

Our 2019-2022 strategy on a page

Our aspiration

By 2022 we help more people impacted by substance use to achieve even better outcomes than today and can demonstrate our positive impact for the people and communities we serve.

Our scope

- Residential and Non-Residential Withdrawal, Rehabilitation, Aftercare, Harm Reduction and Community- based services
- For Adults and Youth from diverse backgrounds
- Delivered from Melbourne and regional Victoria
- Funded by Government and transformational philanthropy

Where we will lead

- Client-centred services and treatment model(s)
- Clinical operational excellence
- Sector reach and influence
- Outcomes and impact
- Outcomes measurement and reporting

Where we will excel

- | | |
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| People | Supporting and developing Australia's best AOD workforce |
| Client Impact | <ul style="list-style-type: none"> • Translating research into practice and innovating our treatment model(s) • Delivering best practice treatment programs • Developing an evidence base and measuring outcomes against our benchmarks |
| Leadership | Communicating compelling stories to funders and the AOD sector about our approach and outcomes |
| Sustainability | <ul style="list-style-type: none"> • Building 'future-ready' organisational (non-clinical) infrastructure (physical and virtual) that can support our continued growth • Ensuring financial sustainability • Reducing our impact on the environment |
| Growth | <ul style="list-style-type: none"> • Delivering strong financial performance of Windana • Consolidating our recent growth • Ensuring further growth is mission and value aligned • Securing revenue from diverse, reliable sources |

Our priorities for 2020

- Build the capacity and systems to support a competent, confident workforce
- Execute our capital improvement plan including building Welcome House and bedding down our Therapeutic Communities
- Deepen our relationships with our valued donors and supporters
- Implement tangible improvements in our treatment programs
- Engage and influence for better outcomes in the sector and the community

Strategic Narrative

Alcohol and other drug use continues to cause significant harm for adults, young people and communities across metropolitan and regional Victoria, with use of some substances, including heroin and methamphetamine, recently spiking above the long-term trend.

In response, over the five years to 2019, with the significant support of our partners and the Victorian State Government, we have more than doubled the capacity of our residential programs from 56 to 120 beds, with a further 30 beds to become operational by 2022.

Our 2019-2022 strategy builds on the success of our previous strategy and confirms our priorities for the next three years.

Our continued growth provides critical support for our clients and communities yet creates new challenges for us. With half of our people having joined us in the last two years there is a sense of anticipation, and work to be done to extend our capabilities and even better meet the needs of our clients. We need to invest in those areas that give our people and our clients the best experiences and outcomes and enable them to perform at their best and achieve their potential.

We need to find the right balance between our ambition to help even more people and our ambition to strengthen our organisation so that we remain strong and sustainable for many years to come.

We will do this by helping clients to continually improve, achieve their aspirations, contribute and realise their potential. We will demonstrate the impact of our work through robust data and analytics and compelling stories about the people and communities we serve.

WHERE WE WILL LEAD:

- 1. Treatment model and client-centred services:**
We know that the quality of our clinical services is the cornerstone of our success in helping people impacted by substance use. To be the best for our clients and communities, we must focus on the design of evidence-informed, effective, client-centred services and treatment models.
- 2. Clinical operational excellence:**
Having the right model is necessary but not sufficient for success. We must also demonstrate excellence in the way we operate our clinical services, to efficiently and effectively translate our treatment model into outcomes.
- 3. Outcomes and impact:**
We exist to help people impacted by substance use. To maximise the difference we can make, we must ultimately lead on the outcomes we co-create with our clients and the community.

4. Outcomes measurement and reporting:

To grow support for our treatment model(s), we must not only achieve results, but be able to demonstrate them. Windana's Outcomes Measurement Framework will do this, by enhancing monitoring and evaluation and developing evidence that will inform best practice treatment.

5. Sector reach and influence:

The services we provide for people impacted by substance use can extend beyond our clients. To maximise our impact, we will seek to positively influence the sector based on our learnings.

There will be many challenges along the way, including:

- Supporting our people to provide client services in an environment that enables them to do their best work
- Upgrading our technology, embedding more effective processes and enabling greater agility
- Extending our transparency and communication internally and with clients, partners and government
- Growing our capacity to raise funds from existing and new sources whilst securing funding for strategic projects.

TO SUCCEED, WE WILL EXCEL AT:

People

Supporting and developing Australia's best AOD workforce.

Client Impact

Translating research into practice and innovating our treatment model(s), delivering best practice treatment programs, and developing an evidence base and measuring outcomes against our benchmarks.

Leadership

Communicating compelling stories to funders and the AOD sector about our approach and outcomes.

Sustainability

Building 'future-ready' organisational infrastructure (physical and virtual) that can support our continued growth, ensuring financial sustainability and reducing our impact on the environment.

Growth

Delivering strong financial performance of Windana, consolidating our recent growth and ensuring further growth is mission and value aligned.

We know we can do this because our history of achievement, using our evidence-informed approach, has been recognised by peers and stakeholders and endorsed by the Victorian Government's investment in our services. We are delivering on our commitments for an additional 80 beds in 3 locations since 2016/17 and we have the people, the passion and the persistence to ensure our ongoing success.