssey House received support from the Campbelltown Catholic Club for the "Supporting Families in Recovery" project, which provides family recreational activities to the families residing in Odyssey House Parents and Children's Program (part of Residential Services), with a focus on building family relationships, child development and overall well-being of the family unit.



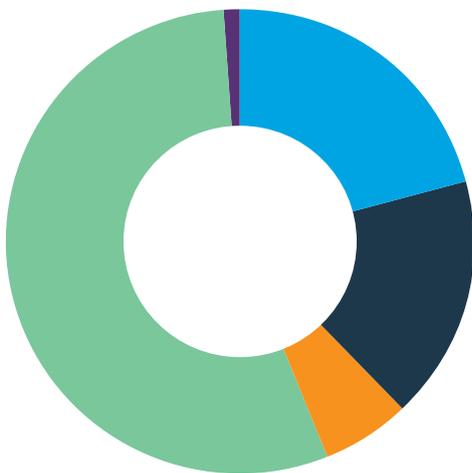
WHERE THE MONEY WENT 2017-18

- Corporate Services 14%
- Residential Services 58%
- MERIT 3%
- Community Service 25%



### ORGANISATION INCOME 2017-18

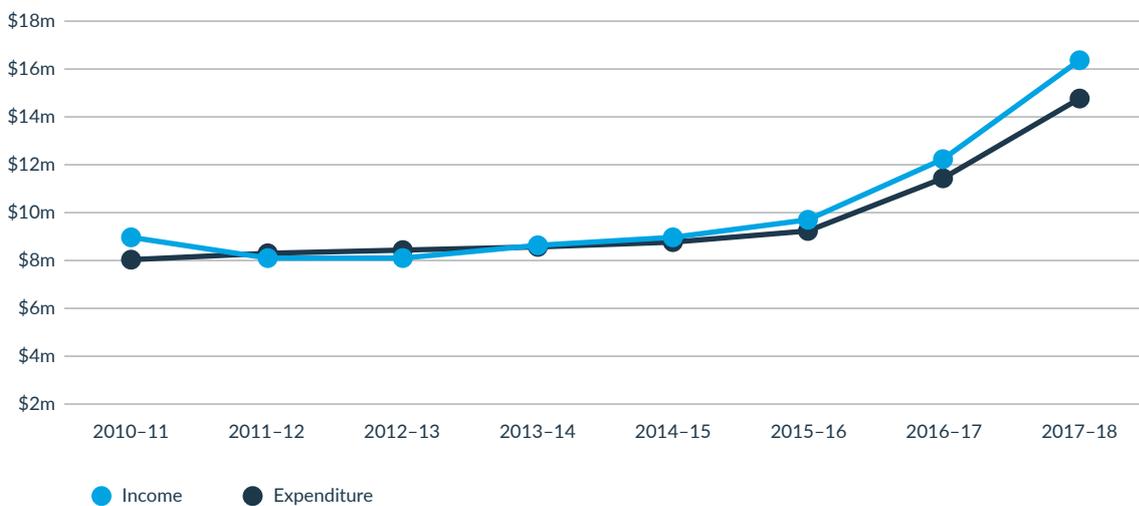
- Government 71%
- Events 1%
- Bequests 1%
- Donations <\$1K <1%
- Regular Giving <1%
- Corporate <1%
- Trust & Foundations <1%
- Major Donors >\$1K 4%
- Community Fundraising 2%
- Treatment cost & fees 9%
- Other 11%
- Investment 1%



### GRANTS FY 2017-18

- NSW Health 21%
  - NSW Health Department
  - South Eastern Sydney Local Health District
  - South West Sydney Local Health District
  - Western Sydney Local Health District
  - Drug Court
- Department of Education (NSW) 6%
- Department of Health (Cwth) 55%
  - Department of Health
  - Primary Health Networks
- Family and Community Services 1%
- Department of Education and Training (Cwth) 17%

### ORGANISATION GROWTH 2011-18



# Thank you to our supporters



In October 2017, a garden reception was held at NSW Government House to celebrate our 40th Anniversary and thank our supporters, volunteers, graduates and staff. We are very appreciative of His Excellency General, The Honourable David Hurley AC DSC (Ret'd) Governor of New South Wales (NSW) and Mrs Linda Hurley for opening their home on this special occasion. In addition, Odyssey House would like to thank all those in the community who have held an event or participated in an activity that has raised funds for our services.

Back row left to right: Douglas Isles,\* Nathan Parkin,\* Lachlan Ridhalgh\*  
Front row left to right: Ruppen Margarian,\* Douglas Snedden, Gov. Hurley, Mrs Hurley, Charles Lanchester,\* Julie Babineau

\*Australian Fund Manager Foundation committee member

## Odyssey House NSW would like to acknowledge the support of the following\*

- Robert Albert, AO
- Nigel Allfrey
- APP Corporation
- ASX Thomson Reuters Charity Foundation
- Australian Department of Health
  - Central Eastern Sydney Primary Health Network
  - South Western Sydney Primary Health Network
  - WentWest Primary Health Network
  - Sydney North Primary Health Network
- Australian Department of Education, Employment and Workplace Relations
- Australian Department of Education and Training
- Australian Fund Manager Foundation
- Attorney General's Department
- Australian Independent Schools
- Australian Youth & Health Foundation
- Christine Bishop
- Andrew Blakely
- Graeme Burke
- Nick Burmester
- Burwood RSL Club
- Byora Foundation Pty Ltd
- Campbelltown Catholic Club
- The CEO Circle Pty Ltd
- Chatswood RSL Pty Ltd
- Jack Collopy
- Simon Conn
- Ian Cooke

- David Cooper
- Cruise for a Cause
- Dick Austen and Associates
- Deloitte Touche Tohmatsu
- Mary Digiglio
- DXC Eclipse
- Paul Espie
- Everything HR^
- Foodbank
- Christina Green
- Leslie Green
- Tim Green Commercial
- Christopher Grubb
- Paul Hannan
- Jill Hawker
- Stewart Hindmarsh
- Valerie Hoogstad
- Interrisk Global Pty Ltd
- Douglas Isles
- John Lamble Foundation
- King & Wood Mallesons
- Liangrove Foundation
- William Loewenthal
- LIFE Community Art Project
- Marsdens Law Group
- Susan Maple-Brown, AM
- Amanda Mead
- Dean Moran
- Mounties Group
- OzHarvest
- NSW Health
  - South Eastern Sydney Health District
  - South Western Sydney Health District
  - Western Sydney Local Health District
- NSW Department of Education
- NSW Department of Family and Community Services
- Janette O'Neil
- David Pace
- The Patter Foundation (Paul McCullagh)
- Greg Perry
- The RA Gale Foundation
- Thomas Rice
- Rodney & Judith O'Neil Foundation
- Rotary Club of Lower Blue Mountains
- Sambalance Pty Ltd
- Sargents Charity Ltd
- Paul Skamvougeras
- Douglas Snedden
- Peter Spicer
- Max Tegel
- Val Mills Community Fundraising Group
- Edward Wills
- Helen Waters
- Ralph Waters
- Garry Wayling
- Westpac
- The Wiggs Family Foundation
- Janet Wilkinson

\*Some have requested that their support be kept private.

### Our focus for 2019

Review of current facilities and establishment of asset management plan.

Continue to diversify our income streams.

Continue to ensure that government funding opportunities align with client needs.

## Strategic direction 4

# Develop and retain our workforce



Odyssey House NSW will be recognised as an employer of choice in the alcohol and other drugs sector with an engaged workforce focused on client care.

Organisation goals	High level performance measures	2017-18 output status
4.1 – A values-driven performance culture that enables our people to perform	<ul style="list-style-type: none"><li>• Ensure orientation to all staff meets organisation mission, vision and values. Percentage of staff trained</li><li>• Build capacity, sensitivity and competency to adapt and customise all programs to ages, special needs, populations and cultural, linguistic or gender diversity</li></ul>	<ul style="list-style-type: none"><li>• 100 per cent of staff received orientation</li><li>• Five per cent of staff identify as Aboriginal and Torres Strait Islander (ATSI)</li><li>• At least 35 per cent of staff participated in Engaging with Aboriginal Communities</li><li>• At least 28 staff participated in cultural competency training that included modules such as Culture and Community Responsive training, Rainbow Buzz – Inclusive Practice training, and DV Alert Multicultural Workshop</li></ul>
4.2 – A training program that encourages professional growth and development of our highly qualified staff	<ul style="list-style-type: none"><li>• Number of training sessions attended by staff</li></ul>	<ul style="list-style-type: none"><li>• 100 per cent staff completed mandatory training.</li><li>• 40 training sessions attended by staff</li></ul>
4.3 – Establish a competency-building system to improve management and leadership	<ul style="list-style-type: none"><li>• Percentage of staff completing an annual review</li></ul>	<ul style="list-style-type: none"><li>• 60 per cent of staff completed an annual review</li></ul>

**Organisation goals**

**High level performance measures**

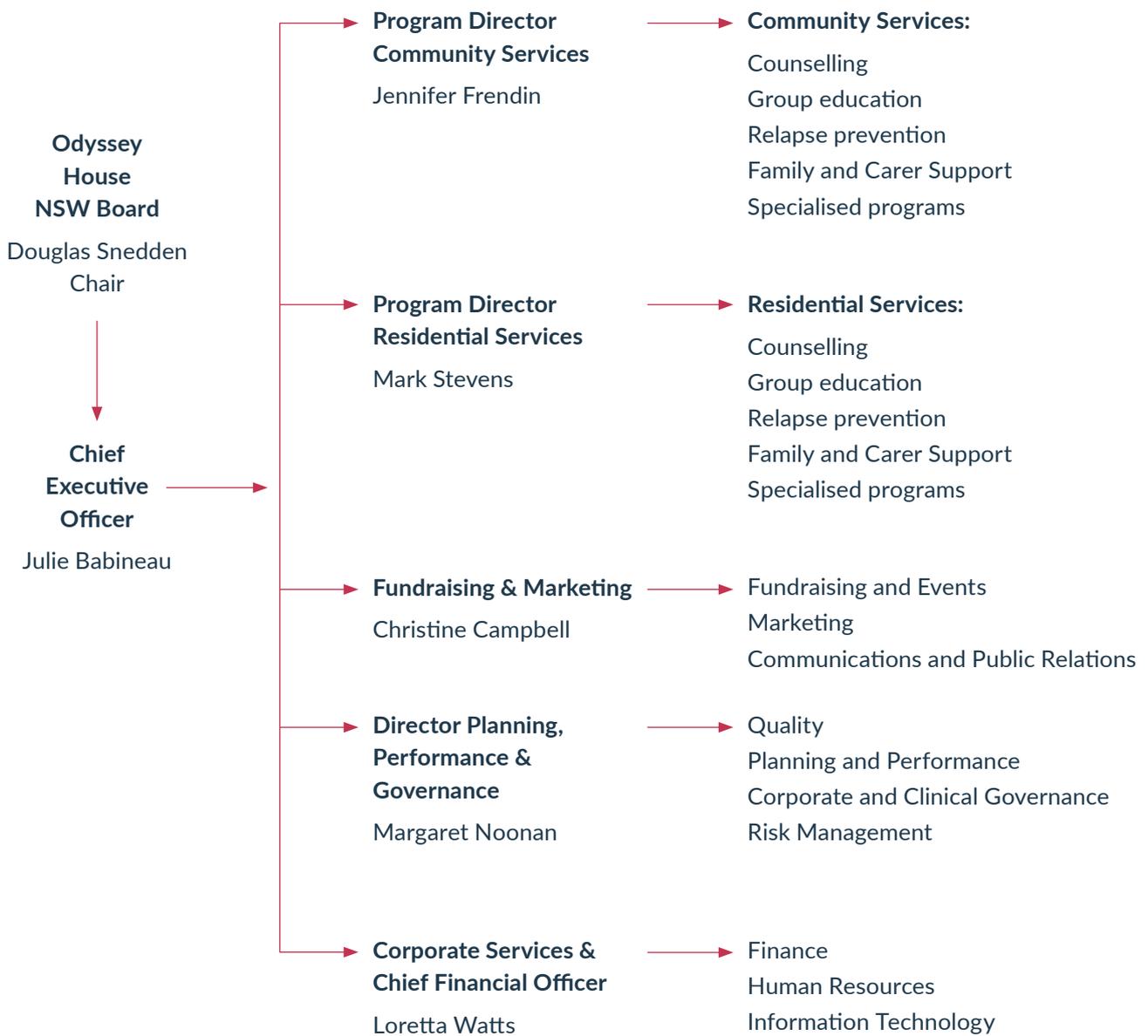
**2017-18 output status**

4.4 – An engaged workforce that share ownership of the organisation’s values, objectives and targets.

- Number of communicate’s issued to staff
- Staff retention rate
- Number of quality improvement review meetings as part of staff meetings

- Seven CEO messages to all staff
- Two all staff meetings held
- An average of 78 per cent retention rate
- Seven quality improvement review meetings held in Residential Services

**ORGANISATION STRUCTURE**



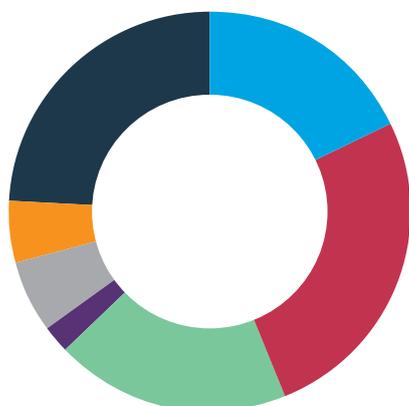
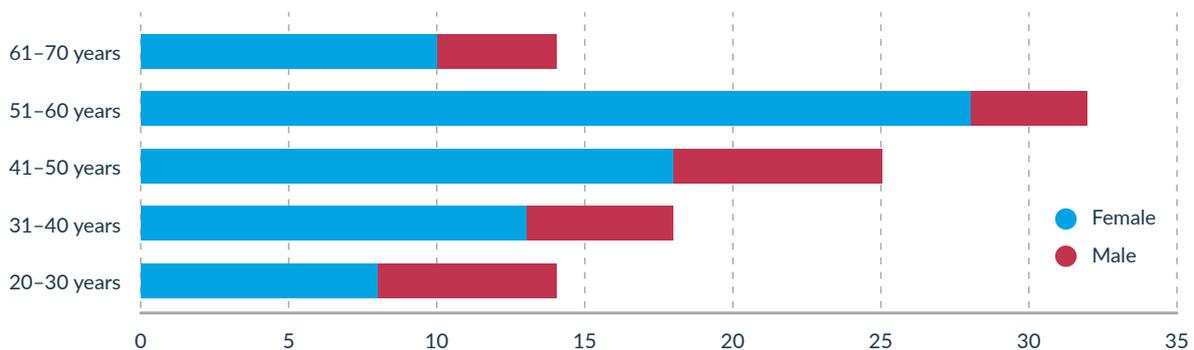
As part of our organisational goal to build an organisation with financial and operational sustainability, Odyssey House NSW provides specialist support for employees and volunteers across recruitment, learning and development, industrial relations, Work Health and Safety, staff recognition, performance and career management, rehabilitation and workers compensation, and payroll. As an employer in the health sector, Odyssey House is required to have all staff and volunteers complete a National Police Check and a Working with Children check.

Odyssey House is an equal opportunity employer and boasts a diverse cultural mix of people working and volunteering to meet the needs of the clients in our organisation. As of the 30 June 2018, we had 103 full-time, part-time, and casual employees, and had five volunteers.

## Our challenges

- Odyssey House's rapid growth in Community Services led to challenges in recruitment of a high number of relevant and qualified staff in a short period of time.
- Our Residential Services team experienced high staff shortages due to various personal reasons over extended periods. This issue was solved in the short term by engaging agency staff to fill gaps in rosters which reduced the pressure on staff.
- The creation of an organisation-wide coordinated learning and development calendar.

**ODYSSEY HOUSE NSW STAFF BY GENDER AND AGE**



**STAFF (FULL/PART TIME) BREAKDOWN BY EXPERTISE**

- Corporate 17%
- Operational 26%
- Nurses 19%
- Medical practitioners 2%
- Psychologists 6%
- Teachers 15%
- Counsellors 24%

## Our highlights

Odyssey House NSW participated in relevant industry conferences in 2017–2018. Examples include the National Drug and Research Centre (NDARC) Annual Research Symposium (4–5 Oct 2017) held at the University of NSW in Sydney, the Australasian Therapeutic Communities Association (ATCA) Conference (31 Oct – 3 Nov 2017) in Brisbane, and the Australasian Professional Society on Alcohol and other Drugs (APSAD) Conference (12–15 Nov 2017) in Melbourne. In addition to staff attendance at these conferences, Odyssey House Board Member, Prof. Jan Copeland gave the keynote speech for the James A Pitts Oration at the ATCA Conference. This oration features Australian and internationally renowned individuals who have been a significant contributor and research or practice in alcohol and other drug therapeutic communities.

## What we did

### Recruitment

Odyssey House NSW adheres to all Equal Employment Opportunity guidelines to create a discrimination free work environment for all our staff. Our goal is to approach recruitment in a systematic manner, with a commitment to employing staff based on their qualifications and merit, who are then able to manage and operate in a safe and effective manner.

## Learning and development

Odyssey House NSW embraces every opportunity to develop its employees' skills by allowing them to attend training and personal development courses on a regular basis. Staff participated in 40 training sessions during 2017–18.

Odyssey House ensures that staff have a learning and development strategy in place to help develop our workforce's capabilities, skills and competencies to create a sustainable, successful organisation. Odyssey House believes that training helps drive high performance levels and business success and is part of our overall business strategy. For example, external training included 12 treatment staff (counsellors and psychologists) taking part in a two day workshop in November 2017, provided pro bono by the Education Centre Against Violence. The training equipped treatment staff with the skills required to deliver the latest, evidence based, group work program for Survivors of Child Sexual Assault, male and females. Other training completed included SMART Recovery Facilitator Training, Emergency Fire and Safety Training (Warden), Emergency Fire and Safety Training, Integrated Trauma Informed Practice when working with clients affected by alcohol and other drugs (AOD), and Codeine re-scheduling: Significance for General Practice and how to prepare.

In August 2017, Community Services ran a forum that included training and education for all team members, and the Milton Luger Withdrawal Unit completed a half day workshop on processes and plans for clinical excellence within the unit.

In addition, Odyssey House received funding from the federal government and the AOD industry peak body, Network of Alcohol and other Drugs Agencies, to provide cultural training to all staff by training them in "Engaging with Aboriginal Communities" from the NSW Aboriginal Consultative Group.

## Work Health and Safety (WHS)

Odyssey House NSW is committed to providing a healthy and safe work and service delivery environment to its board members, paid staff, volunteers, contractors, clients and visitors.

Odyssey House continues to use an online incident management system to assist staff in reporting accidents, incidents and near misses. It also assists the WHS committee members in their follow ups and assists management in monitoring incidents, allowing management to better manage potential risks. This system includes mandatory training, record keeping, and reporting preventative maintenance issues.

The WHS committee monitors any potential workplace hazards and meets on a regular basis to discuss and resolve any training requirements or issues that may arise. Odyssey House continues to educate and train volunteers, managers, and employees on the requirements and function of the WHS manual, which is made available in accordance with the NSW WHS Act 2011.

In addition, site inspections and risk assessments were completed for all Odyssey House sites ensuring compliance with all NSW WHS codes of practice.

## Staff recognition

Staff continue to be recognised with an annual acknowledgement of five, 10 and 15 years of service. Additionally an Employee of the Year Award is also in place.

## Payroll

In 2010, the Commonwealth government, through the Fair Work Commission, issued the Equal Remuneration Order (ERO) for employees in the social and community services industry. Currently, this Social and Community Services Award is gradually increasing the pay rates for some of these employees until they are applied in full by 2020. This award applies to over 50 per cent of the organisation's employees and Odyssey House NSW will continue to implement these pay rate increases.

## Policy and procedures

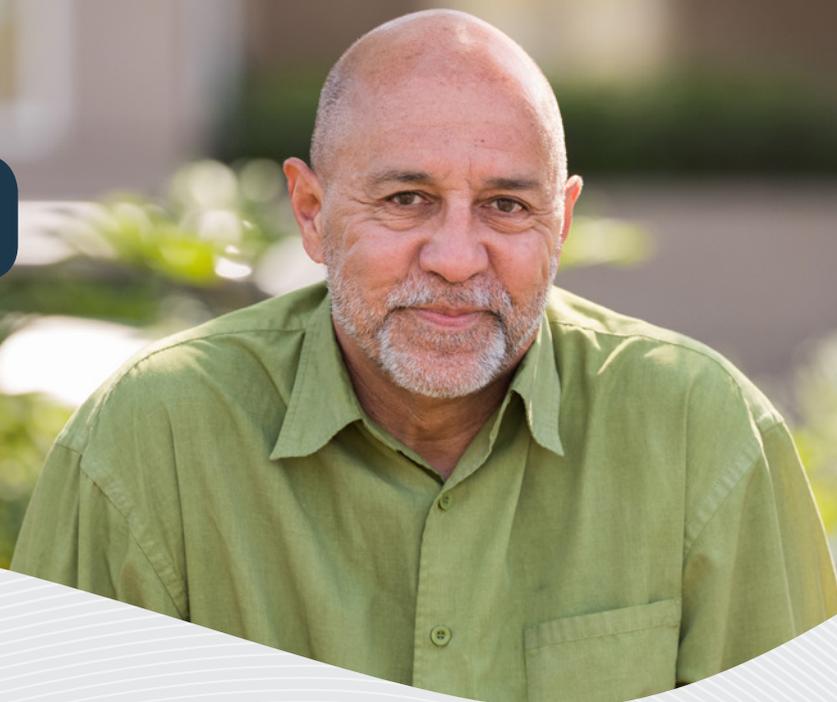
Phase 1 of the Policy and Procedure Review began in April 2018. This review is being implemented by an external and independent consultant and is covering the audit and amalgamation of existing policies and procedures to ensure consistency across Odyssey House services.

### Our focus for 2019

In April 2018, Odyssey House engaged Everything HR to consult and provide additional human resources (HR) support to managers and staff matters. In 2019, Everything HR will provide recommendations to the Chief Executive Officer on the level of HR support that will be required by Odyssey House going forward.

Phase 2 of the Policy and Procedure review, the implementation of the refreshed Policy Framework, will be implemented.

## Client reflection



### Dan shares his journey

Dad drank every day. I do not remember a time when I did not see him with a beer in his hand. Growing up, I thought it was normal to move around so much. Dad said it was an adventure, a good way for him to start fresh. I only realise now that I replicated the patterns Dad had as an alcoholic with my own drinking. The impact on my life and my family was a bit different. Instead of suffering in silence like we did, my wife and kids spoke up.

I came to Odyssey House having reached a point of crisis in my life. I had become someone I thought I would never be, and, as a result had been acting out for years through self-destructive behaviours, particularly through substance abuse and isolation. From the outside it may have looked like my life was going well. I had a prestigious job, had achieved highly academically, and had a beautiful wife and kids. Underneath all of these things was a darker truth that I was not facing, multiple mental health diagnosis that had been left badly managed for years and my denial of the adverse effects that my drinking was having on the quality of my life.

What I couldn't deny was the fact that my heavy drinking and unwillingness to deal with problems in my life ended up with me being involved in a serious motor accident, being scheduled under the mental health act and being given an ultimatum by my wife that I wasn't welcome home until I did something to sort myself out. I was told about Odyssey House by a friend of mine. The very act of seeking treatment was an important and vital step in finally recognising and expressing that I had a problem.

I am heading into my 50s realising that I did not really know myself. In the program I worked on understanding how I had not faced the grief and loss of my Dad, who he was, what he meant to me and who I am in relation to him. I worked on my communication and authoritarian styles and explored my self-worth and self-validation through a series of artworks and counselling and group sessions. My kids began to visit me regularly while I was in treatment and I am slowly rebuilding my connection with them.

I know that I have to keep working on my life. Everyday I think about where I have been, where I am and where I want to be. My time through the Odyssey House program was challenging and rewarding, and has filled my future full of hope. I am now the "someone" I always aspired to be.

**The legislative frameworks we comply with or work within are:**

- Australian Charities and Not-for-profits Commission
- The Fundraising Institute of Australia's Principles and Standards of Fundraising Practice
- Trade Practices Act 1974
- Australian Charter of Healthcare Rights (2008)
- The National Safety and Quality Health Service (NSQHS) Standards (2011)
- Crimes Act 1900 (NSW)
- The Ombudsman Act 1974 (NSW)
- NSW Trustee and Guardian Act 2009
- NSW State Records Act 1998
- The Privacy Act 1988
- The Family Law Act 1975 (Cth)
- Education Act 1990 (NSW)
- Teachers Accreditation Act 2004
- Institute of Teachers Act 2004
- Disability Discrimination Act 1992
- Work Health and Safety Act 2011
- Food Act 2003
- Explosives Act 2003
- Building Code of Australia

**Our Professional Services**

Independent Auditors – Deloitte Touche Tohmatsu

Bank – Odyssey House's main bank accounts are with Westpac Banking Corporation. We also have accounts with Bankwest

Legal Advisors – Marsdens Law Groups

In tribute of our 40th anniversary, Mrs Linda Hurley (wife of our Patron His Excellency General, The Honourable David Hurley AC DSC (Ret'd) prepared the following song in our honour.

## **Song for Odyssey House**

Odyssey House was started by a dad who felt great pain  
He wanted help for others for addictions were to blame  
He built a safe community where habits could be changed  
A clear holistic treatment where healthy skills are gained

It's hard to take the first steps and seek out guiding care  
Effects of drugs and alcohol can be so hard to bare  
Change habits of a lifetime and learn the skills to cope  
At Odyssey the program gives these people hope

The program is not easy confronting all your fears  
Self-confidence is building but often there are tears  
You work on education life skills and training too  
The groups work with a structure, the stages you go through

At Odyssey there's healing and people change their lives  
The teachers and the program the lovely singing thrives  
We thank you for your caring you all work as a team  
The Odyssey Community helps people reach their dream

By Mrs Linda Hurley



**ODYSSEY HOUSE**  
NEW SOUTH WALES

**Odyssey House**

PO Box 459, Campbelltown NSW 2560

**Administration**

T: 02 9820 9999 F: 02 9820 1796

**Admissions**

T: 1800 397 739

**Donations**

T: 02 8307 8838

**[odysseyhouse.com.au](http://odysseyhouse.com.au)**

Registered Charity Number CFN 12596 ABN 49 001 418 257