



Odyssey House Victoria

Strategic Plan 2019 – 2022

Odyssey House Victoria is a state-wide organisation dedicated to improving the lives of individuals who experience significant or long-term problems due to their alcohol and other drug use. In addition, Odyssey House has a commitment to assisting in the prevention of these problems in the community, and to offering support to family members, including children, affected by someone else's alcohol or other drug use.

Our History

The first Odyssey House opened in New York in the United States in 1966 as a residential rehabilitation program for people with a drug and alcohol addiction. The original program philosophy and treatment approach is described by Densen-Gerber (1973), who later brought the Odyssey House Therapeutic Community model to Australia, together with Milton Luger. Emerging from social psychiatry, the program views problematic alcohol and other drug use as a symptom of other underlying issues, and combines peer support by others in recovery with medical and psychological expertise.

Central to the Odyssey philosophy was the conviction that a new, drug-free lifestyle could be created through self-discovery, behavioural change and new relationships, and that this could be achieved within a supportive residential community environment founded on mutual respect and responsibility.

Odyssey House came to Australia in 1977, when Walter McGrath, whose son James died at the age of eighteen from a heroin overdose, established the James McGrath Foundation and sought help to establish a therapeutic community at Campbelltown, New South Wales.

The following year, a group of concerned Melbourne citizens and parents established the James McGrath Foundation in Melbourne and in 1979 Melbourne's Odyssey House opened in an ex-Salvation Army Hostel opposite St Vincent's Hospital. After a brief move to Millgrove near Warburton, the community settled into its present home in July 1980, a former Roman Catholic Monastery in Lower Plenty. Built in 1952 and set in eighteen hectares of rolling farmland and bush by a bend in the Yarra River, the purchase was made possible by the determination of the initial board, and fundraising and community support, despite some opposition from local residents.

Not long after Odyssey House was established, a city based "shopfront" was established in Prahran as the admission point for clients entering the therapeutic community, also providing a small range of community based services. Over time, the number of funded residential beds has increased at Lower Plenty, and other new residential facilities have also been established.

Together with partner organisations, Odyssey's Community Services have grown significantly across metropolitan Melbourne and regional Victoria. They now provide a broad range of counselling, support, withdrawal and outreach programs to people of all ages affected by drug and alcohol addiction.

The Odyssey Institute, a Registered Training Organisation, provides face-to-face and online accredited training and other short courses that focus on drug and alcohol and mental health skills, to clients, community members, and professional staff across Australia.

Odyssey House's logo, the symbol of the ship, represents an "odyssey" or a long and courageous journey. In a similar way, Odyssey clients make their own difficult journey of self-discovery and change.

Vision (What we trying to achieve)

A society, free from the problematic use of alcohol and other drugs, in which citizens reach their full potential and are meaningfully engaged in work, family and community life.

Purpose (Who we are and what do we do)

Odyssey House Victoria is a specialist alcohol and other drug treatment organisation that provides holistic opportunities for change and growth by reducing drug use, improving mental health, and reconnecting people to family and the community.

Our Values

- Promoting **Hope** for change and **Expectation** to reach one's full potential
- Upholding our pillars of **Love, Trust, Honesty, Respect** and **Concern**
- Encouraging **Perseverance** and **Innovation** to make a real difference in people's lives

Our Principles

- Striving for **Excellence, Quality** and **Integrity** in all things
- Providing **Individual** and **Holistic** responses in a **Safe** and **Welcoming Environment**
- Valuing the unique **Experience** and **Contribution** of each individual
- Operating **Efficiently, Flexibly,** and **Sustainably**
- **Building Partnerships** to achieve common goals

Our beliefs and operating guidelines

- People come to Odyssey House Victoria for help with their alcohol and other drug problems, but Odyssey House always aims to work more broadly with people, their families and the community to address the range of issues that contribute to, or arise from, their drug and alcohol problems.
- Underlying issues vary from person to person and may include other health or mental health problems, trauma, child abuse or neglect, relationship breakdown, parenting, gambling or financial problems.
- Odyssey House staff do not blame people for their past experiences. However, we encourage people to share a responsibility for their recovery and getting the help they need.
- Odyssey House staff take a bio-psycho-social and public health approach, rather than a legal or medical approach to respond to drug and alcohol problems, and we utilise the expertise and support from a range of professions, peers, and those in recovery to deliver our services.
- Our services support people to achieve their goals and to establish meaningful participation in the community, including vocational training and employment. Assisting people to develop positive relationships and effectively manage their emotions are keys to their recovery and wellbeing.

- Staff members work to instil a belief that change and recovery are possible, utilising a strengths-based approach.
- Odyssey House believe that family inclusive approaches to treatment generally lead to improved long-term outcomes for all involved. Protecting the wellbeing and safety of children is everyone's business and we work hard to maintain a "child safe" organisation.
- Odyssey House seeks and values the input of clients and consumers in the development and management of our programs and services.
- Our programs draw on the available evidence and practice wisdom from an eclectic mix of models and theories to ensure the best possible service responses are being provided. We also aim to contribute to the evidence through our own evaluations and research.
- Odyssey House examines emerging needs, takes calculated risks, and strives to innovate wherever possible, documenting our findings along the way.
- Odyssey House aims to direct most of our resources toward service delivery. Consequently, our administration and management costs are appropriately modest, and within sector benchmarks.
- Odyssey House welcomes people of all cultural backgrounds, faiths, gender and sexual orientation into our services. We aim to be flexible and sensitive, wherever possible, to accommodate their diverse needs.
- Odyssey House will be pro-active in increasing the diversity and gender equality of our staff and senior management, and we will contribute to the development of women in leadership roles.
- Odyssey House Victoria recognises that Aboriginal people were the original custodians of the land on which we live and work. Consequently, we accept that we have a unique responsibility to promote the wellbeing and culture of Aboriginal Australians. We are committed to reconciliation and closing the health gap, and we will strive to build relationships with Aboriginal Australians to ensure our services are accessible, relevant and culturally safe.

Current and Anticipated Future Environment and Issues

- Ongoing national and state reform of health service systems and fiscal restraint
 - Tension between increased government expectations, regulation and oversight, and the desire of government to simplify bureaucracy and outsource risk
- Move towards activity based funding and greater accountability of performance across all programs
- Increasing policy directives that promote integrated service provision and partnerships, with the challenges of linking data and client records
- Ever increasing competition for fundraising dollars
- Fragmented funding streams and responsibilities within Government making the delivery of integrated holistic services more complex, but highly necessary
- An increased focus on Risk Minimisation and Risk Management
- Challenges in recruiting and maintaining sufficiently qualified, affordable and experienced staff, who also come with values aligned to OHV
- Governance and human resource challenges associated with expanding operations, developing leaders, working within consortiums, and working across multiple sites
- Attracting sufficient resources to adequately maintain facilities and large capital items

Strategic Plan 2019-2022

The following Strategic Plan incorporates the major initiatives and strategies to be pursued by Odyssey House Victoria over the next three to four years. Odyssey's CEO will report to its Board of Directors at least annually on the progress and outcomes of these strategies.

The five **Objectives** and their related **Actions** provide a general framework within which the various divisions and functions within Odyssey will develop and implement their own plans and projects. The **Key Performance Indicators** form the basis of measuring staff and management performance in the realisation of these Objectives.

This Strategic Plan is designed to be a "rolling plan". Consequently, it will be reviewed and adjusted (where necessary) on an annual basis to incorporate new directions and changes in the operating environment such as new major issues, challenges, funding, and Government directions etc. This review will be done in consultation with the Odyssey Board of Directors, utilising feedback from staff and clients.



ODYSSEY HOUSE
VICTORIA

1. Enhance Service Capacity & Outcomes

Three Year Objective			
<i>To enhance the capacity of Odyssey House Victoria (OHV) to achieve its Purpose by: extending the number, quality and accessibility of our residential and community-based drug and alcohol treatment programs; delivering high quality and innovative training programs to more clients and professionals; and encouraging employees to develop new and improved ways of achieving positive outcomes for clients.</i>			
Priorities for Action	Key Performance Indicators	Accountability	Timeframe
1.1 Develop, implement and maintain administrative processes, databases, and systems to facilitate high quality business and treatment standards across all OHV programs	<ul style="list-style-type: none"> • ISO 9001 certification and ATCA standards are maintained • Client outcome measures indicate positive change in clients' drug use, health and wellbeing • Compliance with relevant legislation, regulation and standards is maintained and any exceptions are addressed promptly • Residential programs maintain occupancy rates above 80% • Community based programs meet or exceed funded targets and any underperformance is addressed promptly • Client Management Database maintained and improved 	<ul style="list-style-type: none"> • CEO/all • Managers • CEO/EMs • EM Resi/Managers • EM AOD/Managers • CEO/EMs/Managers 	<ul style="list-style-type: none"> • Ongoing
1.2 Develop client treatment plans in all programs and review regularly	<ul style="list-style-type: none"> • Annual reviews of client treatment plans indicate that programs are meeting their negotiated goals and expectations 	<ul style="list-style-type: none"> • Managers 	<ul style="list-style-type: none"> • Ongoing
1.3 Conduct cross-team or external reviews of each program area at least annually and implement recommended measures for improvement	<ul style="list-style-type: none"> • Annual program reviews/internal audits completed and recommendations implemented where appropriate • Review TC Admissions Process and implement enhancements • Review the provision of residential GP services 	<ul style="list-style-type: none"> • Managers 	<ul style="list-style-type: none"> • Ongoing • July 2019 • Dec 2019
1.4 Maintain and expand the number of suitable and safe facilities for the delivery of programs	<ul style="list-style-type: none"> • Establish new Bairnsdale residential program • Support the establishment of new Wangaratta residential program • Redevelop Benalla Circuit Breaker residential facility • Maintain a Child Safety Policy • Adequate satisfaction with facilities obtained from staff and clients • All OHV programs become tobacco free 	<ul style="list-style-type: none"> • CEO/EM Resi • CEO/EM Resi • CEO/EM Resi • CEO/EMs • EMs 	<ul style="list-style-type: none"> • Dec 2019 • Dec 2021 • June 2020 • Ongoing • 2020
1.5 Maintain an innovative, profitable and efficient Training Unit using OHV trainers and others with relevant sector experience	<ul style="list-style-type: none"> • Training Unit achieves and maintains profitability • Maintain Registered Training Organisation status, ASQA & DDDBCP accreditation • RTO tracks student enrolments and unit/course completions • Increased number of students undertaking courses • Achieve and maintain 70% course completion rates 	<ul style="list-style-type: none"> • EM/Manager OI • EM/Manager OI • Manager OI • Manager OI 	<ul style="list-style-type: none"> • Dec 2020 • Ongoing • Ongoing • June 2019

1.6	Develop and trial new or innovative treatment programs to enhance clients outcomes and address unmet needs	<ul style="list-style-type: none"> Review changing client characteristics and unmet needs and adapt programs to suit A number of new programs are developed and trialled 	<ul style="list-style-type: none"> EMs 	<ul style="list-style-type: none"> Ongoing
1.7	Invest in Information Technology to improve service quality and efficiency	<ul style="list-style-type: none"> Operational and Capital IT budget is maintained at 3-4% of total labour expenses 	<ul style="list-style-type: none"> EM Finance/ IT Manager 	<ul style="list-style-type: none"> Ongoing
1.8	Enhance consumer participation and input into service design and delivery	<ul style="list-style-type: none"> Implement consumer participation policies, and respond to consumer feedback Annual survey of client satisfaction 	<ul style="list-style-type: none"> CEO/EMs 	<ul style="list-style-type: none"> Ongoing 2019-22
1.9	Maintain processes to identify and manage risk including OH&S, clinical, physical, financial, reputational and regulatory	<ul style="list-style-type: none"> Bi-Annual review of risks conducted and used to inform risk management plan and areas of focus for Internal ISO 9001 audits and OH&S priorities. Comply with all OH&S regulations and legislation Complete annual risk attestation in line with ISO 9001 	<ul style="list-style-type: none"> EM Finance/CEO CEO 	<ul style="list-style-type: none"> Ongoing Ongoing
1.10	Improve access, cultural safety and relevance of OHV programs and services for Aboriginal and Torres Strait Islander peoples	<ul style="list-style-type: none"> Implement Stretch Reconciliation Action Plan across OHV and achieve associated goals Develop new Reconciliation Action Plan for 2021 	<ul style="list-style-type: none"> CEO/EMs CEO/EMs 	<ul style="list-style-type: none"> Dec 2020 June 2021
1.11	Improve access and relevant support to a diverse range of clients including Culturally and Linguistic Diverse (CALD) communities, people with disabilities, and Gay, Lesbian, Bisexual, Transgender, Queer and Intersex (GLBTQI) people	<ul style="list-style-type: none"> Review policies and procedures to improve access for, and responses to, the broadest range of clients Ongoing staff cultural training for common CALD communities and GLBTQI issues, and monitoring of client access levels Develop strategies to increase access for staff and clients with disabilities 	<ul style="list-style-type: none"> EMs EMs EMs 	<ul style="list-style-type: none"> June 2020 Ongoing Dec 2020
1.12	Improve communication with and support provided to families and significant others of people accessing our treatment services	<ul style="list-style-type: none"> Routinely speak with clients about contacting a family member or significant other (unless inappropriate) in order to provide information, clarify expectations around privacy and follow up, and identify support needs/make referrals. 	<ul style="list-style-type: none"> EMs 	<ul style="list-style-type: none"> Dec 2019
1.13	Participate in advocacy, leadership and policy formation in AOD treatment and related sectors	<ul style="list-style-type: none"> OHV contributes to >12 advocacy or policy debates p/a OHV is represented or provides input into peak AOD bodies and committees at the State & Federal Level Performance review feedback and invitations to sit on advisory groups from DHHS indicate that OHV is considered to be a leading AOD treatment organisation 	<ul style="list-style-type: none"> CEO/EMs/Managers CEO/EMs/Managers CEO 	<ul style="list-style-type: none"> Ongoing
1.14	Improve solution focussed support and evidence informed practice across all OHV programs to enhance recovery and wellbeing outcomes	<ul style="list-style-type: none"> Review and implement service improvements to better support the holistic needs of clients and residents across all OHV programs in line with the OHV Treatment Framework 	<ul style="list-style-type: none"> EMs/Managers 	<ul style="list-style-type: none"> Dec, 2019

2. Build a Secure Financial Position

Three Year Objective			
<i>To contribute to the ongoing viability of Odyssey House Victoria by attracting adequate financial resources, identifying and pursuing opportunities for growth, and developing and implementing sound financial plans and efficient and effective systems and management practices.</i>			
Priorities for Action	Key Performance Indicators	Accountability	Timeframe
2.1 Secure recurrent financial resources to ensure ongoing delivery of quality, intensive, residential and community based treatment programs in Victoria, prioritising those with long-term drug or alcohol dependencies and their families	<ul style="list-style-type: none"> Recurrent funding matches true costs for core programs Range of treatment programs maintained and grown Trust & Foundation and donation income is in line with budget Maintain appropriate annual positive cash flow > \$750,000 (>3%), to fund contingencies and invest in future priorities 	<ul style="list-style-type: none"> CEO/EMs CEO EM Development CEO/ EM Finance 	<ul style="list-style-type: none"> Ongoing
2.2 Identify and pursue relevant new opportunities for upgrading facilities and expanding/developing new treatment, training and support programs	<ul style="list-style-type: none"> Increased number of funded clients serviced by OHV Increased number of funded courses of treatment completed Attract or allocate resources to upgrade Richmond office Secure loan to partly finance re-development of Circuit Breaker facility 	<ul style="list-style-type: none"> CEO/Ems CEO EM Finance 	<ul style="list-style-type: none"> Ongoing June 2020 When required
2.3 Implement, review, and maintain sound financial practices to ensure well costed business plans are developed for new programs and spending is in line with budgets	<ul style="list-style-type: none"> Annual budget presented to the Board on time Delegations of authority are reviewed and adhered to Program Budgets are developed, in collaboration with Executives and Managers across the organisation Monthly financial reports provided to/reviewed by Managers Board provided with at least 6 reports p/a of performance against budget Planned financial outcomes within the budget are met Auditor's approval of annual accounts is obtained 	<ul style="list-style-type: none"> EM Finance/CEO All Staff EM Finance/EMs/Managers EM Finance/CEO 	<ul style="list-style-type: none"> Ongoing
2.4 Maintain an affordable administration cost	<ul style="list-style-type: none"> Maintain the Administration costs below 25% of total labour expenses or below 15% of total budget 	<ul style="list-style-type: none"> CEO/EM Finance 	<ul style="list-style-type: none"> Ongoing
2.5 The environmental impact of OHV is considered and minimised where practical	<ul style="list-style-type: none"> An environmental audit is conducted each 4 years and practical recommendations are implemented 	<ul style="list-style-type: none"> EMs/Managers 	<ul style="list-style-type: none"> Dec 2019
2.6 Provide managers with training around program targets and budgets, and increase Manager accountability for their service delivery targets, expenditure and income	<ul style="list-style-type: none"> Performance matches funded targets in all programs All managers complete basic financial training or receive orientation to basic financial reports and spreadsheets Executive Managers review performance targets in their areas at least quarterly 	<ul style="list-style-type: none"> EM Finance/Managers EMs 	<ul style="list-style-type: none"> Ongoing
2.7 Develop fundraising and marketing strategies aimed at increasing financial reserves and expanding service capacity.	<ul style="list-style-type: none"> Marketing & Communication Plan refreshed and implemented Annual Fundraising strategy developed and implemented Fundraising targets are met annually Direct fundraising costs below 30% of fundraising income Explore new revenue generating initiatives 	<ul style="list-style-type: none"> EM Development 	<ul style="list-style-type: none"> Ongoing

3. Develop Staff and Culture

Three Year Objective			
<i>To enhance the job satisfaction and productivity of Odyssey House Victoria employees by fostering a workplace culture in which staff are encouraged and assisted to reflect on and improve their capabilities and work performance.</i>			
Priorities for Action	Key Performance Indicators	Accountability	Timeframe
3.1 Attract and retain a skilled workforce capable of addressing the drug and alcohol, mental health, and other treatment and support needs of clients	<ul style="list-style-type: none"> Regular surveys of employee engagement reveal a culture that is very supportive of employee performance, satisfaction, innovation and wellbeing All new recruitments meet selection criteria contained in relevant Position Description Employee turnover is <20% p/a and absentee rates are monitored for acceptability Employee salaries and conditions compare favourably with those of similar agencies and benchmarked as required Employees receive annual salary increases, subject to adequate performance Review and refresh organisation succession plan 50% of senior Odyssey House roles performed by women Aboriginal & Torres Strait Islander staff maintained at >10% 	<ul style="list-style-type: none"> CEO/HR Manager EMs/Managers EMs/Managers/HR Manager CEO/EM Finance/HR Manager CEO CEO/HR Manager CEO CEO 	<ul style="list-style-type: none"> 2020, 2022 Ongoing Annual 2020, 2022 Annual 2019 2022 Ongoing
3.2 Conduct annual employee performance and development reviews with all staff to identify skills deficits and opportunities for development	<ul style="list-style-type: none"> Formal Performance and Development reviews completed and documented for all employees by end June each year Annual staff training plan developed and implemented All staff receive regular and appropriate supervision 	<ul style="list-style-type: none"> CEO/EMs/Managers CEO/EMs/Managers 	<ul style="list-style-type: none"> Ongoing
3.3 Provide flexible and attractive opportunities for staff development	<ul style="list-style-type: none"> Training opportunities provided based on outcome of staff surveys or performance and development reviews Strategy developed and implemented to build capacity and depth of management and leadership skills among staff Extend leadership and management capacity of identified women across Odyssey House programs All staff complete child safe training and promote child safety Expenditure on employee training and development initiatives maintained at around 2% of total labour expenses Responsible number of student placements and research projects are supported within OHV 	<ul style="list-style-type: none"> EMs/Managers EMs/Managers CEO/EMs/Managers CEO EMs/Managers 	<ul style="list-style-type: none"> Ongoing June 2019 Dec 2019 Ongoing
3.4 Encourage and resource staff to increase productivity and to explore new program models	<ul style="list-style-type: none"> Feedback from Managers indicates that staff have taken up some new evidence-based initiatives or ideas to enhance their efficiency or effectiveness High quality innovations & opportunities for improvement suggested by staff 	<ul style="list-style-type: none"> Managers CEO/EMs/Managers 	<ul style="list-style-type: none"> Ongoing Annual

4. Evaluate and Communicate Outcomes

Three Year Objective			
<i>To communicate the effectiveness of Odyssey House Victoria programs by formally assessing our programs, our policies and our practices, and by informing stakeholders and the general community of our outcomes.</i>			
Priorities for Action	Key Performance Indicators	Accountability	Timeframe
4.1 Conduct ongoing research and evaluations of Odyssey programs and incorporate practice and research based outcome measures into service delivery where practical	<ul style="list-style-type: none"> • Data on client outcome measures are collected and analysed annually where practical • Conduct research on program elements and client needs where feasible to inform continuous improvement of service delivery • Annual Client Experience Survey indicates a high level of satisfaction with OHV programs • Develop an OHV Treatment Framework 	<ul style="list-style-type: none"> • EMs • CEO • CEO • CEO/Ems/Managers 	<ul style="list-style-type: none"> • Dec 2019 • Ongoing • Ongoing • Aug 2019
4.2 Provide accurate and timely reports to all program funders	<ul style="list-style-type: none"> • Quality program reports are provided on time to all Government and other funding bodies 	<ul style="list-style-type: none"> • EMs/Managers 	<ul style="list-style-type: none"> • Ongoing
4.3 Utilise academic institutions to enhance the quality of our program evaluations	<ul style="list-style-type: none"> • Increase the number of evaluations that include an external University academic 	<ul style="list-style-type: none"> • EMs 	<ul style="list-style-type: none"> • Ongoing
4.4 Periodically benchmark Odyssey’s policies and practices against other similar organisations	<ul style="list-style-type: none"> • Assessment of Odyssey House against “best practice” benchmarks indicates a strong performance 	<ul style="list-style-type: none"> • CEO/EMs 	<ul style="list-style-type: none"> • Ongoing
4.5 Maintain a high community profile through proactive and responsive use of the media and public appearances of Odyssey spokespeople	<ul style="list-style-type: none"> • High number of references made about OHV in the media • More than 50% of media about OHV includes reference to our achievements or success • High level of community recognition of OHV name and activities as shown in market research 	<ul style="list-style-type: none"> • CEO/EM Development 	<ul style="list-style-type: none"> • Ongoing
4.6 Present papers at major conferences and publish articles in sector and academic journals outlining program outcomes	<ul style="list-style-type: none"> • At least five presentations p/a made in external professional forums about OHV performance or innovations/experience • Increased number of successful submissions made for OHV, staff or program awards 	<ul style="list-style-type: none"> • CEO/EMs • CEO/EMs/Managers 	<ul style="list-style-type: none"> • Ongoing

5. Emphasise Relationships & Partnerships

Three Year Objective			
<i>To enhance Odyssey House Victoria's ongoing success by fostering positive and purposeful relationships within Odyssey House and between Odyssey House and other critical stakeholders and service providers</i>			
Priorities for Action	Key Performance Indicators	Accountability	Timeframe
5.1 Build internal relationships involving the Board, the CEO, Executive Managers and other employees	<ul style="list-style-type: none"> Periodic review with Board members and CEO shows strong working relationship within the Board and between the CEO and the Board, and identifies any areas for improvement Periodic employee survey shows strong leadership provided by Executive team and strong sense of co-operation and trust between employees 	<ul style="list-style-type: none"> CEO CEO/HR Manager 	<ul style="list-style-type: none"> 2019, 2022 2020
5.2 Develop and maintain new policies and practices to enhance holistic client care and service integration (internal and external) for all OHV programs	<ul style="list-style-type: none"> Maintain and review client management database Develop and implement new practices around identified gaps in service integration to better support all clients and residents holistic and specialist needs 	<ul style="list-style-type: none"> CEO/EMs EMs/Managers 	<ul style="list-style-type: none"> Ongoing
5.3 Enhance partnerships with Government, Trusts and Foundations, Business, and the general community	<ul style="list-style-type: none"> Meet contracted deliverables and achieve positive feedback in performance reviews with funding providers Feedback from senior government officials, funders, and partner agencies indicates strong relationships with OHV Inter-agency protocols in place where useful Maintenance of a database of all government contracts relevant to Odyssey House Enhanced relationships established with other services to better address Family Violence 	<ul style="list-style-type: none"> CEO CEO/EMs/Managers EMs CEO 	<ul style="list-style-type: none"> Annual Ongoing
5.4 Create and maintain new partnerships and consortium arrangements to address service gaps and gain access to new resources	<ul style="list-style-type: none"> Conduct annual performance reviews and compliance checks with partners and subcontractors Above average level of success in gaining financial and other types of support from Government, Trusts, Foundations, business, sponsors and the community for partnership projects and services 	<ul style="list-style-type: none"> EMs CEO/EM Development 	<ul style="list-style-type: none"> Ongoing
5.5 Contribute to the development of all consortia in which we are members to enhance each partner's strategic goals and client outcomes	<ul style="list-style-type: none"> Review consortium Strategic Plan and formal MOUs Ensure consortia contracts contribute sufficient resources to meet/exceed associated costs 	<ul style="list-style-type: none"> CEO CEO 	<ul style="list-style-type: none"> Ongoing Ongoing
5.6 Develop a strong relationship with other Australasian Odyssey House programs	<ul style="list-style-type: none"> Conduct periodic activities with other Odyssey House staff and programs Examine opportunities for mutually beneficial initiatives 	<ul style="list-style-type: none"> EMs CEO 	<ul style="list-style-type: none"> 2020 Ongoing