



NADA
network of alcohol and
other drugs agencies

NGO Service Development Grant Program: Round 2 Final Report

1st July 2021

The Network of Alcohol and other Drugs Agencies (NADA) is the peak organisation for the non government alcohol and other drugs sector in NSW.

NADA's goal is to lead as a member driven peak body, building sustainable non government alcohol and other drug organisations to reduce alcohol and drug related harms to individuals, families and communities in NSW.

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EXECUTIVE SUMMARY

This report presents the outcomes of the NGO Service Development Grant (SDG) Program Round 2 administered by the Network of Alcohol and other Drugs Agencies (NADA) between March 2020 to June 2021.

The \$525,000 program, funded by the New South Wales Ministry of Health (NSW Health), was to support non-government organisations to undertake short-term projects that will support the implementation of safety and quality initiatives for improved AOD service delivery, client experience and client outcomes. Specific to this round's grant program were the following streams:

1. **Stream 1** – focus on improving access and equity regarding a specific target population; and
2. **Stream 2** - Projects designed to improve safety while in AOD treatment.

An additional element for the proposed funding focused on Assessing Research Capacity across the NSW drug and alcohol specialist (AOD) treatment sector. An amount of \$50,000 was allocated to NADA for the research capacity project. This secondary component of round 2 was to assess the AOD sector's research capacity through a partnership between NADA and the Drug and Alcohol Clinical Research Improvement Network (DACRIN). It was proposed to undertake a survey, with both public and NGO service providers and provide a baseline of research capacity in the sector that could then be used to assess the utility of current activities; inform the development of capacity building initiatives; and provide a solid platform for a pre-post evaluation of those initiatives. A report detailing the specific work to date on this project is attached as **Appendix 1** to this report. The project is due for completion in October 2021.

Following a competitive application and selection process, NADA awarded nine organisations funding for the SDG Program:

Organisation	Stream	Project Focus	Outcomes
DAMEC	1	DAMEC Consumer Participation Strategy	The project enhanced DAMEC's capacity of involving consumers through peer-led approach and recruited two project workers who had lived experience.
Calvary Riverina Drug and Alcohol Centre	1	Women's wellness and recovery program	Creation of a day program designed around the needs of pregnant women and mothers to mitigate against the many barriers this cohort experience, has successfully been operational over the last 6 months.
ADARRN (The Glen Centre)	1	Aboriginal Rehabilitation Model of Care Training	The roll-out of a culturally informed training package based on the ADARRN Model of Care best practice for working with Aboriginal clients in a residential rehabilitation setting.
The Haymarket Foundation	1	Bourke St Aboriginal and Torres Strait Islander Project	The project increased Aboriginal client representation in the Bourke Street Program from 3.3% to 33%. In addition to improving access, 60% of Aboriginal and Torres Strait Islander clients graduated from the program (and do not require further AOD services).
Community Restorative Centre	1	Leaving custody and Staying Out During Covid19; a CRC mapping, research and capacity building project	Increasing the capacity of CRC to provide quality remote support including tele-casework/counselling. Developing and implementing alternative referral mechanisms from the prisons and expanding the availability of

			telephone support to larger numbers of post release populations across the state.
Mission Australia – Triple Care Farm	1	Evaluating the effectiveness of telehealth options for young people accessing AOD support.	An assessment of staff and young people’s understanding and gathered preliminary information about the use of online platforms
Directions Health	1	COVID-19 Connectivity Project	A total of 39 NSW clients received brokerage to recharge their phone/data credit to support their ongoing engagement in treatment during COVID-19 lockdown.
Uniting Medically Supervised Injecting Centre	2	Accurate assessment of, and response to suicide risk among clients attending the Uniting Medically Supervised Injecting Centre	Establishment of a consumer and clinical panel which led to development of a communication strategy, dissemination and capacity building across the AOD treatment sector, and development of staff training materials. (Note: project still ongoing)
Alcohol & Drug Foundation NSW – Kathleen York House	2	Development of online telehealth resources to support women during the Covid period and to continue post pandemic whilst still out in the community	Development of twelve group sessions for online delivery and development of thirteen skills groups for online delivery for women on the waitlist

The SDG Program Round 2 was considered highly valuable to all grant recipients with some significant improvements in increased inclusivity for specific populations, enhanced support for clients during COVID-19 and increased consumer participation. There were also outcomes specific to increasing the safety of people accessing treatment and for their continuing care in the community.

Upon culmination of the projects, the final output of the Service Development Grants Program was for organisation to present at the NADA Conference 2021 and share their learnings with the broader AOD sector. In summary, this grants round was particularly useful in capturing the significant adaptations being made by the specialist NGO AOD treatment services sector in response to the impact of the COVID-19 epidemic. These grant funds enabled several services to embed virtual care practices into routine care in a safe and responsive way. Furthermore, with an emphasis on inclusion, consumer participation and promotion in the specialist expertise of the Aboriginal and Torres Strait Islander workforce, the voices of those often most marginalised were given the respect and attention they deserve.

INTRODUCTION

In 2019, the Network of Alcohol and other Drugs Agencies (NADA) was funded by the NSW Health to administer a service delivery grants program worth a total of \$475,000 for non-government organisations (NGO). The program was called the Service Development Grants Program (hereafter referred to as the Program or SDG Program). The success of this grants program for individual services, people accessing their services and the sector was significant. As a result, in 2020, a further grants round was funded by NSW Health worth \$525,000.

BACKGROUND

In 2016/2017 the NSW Government increased funding by \$75 million over four years to tackle drug misuse in the community. This package of investment focuses on supporting more young people, more people into treatment and more families. The Early Intervention Innovation Fund is \$8 million over four years and is part of the NSW Drug Package and is made up of the NGO Evaluation Grants Scheme (NGO EGS) and AOD Innovation Grants Scheme (IGS). There have been two rounds of each of these schemes to date, with funds remaining for a further round/s.

The AOD Early Intervention Innovation Fund could be further used to support safety and quality improvements as part of work being carried out across the AOD sector regarding Clinical Care Standards – which outline the foundational elements of care that underpin essential practices in alcohol and other drug treatment services. The Clinical Care Standards are informed by accreditation standards currently applied across the NGO sector from the NSW Parliamentary Inquiry *The provision of drug rehabilitation services in regional, rural and remote NSW* also identified opportunities for improving AOD treatment provision.

It was proposed that the NGO sector would benefit from targeted grants designed to unearth strategies to improve consumer experiences of accessing AOD treatment. As identified via the NSW Parliamentary Inquiry illuminating strategies to access issues, including long waiting times for assessment and intake to residential services, difficulties for clients maintaining contact while on treatment waiting lists, and uncoordinated care with withdrawal management services. This grants round was successful in achieving its aims in October 2019 NADA meet with Ministry staff to discuss the creation of a second round of NGO Service Development Grants from the AOD Early Intervention Innovation Fund that could be further used to support NGO service delivery.

It was agreed that a budget of \$525,000 be directed to this work, with a focus on capacity development within the NGO specialist sector that would improve access, equity and safety of services provided by NGOs. The grants should also be directed at exploring innovative approaches to delivering safe and effective services.

To this end it was also agreed that a focus in the round two grants should be on services provided to Aboriginal and Torres Strait Islander people via Aboriginal Community Controlled alcohol and other drugs health services. NADA also proposed a one-off allocation from within these funds to conduct an assessment of research capacity across the NSW drug and alcohol treatment sector in partnership with DACRIN.

As with the previous Service Development Grants program, the Ministry would provide funds to NADA to administer the grants program, in partnership with NSW Ministry of Health representatives.

PROJECT OBJECTIVES

The purpose of round two of NGO Service Development Grant Program (the Program) was to support NGOs funded by NSW Health for the delivery of AOD treatment services to engage in projects designed to increase service capacity regarding access, equity and safety for people seeking and engaging in AOD treatment. The two different streams for the projects were:

- **Stream 1: Projects designed to improve the access, orientation to and safety while in, AOD treatment.**

Submissions for this stream would specifically outline dedicated projects that are designed to improve access to treatment with an emphasis on community education, support for people who may be on a waiting list, considerations of specific barriers to treatment such as childcare for parents trying to access counselling. Projects focused on orientation to a service may explore communication regarding their programs, support for families and significant others who may need education about what a treatment program might entail via information groups and implementation of peer, or buddy systems for new admissions to treatment. Projects may also explore specific strategies or the implementation of approaches, tools or structures that promote safety within the treatment service.

- **Stream 2: Projects that focus on improving access and equity regarding a specific target population.**

Submissions for this stream would focus on improving consideration and treatment delivery for specific target populations such as routinely implementing the gender and sexual diversity questions and preparing care plans that incorporate support for those clients. Improving access for people from CALD communities via connections with local multicultural support services or improving the quality and safety of services for Aboriginal and Torres Strait Islander clients.

Grant to Assess the Research Capacity of the NSW drug and alcohol specialist (AOD) treatment sector

An additional element for the proposed funding focused on Assessing Research Capacity across the NSW drug and alcohol specialist (AOD) treatment sector. An amount of \$50,000 was allocated to NADA for the research capacity project. This secondary component of round 2 was to assess the AOD sector's research capacity through a partnership between NADA and the Drug and Alcohol Clinical Research Improvement Network (DACRIN). It was proposed to undertake a survey, with both public and NGO service providers and provide a baseline of research capacity in the sector that could then be used to assess the utility of current activities; inform the development of capacity building initiatives; and provide a solid platform for a pre-post evaluation of those initiatives.

A part-time research officer was employed by NADA and has worked closely with the DACRIN state-wide Coordinator to implement the project. The partnership with DACRIN will assist in supporting future collaborative research and clinical practice activities across the NSW AOD specialist treatment sector. At the time of writing this report data collection had been completed and analysis had commenced. A report detailing the specific work to date on this project is attached as **Appendix 1 to this report**. The project is due for completion in October 2021.

METHODS AND APPROACH

Selection process for SDG Grants Round 2

In March 2020 NADA sent out expressions of interest to their member organisations to identify services interested in participating in the SDG Round 2 Program. The expression of interest was also promoted to NSW Health funded NGOs, and not limited to NADA members only. One off Program grants of up to \$60,000 for

individual organisation applications were made available and \$100,000 for collaborations between multiple organisations were available from a total pool of \$475,000.

The selection process required applicants to submit an expression of interest providing a summary of the project proposal, methodology and budget. A total of 18 applications were received: 15 individual applications and three partnership applications. These were reviewed by a Program Selection Panel comprising representatives from NSW Health, NADA, and an independent consumer representative. An assessment was made using a set of defined selection criteria.

A total of nine organisations were recommended and then approved for funding.

Allocation process

Of the nine successful grant recipients, seven organisations were granted funding for Stream 1, and two organisations were granted funding for Stream 2. Grants allocated ranged from approximately \$44,000 to \$88,000.

Table 1 lists the names of each successful grant recipient, and the amount of funding received via the Program grant.

Table 1: Grant Program Recipients:

Organisation Name	Grant
DAMEC	\$38,333.44
Calvary Riverina Drug and Alcohol Centre	\$60,000
ADARRN (The Glen Centre)	\$100,000
The Haymarket Foundation	\$55,708.89
Community Restorative Centre	\$60,000
Mission Australia – Triple Care Farm	\$300
Directions Health	\$37,084
Uniting Medically Supervised Injecting Centre	\$69,158
Alcohol & Drug Foundation NSW – Kathleen York House	\$60,000

PROJECT DELIVERABLES

Table 2: Summary of grant projects and outcomes

In terms of specific organisational practice enhancement in the areas of access, equity, and safety – participants noted the following:

- **DAMEC** – The project created greater willingness to work with peer workers and consumer representatives and see inherent value in lived experience.
- **Calvary Riverina** – A Women’s Wellness and Recovery Day Program was designed and launched, with a specific focus on pregnant women and women caring for children. The stepped-care approach has enabled choice and responsive treatment with a client-centred approach.
- **ADARRN** – The project has been the vehicle for ADARRN to attract attention and support from associated member services but also the wider sector. Their model of care has been implemented with training and workforce exchange in each participating service.
- **The Haymarket Foundation** – Long term changes have been implemented for the whole organisation regarding enhanced inclusion for Aboriginal and Torres Strait Islander people. Implementing processes, ceremonies and events to celebrate and acknowledge Aboriginal and Torres Strait Islander staff and clients.
- **CRC** – CRC noted increased capacity to provide services to high-risk populations leaving custody who required (and are not able to access) support during COVID.
- **Mission Australia: Triple Care Farm** – noted the importance of collecting feedback to improve upon and learn about service provision. As a result, online platforms will continue to be used to offer different treatment modalities.
- **Directions Health** – The project enhanced the organisations transition to telehealth (virtual care) such as the provision of online groups, which they have continued to offer people accessing their service.
- **UnitingCare MSIC** – Predicted that the project will lead to significant changes to staff training and development in relation to suicide risks among clients. (Note this project is ongoing)
- **Kathleen York House** – The project enabled the organisation to provide services more efficiently and the possibility of growth through virtual capabilities allowing for intake via zoom.

In terms of impact on the organisation’s clients, grant recipients have noted:

- **DAMEC** – The project brought consumers into direct contact with research activities which increased clients’ confidence that their concerns were being considered by service providers.
- **Calvary Riverina** – Increased inclusion for women with complex needs and allowed for access to specialised and tailored drug and alcohol and maternal/parenting support when they need it and at the right support intensity.
- **ADARRN** - The result for Clients who access these services are that they are now more assured of getting a culturally appropriate and consistent level of care through the ADARRN MoC workshops.
- **The Haymarket Foundation** – Aboriginal clients responded positively to the jobs workshop, and it has meant a remodelling of the program to be oriented around cultural inclusion.
- **CRC** – Clients have been able to continue to access services that were not readily available through other avenues.
- **Mission Australia: Triple Care Farm** – supported avenues for feedback and promoted client centred practice.
- **UnitingCare MSIC** – Changes to protocol and staff skill will address issues raised by clients such as power, autonomy and safety in regard to suicidal ideation.

- **Kathleen York House** – Clients benefited from the flexibility of the service and ongoing therapeutic engagement when clients were not able to be physically present due to COVID-19.

As a result of the project, each organisation was able to present key project outcomes at the NADA Conference 2021 and/or produce a suite of resources for both internal and external use, increase access and engagement of people accessing treatment (specifically Aboriginal and Torres Strait Islander people) and increase safety and support via virtual care. Table 3 lists the outputs and materials produced via funding the received from the Program grant round 2.

Table 3: Summary of project outputs and materials

Organisation	Project materials
DAMEC	<ul style="list-style-type: none"> • Presentation at the NADA conference in April 2021
Calvary Riverina Drug and Alcohol Centre	<ul style="list-style-type: none"> • Production of an internal manual for the Women’s Wellness and Recovery Day Program for facilitators of the program. • Production of brochures, graduation certificates, and intake package of information
ADARRN (The Glen Centre)	<ul style="list-style-type: none"> • Creation of Model of Care Workbook to help the facilitators with the workshops.
The Haymarket Foundation	<ul style="list-style-type: none"> • Production of brochures and manuals • Production of video and photo to be shared on social media
Community Restorative Centre	<ul style="list-style-type: none"> • Production of 12 comprehensive factsheets overviewing the key issues for people leaving custody during COVID-19 • Development of toll free 1800 support and referral line for use during 2020
Mission Australia – Triple Care Farm	<ul style="list-style-type: none"> • Production of internal document for CQI purposes and ongoing policy implementation
Directions Health	<ul style="list-style-type: none"> • Establishment of a helpline • Promotion campaigns via social media, text message and email
Uniting Medically Supervised Injecting Centre	<ul style="list-style-type: none"> • Production of detailed comprehensive project report to be provided to NADA by 13 September 2021 • Production of several key peer-reviewed publication outlines to be prepared following report
Alcohol & Drug Foundation NSW – Kathleen York House	<ul style="list-style-type: none"> • Creation of twelve online group sessions (60-90 minutes) • Creation of thirteen online skills sessions (18-25 minutes)

Upon culmination of the projects, the final output of the Service Development Grants Program was for organisation to present at the NADA Conference 2021 and share their learnings with the broader AOD sector.

These lightning rounds were completed by 7 of the 9 recipients and provided an opportunity for their outcomes to be explored – these presentations were recorded and will be available on the NADA website. It is intended that the resource will provide the NADA membership and the broader AOD sector with references and knowledge to inform future service development projects.

KEY FINDINGS

Of the 9 grant recipients, 8 concluded their projects within the period of the grant round – 1 recipient had delays because of COVID-19 and will complete in September 2021. There were two grant recipients who did not expend their full grant allocation and following a request for roll-over (see correspondence 9th of June 2021 – Appendix 2).

The SDG Program Round 2 was considered highly valuable to all grant recipients with some significant improvements in increased inclusivity for specific populations, enhanced support for clients during COVID-19 and increased consumer participation. There were also outcomes specific to increasing the safety of people accessing treatment and for their continuing care in the community.

A specific focus of this grants program was Aboriginal and Torres Strait Islander people, and applications from Aboriginal Community Controlled Organisations were prioritised. As a result, one of the specific outcomes of the SDG Program Round 2 was the ADARRN Aboriginal Rehabilitation Model of Care Training, which has produced training manuals and specific workforce linkages across the Aboriginal Residential Rehabilitation network.

Impacts for grant recipients: Strengths and benefits

All organisations who participated in the Program identified that it brought substantial benefits to their organisation. Positive outcomes included:

- **DAMEC** – the project improved knowledge of cultural and systemic barriers that are encountered by clients.
- **Calvary Riverina** – twenty-two women and their families, including newborns/young children benefited from tailored and specialist drug and alcohol support
- **ADARRN (The Glen)** – The connection of staff with staff from other member services
- **Haymarket Foundation** – The ability to recruit, and put in place strategies to retain a team of Aboriginal Case Managers in the Program
- **CRC** – the development of a remote service delivery model which has expanded the capacity of staff and clients to access remote technology options.
- **Mission Australia Triple Care Farm** – providing young people and staff the opportunity to provide feedback which in turn had an impact on safety and trust.
- **Directions Health** – Access to brokerage reduced financial strain and supported clients to maintain engagement with services.
- **UnitingCare MSIC** – Many components of the study revealed common and reoccurring themes, barriers, and enablers.
- **Kathleen York House** – An opportunity to provide services more efficiently using virtual care methods, with the online groups being used as an adjunct for clients who exit the program.

Challenges

Generally, grant recipient experienced few serious challenges during the project cycle. The most common challenges reported by grant recipients were challenges associated with COVID-19. Due to the pandemic processes such as recruitment of participants and organising focus groups and group discussions took longer

which delayed the project timeline. Services were forced to adapt service provision in line with declared restrictions. Other challenges that organisations experienced were:

- **DAMEC** - Recruiting and retaining research staff with AOD lived experience
- **Calvary Riverina** – COVID-19 was the key issue, but that meant the service worked closely with our PHU to adapt service provision.
- **ADARRN** (The Glen) - The logistics involved in getting staff to be able to attend (As the services need staff on roster 24/7).
- **Haymarket Foundation** - Staff turnover in the Bourke Street Program created issues with workflow – incoming staff did not have awareness of the project.
- **CRC** – Because the risk of COVID-19 transmission was not as significant as what had initially been anticipated Corrections had less interest in working with organisations to improve pathways for people leaving prison.
- **Mission Australia Triple Care Farm** – Only a small sample size could be achieved which didn't allow for in depth comparison between the participant types.
- **Directions Health** – None reported
- **UnitingCare MSIC** – Key challenges were centred around project management, the ambitious scope of the project made keeping to the original timeline impossible.
- **Kathleen York House** – the project enabled ongoing therapeutic connection with clients unable to return following the peak COVID-19 restriction period.

It should also be noted that a portion of funds totalling \$43, 582.41 that were unspent were requested to be rolled over (as per correspondence dated 9th June 2021) and put towards:

1. NADA to enter into an addendum to an agreement under the program with the Drug and Alcohol Multicultural Education Centre (DAMEC) to redirect an underspend of \$10,748.41 to a new activity – The CALD Inclusion Project. These funds will be provided in 2020-21.
2. NADA to roll over \$32,834 of funds from the program to 2021-22 to support:
 - Contribution to CALD project evaluation \$15,616
 - Support finalisation of research capacity study \$17,218

CONCLUDING COMMENTS AND SUMMARY TABLE

The Service Development Grants Program Round 2 was particularly useful in capturing the significant adaptations being made by the specialist NGO AOD treatment services sector in response to the impact of the COVID-19 epidemic. These grant funds enabled several services to embed virtual care practices into routine care in a safe and responsive way, Furthermore, with an emphasis on inclusion, consumer participation and promotion in the specialist expertise of the Aboriginal and Torres Strait Islander workforce, the voices of those often most marginalised were given the respect and attention they deserve.

Service Development Grants Round 2: Summary Table

Organisation	Project	Outcomes	Outputs	Key benefits	Key challenges
DAMEC	DAMEC Consumer Participation Strategy	The project enhanced DAMEC's capacity of involving consumers through peer-led approach and recruited two project workers who had lived experience.	Presentation at the NADA conference in April 2021	The project improved knowledge of cultural and systemic barriers that are encountered by clients.	Recruiting and retaining research staff with AOD lived experience

Calvary Riverin a Drug and Alcohol Centre	Women's wellness and recovery program	Creation of a day program designed around the needs of pregnant women and mothers to mitigate against the many barriers this cohort experience, has successfully been operational over the last 6 months.	Production of an internal manual for the Women's Well ness and Recovery Day Program for facilitators of the program. Production of brochures, graduation certificates, and intake package of information	Twenty-two women and their families, including newborns/young children benefited from tailored and specialist drug and alcohol support	COVID-19 was the key issue, but that meant we worked closely with our PHU to adapt service provision.
ADARRN (The Glen Centre)	Aboriginal Rehabilitation Model of Care Training	Creation of a culturally informed training package based on the ADARRN Model of Care best practice for working with Aboriginal clients in a residential rehabilitation setting.	Creation of Model of Care Workbook to help the facilitators with the workshops.	The connection of staff with staff from other member services	The logistics involved in getting staff to be able to attend (As the services need staff on roster 24/7).
The Haymarket Foundation	Bourke St Aboriginal and Torres Strait Islander Project	The project increased Aboriginal client representation in the Bourke Street Program from 3.3% to 33%. In addition to improving access, 60% of Aboriginal and Torres Strait Islander clients graduated from the program (and do not require further AOD services).	Production of brochures and manuals Production of video and photo to be shared on social media	The ability to recruit, and put in place strategies to retain a team of Aboriginal Case Managers in the Program	Staff turnover in the Bourke Street Program created issues with workflow – incoming staff did not have awareness of the project.
Community Restorative Centre	Leaving custody and Staying Out During Covid19; a CRC mapping, research and capacity building project	Increasing the capacity of CRC to provide quality remote support including tele-casework/ counselling. Developing and implementing alternative referral mechanisms from the prisons and expanding the availability of telephone support to larger numbers	Production of 12 comprehensive factsheets overvie wing the key issues for people leaving custody during COVID-19 Development of toll free 1800 support and referral line for use during 2020	The development of a remote service delivery model which has expanded the capacity of staff and clients to access remote technology options.	Because the risk of COVID-19 transmission was not as significant as what had initially been anticipated Corrections had less interest in working with organisations to improve pathways for people leaving prison.

		of post release populations across the state.			
Mission Australia – Triple Care Farm	Evaluating the effectiveness of telehealth options for young people accessing AOD support.	An assessment of staff and young people’s understanding and gathered preliminary information about the use of online platforms	Production of internal document for CQI purposes and ongoing policy implementation	Providing young people and staff the opportunity to provide feedback which in turn had an impact on safety and trust.	Only a small sample size could be achieved which didn’t allow for in depth comparison between the participant types.
Directions Health	COVID-19 Connectivity Project	A total of 39 NSW clients received brokerage to recharge their phone/data credit to support their ongoing engagement in treatment during COVID-19 lockdown.	Establishment of a helpline Promotion campaigns via social media, text message and email	Access to brokerage reduced financial strain and supported clients to maintain engagement with services.	None reported
Uniting Medically Supervised Injecting Centre	Accurate assessment of, and response to suicide risk among clients attending the Uniting Medically Supervised Injecting Centre	Establishment of a consumer and clinical panel which led to development of a communication strategy, dissemination and capacity building across the AOD treatment sector, and development of staff training materials. (Note: project still ongoing)	Production of detailed comprehensive project report to be provided to NADA by 13 September 2021 Production of several key peer-reviewed publication outlines to be prepared following report	Many components of the study revealed common and reoccurring themes, barriers, and enablers.	Key challenges were centred around project management, the ambitious scope of the project made keeping to the original timeline impossible.
Alcohol & Drug Foundation NSW – Kathleen York House	Development of online telehealth resources to support women during the Covid period and to continue post pandemic whilst still out in the community	Development of twelve group sessions for online delivery and development of thirteen skills groups for online delivery for women on the waitlist	Creation of twelve online group sessions (60-90 minutes) Creation of thirteen online skills sessions (18-25 minutes)	An opportunity to provide services more efficiently using virtual care methods, with the online groups being used as an adjunct for clients who exit the program.	The project enabled ongoing therapeutic connection with clients unable to return following the peak COVID-19 restriction period.

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