

Partnership name: Worcestershire SMAT

Adult drug treatment plan 2009/10
Part 3: Planning grids

Dated: 20th March 2009

Planning grid 1: Commissioning a local drug treatment system

Identification of key priorities following needs assessment relating to commissioning system:

Formal contract agreement and management process to be agreed and implemented,

Agreement of Quality Assurance/Clinical Governance processes and evidencing mechanisms for the SMAT partnership

Implementation of a wide ranging review of all substance misuse services, to include consultation with key stakeholders and service users

Commission a system wide service evaluation map the level of service provision and the quality of the treatment journeys drug using clients receive in Worcestershire

Commence a cycle of market-testing for all substance misuse services

Objective 1

Agree and implement Quality Assurance/Clinical Governance processes and evidencing mechanisms for the SMAT partnership

Delivery Plan:

Actions and milestones	By when	By whom
1.1 Complete clinical governance self assessment across all services	Mar 09	Clinical Governance Lead
1.2 Institute 3 year rolling programme of audit and review, commencing with review of prescribing protocols	April 09	Clinical Governance Lead
1.3 Deliver actions identified through clinical governance audit and review	ongoing	

Expected outcomes:

Improved clinical governance across the treatment system

Objective 2**Implement a formal review process of all substance misuse services****Delivery Plan:**

Actions and milestones	By when	By whom
2.1 Finalise process and documentation for review	April 09	JCM
2.2 Trust SMS review completed	June 09	JCM
2.3 Turning Point review completed	Sept 09	JCM
2.4 Final reports to JCG for consideration	Nov 09	JCM

Expected outcomes:

A detailed understanding of the services delivered, on which to base future commissioning decisions

Objective 3**Implement market testing of all substance misuse services****Delivery Plan:**

Actions and milestones	By when	By whom
3.1 Reports from provider and service-wide reviews to JCG and agree market testing process	Nov 09	
3.2 Tender documentation agreed	Mar 10	
3.3 Initial market testing to commence	April 10	
3.4 Market testing process complete	Oct 10	

Expected outcomes:

Delivery of best quality and value for money drug treatment services within the available funding

Objective 4
Review communications strategy, to ensure that the work of the Partnership is understood and to influence public perceptions relating to substance misuse issues

Delivery Plan:

Actions and milestones	By when	By whom
4.1 Communications Group to review current communications strategy	June 09	Comms Lead
4.2 Work with media company on visual representations for substance misuse issues and services	July 09	Comms Lead
4.3 Review relationship with CDRPs, with regard to participation in the communications strategy	June 09	Partnership Mgr
4.4 Strengthen the links between the drug and alcohol planning and delivery processes and the LAA strategy	June 09	Partnership Mgr

Expected outcomes:

A better understanding among Partners, Stakeholders and the general public of substance misuse issues and the work being carried out to reduce the harm caused to individuals, families and communities

Objective 5**Implement new electronic case management system across remainder of substance misuse treatment system****Delivery Plan:**

Actions and milestones	By when	By whom
5.1 Specification to be agreed	January 09	Steering group
5.2 Tender documentation issued to prospective suppliers	February 09	Performance Mgr
5.3 Service provider agreed	April 09	Steering group
5.4 Case management system installed and operational	July 09	

Expected outcomes

Improved data collection and the ability to generate accurate and timely local performance reports

Planning grid 2: Access and engagement with the drug treatment system

Identification of key priorities following needs assessment relating to access and engagement with the drug treatment system:

Completing developments currently underway to:

- Includes initiatives to attract under-represented groups into the services
- Complete capacity and demand mapping
- Continue to improve services available for criminal justice clients, delivering the IDTS programme and ensuring seamless links between custodial and community treatment
- Improve services for families and carers

Objective 1

Using the Worcester City Rapid Access Methadone Programme (RAMP) model, enhance service provision to the rest of the county.

Delivery Plan:

Actions and milestones	By when	By whom
1.1 RAMP steering group to review progress and outcomes from the first 12 months of the project	June 09	JCM
1.2 Draw up model of service delivery for roll out	Sept 09	JCM & service managers
1.3 Identify resource implications for replicating RAMP model in locality teams	Nov 09	JCM & service managers
1.4 Commence roll out of RAMP model	Mar 10	

Expected outcomes:

Improved engagement with treatment of traditionally hard to reach groups, such as the homeless

Objective 2:**Increase number of clients in substitute prescribing through primary care****Delivery Plan:**

Actions and milestones	By when	By whom
2.1 Evaluate success of 2008/9 recruitment campaign and produce related action plan	June 09	Primary Care Manager
2.2 Develop the role of the area lead GPs in recruiting new surgeries	June 09	Primary Care Manager
2.3 Increase number of GPs participating in shared care by 6%	March 10	Primary Care Manager

Expected outcomes:

Improved pathways through treatment for clients, and the reduction in blockages in the treatment system, particularly DIP and secondary care.

Objective 3**Increase and improve range of support available to families experiencing drugs problems****Delivery Plan:**

Actions and milestones	By when	By whom
3.1 Audit current working arrangements across treatment and Children and Family Services	April 09	Partnership Manager
3.2 Develop action plan to implement Hidden Harm	June 08	Partnership Manager

3.3 Strengthen links with safeguarding board, to oversee implementation of all work plans in this area	July 08	Partnership Manager
3.4 Develop workforce audit and training plan	July 08	Partnership Manager
3.5 Review assessment and care planning tools across treatment and Children and Family Services	Sept 08	Partnership Manager

Expected outcomes:

Improvements to the well-being of children and families affected by drug use

Objective 4

Appoint substance misuse housing project officer to work with the 6 local district housing authorities and social landlords

Delivery Plan:

Actions and milestones	By when	By whom
4.1 Secure funding for policy officer to be based within one of the district housing departments	April 09	JCM
4.2 Agreement on district council to host the post	June 09	Partnership Mgr
4.3 Job description and person spec agreed	Aug 09	Partnership Mgr
4.4 Project Manager in post	Oct 09	

Expected outcomes:

Improvements to links between substance misuse specific services, the 6 local district housing authorities and social landlords.

Drug users in treatment more readily able to access a range of housing opportunities, with the consequent benefit of increasing the likelihood of them engaging positively with drug treatment.

Objective 5

Increase capacity of harm reduction services to address the rise in demand in Worcester City, and enhance drug outreach provision to homeless settings

Delivery Plan:

Actions and milestones	By when	By whom
4.1 Recruit additional drug worker, to increase capacity within harm reduction services and provide additional outreach to St Pauls Hostel and Maggs Day Centre	Feb 09	TP Mgr
4.2 Worker in post	April 09	TP Mgr
4.3 Increase outreach support to St Pauls Hostel by 60% and increase outreach support to Maggs Day Centre by 200%	Ongoing	
4.4 Monitor additional activity	Quarterly	TP Data Mgr & SMAT Info Mgr

Expected outcomes:

Enhancements to the delivery of harm reduction and needle exchange services, through the provision of a consistent point of contact for users.
Improved liaison with RAMP nurse prescriber and homeless services, facilitating access into services for traditionally hard to engage drug users.

Objective 6

Implement the introduction of IDTS within HMP Hewell and HMP Long Lartin

Delivery Plan:

Actions and milestones	By when	By whom
6.1 Implementation of IDTS - refer to IDTS Planning documents	April 2010	IDTS Steering Group

Expected outcomes:

Improved treatment journeys for clients entering and exiting prison, and better engagement with and retention in community treatment services

Objective 7

Improve access to services for clients in areas of the county identified as having insufficient service coverage

Delivery Plan:

Actions and milestones	By when	By whom
7.1 Identify suitable premises being used for frontline services, where drug service personnel could be co-located	July 09	
7.2 As part of capacity planning exercise, identify resources for providing harm reduction and structured treatment	July 09	
7.3 Initiative service delivery	Oct 09	
7.4 Monitor and evaluate	quarterly	

Expected outcomes:

Increased numbers of clients accessing and being retained in treatment from areas previously underserved by treatment services

Objective 8**Increase numbers of criminal justice cases accessing and being retained in treatment****Delivery Plan:**

Actions and milestones	By when	By whom
8.1 Review role of DIP Prison In-Reach worker and implement detailed action plan to increase numbers making meaningful contact post release and remaining in treatment for 12 weeks or more post release (based on performance figures for 08/09)	July 2009 and ongoing	DIP Manager
8.2 Engage with police to further develop and increase numbers accessing contact with treatment services via conditional cautioning arrangements in north and south Worcestershire	October 2009 and ongoing	DIP Manager; DIP Team Leaders
8.3 Review DIP court based service and demonstrate increase in referral and movement onto DIP caseload pre-sentence and increased rate of referral to CARAT services upon sentence.	October 2009 and ongoing	DIP Manager; DIP Team Leaders
8.4 Review and implement PPO premium service package within Worcestershire DIP and work with partners to increase the number of PPOs entering treatment and indicating reduced offending rate after 6 months	October 2009	DIP Manager; DIP Team Leaders; North and South PPO Operational Groups

Expected outcomes:

Increase rate of pick up of prisoners post release and emphasise continuity of care between community – prison – community to ensure effective re-engagement with treatment provision and reduction in offending behaviour.

To increase rate of meaningful contact post release to 60% and consistently achieve 85% target for retention in treatment at 12 weeks post release.

To further improve community based referrals into treatment services at the front end via police cells and courts. This should support targets for DRR referral and orders made, whilst also supporting better connection from community to prison and the longer term objective for effective interventions post release (see above)

Demonstrate at a local level the impact of CJIT on re-offending rates for most persistent and prolific Worcestershire offenders; promote links with other CJ funding sources to support developments in treatment initiatives for offenders indicating problematic drug use.

Planning grid 3: Retention in and effectiveness of the drug treatment system

Please see checklist at Appendix 1 of the 2008/09 adult drug treatment plan guidance for possible areas to include within this planning grid

Identification of key priorities following needs assessment relating to retention in and effectiveness of the drug treatment system:

Implement the introduction of the International Treatment Effectiveness Programme

Improve access to harm reduction services, with particular attention to testing and vaccination for blood borne viruses

Improve general healthcare assessments, with particular focus on clients entering treatment through primary care

Improve retention in and pathways through treatment

Review and enhance assessments in relation to sexual health; increase rate of referral for screening/treatment for STI

Objective 1

Implement the roll out of the International Treatment Effectiveness Programme

Delivery Plan

Actions and milestones	By when	By whom
1.1 Introductory training to Managers and team leaders	Feb 09	B'ham Uni
1.2 Roll out training across services	April 09	B'ham Uni
1.3 Follow up to initial training	May 09	B'ham Uni
1.4 Presentation of final report	June 09	B'ham Uni

Expected outcomes

More effective interventions leading to improved outcomes from drug treatment

Objective 2

Conduct a system wide service evaluation of the treatment journeys drug using clients receive in Worcestershire, and the quality of interventions delivered

Delivery Plan:

Actions and milestones	By when	By whom
2.1 System-wide service evaluation to commence	Feb 09	B'ham Uni
2.2 Final report produced	May 09	B;ham Uni
2.3 Evaluation of report and recommendations	June 08	JCM and service mgrs
2.4 Implementation of recommendations to commence	July 09	JCM and service mgrs

Expected outcomes:

A full understanding of treatment journeys and interventions delivered, on which to base future developments, including roll out of ITEP

Objective 3

Improve general healthcare assessments, with particular focus on clients entering treatment through primary care

Delivery plan

Actions and milestones	By when	By whom
3.1 SCMG to review general health assessment drawn up by Substance Misuse Consultant, with a view to rolling out to all shared care GPs	June 09	Primary Care Mgr
3.2 All shared care GPs to receive and implement new health assessment	July 09	Primary Care Mgr
3.3 Implementation and effectiveness to be reviewed by SCMGP	Dec 09	Primary Care Mgr

Expected outcomes:

Improved physical health of clients in drug treatment

Objective 4

Increase rates of screening, vaccination and treatment for blood borne viruses

Delivery Plan:

Actions and milestones	By when	By whom
4.1 Ensure that 90% service users are asked about Hepatitis status and screening offered within first 12 weeks in treatment	April 09	Service mgrs

4.2 Agree process for entering testing and vaccination by Specialist BBV Nurses onto NDTMS	Quarterly	SMAT Info Mgr
4.3 Review of NDTMS BBV information to monitor screening and take up rates	April 09	JCM / service mgrs
4.4 Work with PCT and Public Health colleagues to ensure that specialist Hepatitis service and other secondary services have capacity to match the demand	Sept 09	JCM

Expected outcomes

Improved health and well-being of clients in drug treatment and increased awareness of issues relating to blood borne viruses.
A reduction in the rate of transmission of BBVs.

Objective 5

Review and enhance assessments in relation to sexual health; increase rate of referral for screening/treatment for STI

Delivery Plan

Actions and milestones	By when	By whom
5.1 Review Comprehensive Assessment format to include sexual health focus	Oct 09	Service Mgrs
5.2 Engage SMS and Turning Point with Chlamydia Screening/Treatment Project as a means of focusing sexual health issues/initiatives	Dec 09	PCT Sexual Health Advisors
5.3 Roll out training to all workers across treatment services	Mar 10	PCT Sexual Health Advisors

Expected outcomes

Improvements in the sexual health of clients and their partners

Objective 6

Develop, implement and evaluate a Structured Day Programme for five days a week (30 hours provision / week) to support 70 service users per annum

Delivery Plan:

Actions and milestones	By when	By whom
6.1 Agree programme content after consultation with stake-holders.	March 09	Project Steering Group
6.2 Secure Premises for implementation	April 09	TP Service Manager
6.3 Establish eligibility criteria and care-pathways with stake-holders and referral agents	April 09	Project Steering Group
6.4 Establish transport logistics to enable access from each district in the county.	April 09	SR Team Lead
6.5 Agree operational policies, procedures, evaluation processes and time-tables	April 09	SDP Steering Group
6.6 Complete staff recruitment, contract external trainers and activities	April 09	TP Service Manager
6.7 Complete staff recruitment, contract external trainers and activities	April 09	TP Service Manager
6.8 Programme start	May 09	SDP Steering Group

6.9 Quarterly review programme established	June 09	SDP Steering Group
6.10 End of Year Evaluation Report	March 2010	Project Steering Group

Expected outcomes

30 service users to be registered onto 'Flexible Routeways' employment programme, with 20 job starts and 15 with sustained employment over a 3 month period.

- 80% of programme attenders demonstrating a reduction in identified risk factors of over 40%
- 80% of programme completers report reduction in stress related problems by 30%
- 80% of programme completers demonstrate a 75% reduction in illegal drug use
- 80% of programme attenders report life-skill enhancement of 40%

Planning grid 4: Outcomes, discharge and exit from the drug treatment system

Identification of key priorities following needs assessment relating to outcomes, discharge and exit from the drug treatment system:

Completing developments currently underway, to improve planned discharge rates, including staff training and development in case management and performance management requirements, enhanced monitoring and audit procedures, revising and developing partnership care-pathways for key and wrap around services

Improve provision of aftercare, peer support and relapse prevention for clients leaving structured treatment

Continue to develop a range of housing and housing-related support

Increase the number of clients gaining employment by maximising ETE opportunities for clients through SMS and generic services

Objective 1

Maximise education, training and employment opportunities for clients through the Social Reintegration Scheme and mainstream provision

Delivery Plan:

Actions and milestones	By when	By whom
1.1 Map ETE services across the county, including those not currently accessed for SMS clients	April 09	JCM
1.2 Undertake a snapshot of need among clients in drug treatment services	April 09	JCM
1.3 Review and develop care pathways between substance misuse services and mainstream services	April 09	JCM
1.3 Ensure all clients in treatment have access to ETE opportunities as appropriate	Monitor quarterly	

Expected outcomes

An increase in the percentage of clients in structured drug treatment who engage in education, training or employment

Objective 2

Undertake a training / knowledge / skills gap analysis and commission training in effective practice modules e.g. motivational interventions, cycle of change, care planning, brief interventions, etc

Delivery Plan:

Actions and milestones	By when	By whom
2.1 Promote this as an objective within Workforce Development Group.	April 09	SMAT, CDT & TP Mgrs
2.2 Develop Questionnaire for staff within SMAT Workforce Development Group.	June 09	Workforce Dev lead
2.3 Administer questionnaire across partnership and identify specific programme of training events to meet gaps in knowledge and skills	Sept 09	CDT & TP Mgrs
2.4 Deliver training across the partnership to promote effective practice and improve performance against discharge objectives	March 10	SMAT, CDT & TP Mgrs

Expected outcomes

Improved knowledge and skill levels of staff within treatment agencies
Improved outcomes from treatment for clients

Objective 3**Develop, implement and evaluate an employment-focussed programme to support an exit point from the treatment system****Delivery Plan:**

Actions and milestones	By when	By whom
3.1 Agree programme content after consultation with stake-holders.	March 09	Project Steering Group
3.2 Enhance existing posts to provide supervisory infrastructure	April 09	TP Service Manager
3.3 Establish care-pathways with Job Centres in each district	April 09	SR Team Lead
3.4 Establish data compliance with Pertemps (contract supervisors)	April 09	SR Team Lead
3.5 Agree operational policies, procedures, evaluation processes and time-tables	April 09	SDP Steering Group
3.6 Programme start	May 09	SDP Steering Group
3.7 Quarterly review programme established	June 09	SDP Steering Group
3.8. End of Year Evaluation Report	March 2010	Project Steering Group

Expected outcomes

40 service users to be registered onto 'Flexible Routeways' employment programme, with 30 job starts and 20 with sustained employment over a 3 month period.

Objective 4

Increase and improve housing and housing related support for clients in drug treatment

Delivery Plan:

Actions and milestones	By when	By whom
4.1 Re-model Substance misuse hostel in Worcester (Iris House) into 18 single bedded units (10 Worcester City, 8 Worcestershire) <ul style="list-style-type: none"> - Sale of property - Purchase of new units and refurbishment - Identify Clients suitable for housing in new units 	March 09 June 09 July 09 – Mar 10 July 09 – Mar 10	Stonham Housing, SP, SMAT PL (C&A)
4.2 Remodel St Paul's to enable the implementation of a proactive drugs policy and procedure – harm reduction in relation to drugs (chaotic use).	2009/10	SP SMAT District Councils
4.3 Develop a web-based 'gateway' system for individuals with chaotic lifestyles which involve an online common referral form, needs and risk assessment and a vacancy list.	2009/10	SP, SMAT, PCT, Housing Assocs, District Councils
4.4 Find a permanent site for night assessment centre	2009/10	SP, SMAT, Housing Options Teams
4.5 Develop a community cluster model for substance misusers, which is a low-level peer support network – two schemes for the county	2009/10	SP, SMAT, PCT, Housing Assocs, District Councils
4.6 Investment in the horticultural project 'good soil' project in Worcestershire. This enables offenders, substance misusers and single homeless people to engage in positive activities.	2009/10	SMAT, SP
4.7 Extend the existing floating support for single homeless people prior to the move to supported housing and resettlement support. This will compliment existing floating support services. Ensure part of the service covers both Redditch and Wychavon.	2009/10	SP

Expected outcomes

An improvement in the housing situation of a proportion of clients in treatment

Objective 5

Review the current protocols and procedures for assessment for, and referral to, inpatient detox and residential rehab

Delivery Plan:

Actions and milestones	By when	By whom
5.1 Review current arrangements for inpatient detox	Jun 09	JCM
5.2 Review current assessment process, preparation of clients and care planning arrangements for residential rehab	June 09	Rehab panel
5.3 Amend protocols and procedures as appropriate	Aug 09	Rehab panel
5.4 Implementation of new protocols and procedures	Sept 09	All

Expected outcomes

Improved access to and outcomes from inpatient detox and residential rehab

Planning grid 5: Workforce Development

Identification of key priorities

- NVQ3 (Health and Social Care) to be run throughout the year for frontline adult service staff
- Young People's NVQ3 to be compiled and delivered to frontline YP service staff
- 'Underpinning knowledge' training packages to be developed and delivered in support of the NVQ award(s)
- Safeguarding Young People training to be delivered to frontline substance misuse and children and families staff in support of Worcestershire Children's Safeguarding Board guidance
- Strengthening of evaluation processes of training to evidence effectiveness of learning and practice across services

Objective 1

- All frontline adult service staff members to have completed or be completing the NVQ award by March 2010 (in line with SLAs)

Delivery Plan:

Actions and milestones	By when	By whom
Local 'standardised' award levels to be used as assessment measure	March 2009	Adult service leads/NVQ providing body/MNet
Units to be identified and/or developed for delivery of young people's NVQ3 award	July 2009	NVQ providing body/MNet/SPACE
'Underpinning knowledge' training packages to be developed and delivered in support of the NVQ award(s)	March 2009	MNet/NVQ provider/Workforce Development Group

Expected outcomes

- All frontline adult staff and a proportion of young people's frontline staff have completed or enrolled in NVQ award by March 2010
- 'Underpinning knowledge' training packages to be central part of NVQ award when necessary
- Locally defined 'standards' in each NVQ unit to be used as the measure of competence in the award

Objective 2

'Safeguarding Young People' training to be developed and delivered to frontline substance misuse and children and families staff in support of Worcestershire Children's Safeguarding Board guidance

Delivery Plan:

Actions and milestones	By when	By whom
Workforce competency review/audit in order to identify skills and knowledge gaps across substance misuse and children & families service staff	July 2009	SMAT/Safeguarding Board
Development of training package(s) in response to the findings of the competency audit	September 2009	SMAT/MNet
Delivery of training packages across those services	October 2009	SMAT/MNet

Expected outcomes

Standardised level of skills and knowledge competencies to be present across both service areas.

Objective 3

Strengthening of evaluation processes of training to evidence effectiveness of learning and practice across services

Delivery Plan:

Actions and milestones	By when	By whom
Pilot project to be delivered to services that show a high attendance at MNet training. To focus on how training impacts on practice in those services. Services to be identified.	March 2009	MNet/SMAT/Pilot Services
Services under-utilising MNet course to be identified and targeted for similar process	March 2009	MNet/SMAT
Evidence of training impact on services (including impact on treatment services) collated and presented to SMAT Board and relevant bodies.	June 2009	MNet/SMAT/Pilot Services

Expected outcomes

MNet/SMAT training provision to operate in greater depth with regard to evaluation and impact of delivery on service provision. This will evidence the ongoing effectiveness of the provision.