



Perth and Kinross Integration Joint Board

22 June 2018

Redesign of Substance Use Services in Perth and Kinross

Report by Clare Mailer, ADP Chair (G/18/92)

PURPOSE OF REPORT

The purpose of this report is to update the IJB on the redesign of substance use services and the implementation of a Recovery Oriented System Of Care (ROSC) in Perth and Kinross.

1. BACKGROUND

- 1.1 The Alcohol Drug Partnership (ADP) is a strategic but non-constituted body established to oversee issues around substance use within Perth and Kinross including governance around alcohol and drugs, implementation of Government policies, implementation of local strategies, performance management, engaging stakeholders and communication with partners and the public.
- 1.2 The Perth & Kinross ADP was established in 2009 and succeeded the Alcohol and Drugs Action Teams (ADAT's). The Scottish Government allocates an annual budget to the P&K ADP which is channelled through and held on the ADP's behalf by the Perth and Kinross Health and Social Care Partnership. The amount of money spent on ADP activity comes mainly through four sources: the Scottish Government ADP ringfenced funds; NHS Tayside mainstream funds; Perth & Kinross Council funds; and charitable funds sourced by third sector partners. In recent years as later sections of this report will explain, the funds available for ADP work are under increasing pressure.
- 1.3 The Scottish Government has issued guidance that 'Recovery Oriented Systems of Care (ROSC)' should be implemented throughout Scotland. Distinguishing features of a ROSC include:-
 - being person-centred
 - being inclusive of family and significant others
 - keeping people safe and free from harm
 - the provision of individualised and comprehensive services - such as housing, employability and education
 - services that are connected to the community
 - services that are trauma-informed

The ADP undertook a Care Inspectorate validated self assessment in 2017 (see appendix 1). The findings from this, alongside local consultation and the recommendations from the Opiate Replacement Report (ORT) (2012) are being used to influence the development of a ROSC in Perth and Kinross.

1.4 Financial Environment

A breakdown of the major funding sources for substance use services in Perth and Kinross and summary of services provided is shown below.

<u>Perth and Kinross Substance Use Services/Resources</u>	<u>£3.6m</u>
Funded via ADP	£1.4m
Funded via Social Care	£0.8m
Funded via Health	£1.4m

Note – This includes the Inpatient Tayside Substance Misuse Service that is hosted in Perth and Kinross, but is a Tayside service.

The Services included within this resource are:

- Community Substance Use Service/Nursing
- Community Substance Use Social Work
- Substance Use Senior Medical (Tayside Wide)
- Inpatient Substance Use Service (Tayside Wide)
- Short to Medium term accommodation with support
- Residential and Short Breaks
- Blood Borne Virus Support (Hepatitis C & HIV)
- SMART Recovery
- CAIR Scotland Recovery & Moving On Service
- Cair Scotland The Web/Key to Change
- Tayside Council on Alcohol
- Barnardos Hopscotch Project
- Churches Action for the Homeless
- Criminal Justice Service Support
- SDS Options
- Health Intelligence (Tayside Wide)
- Website

2. MAIN ISSUES

2.1 Perth & Kinross, Dundee and Angus Alcohol and Drug Partnerships (ADPs) all face the same challenge; to deliver systematic change in a short time in a financial environment that is under constant review and change. Collectively and individually the key elements of the challenge are:

- Funding pressures over next 3 years
- Disconnect between different providers within system of care that often results in a disjointed experience for the individuals being supported

- Need to strengthen links and create an aligned model that delivers the Recovery Oriented System of Care (ROSC) model that supports people throughout Perth and Kinross.

Any solution must deliver on:

- Improved outcomes for people
- Improved Personal Experience
- Improved Quality of Care
- Best Use of Resources

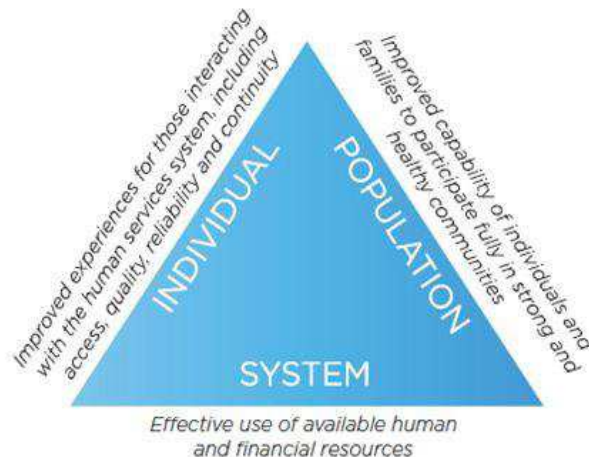


Figure 1 - Triple Aim

- 2.2 The development and implementation of a ROSC will be resource intensive at the outset and will require ongoing maintenance. Resources need to be moved away from maintenance and into prevention and recovery. A robust performance framework needs to be developed to evidence the effectiveness of this.
- 2.3 With the recent severe financial pressures it has become evident that continuing to operate using traditional models is no longer financially sustainable. This fact coupled with the improved quality of care which could be provided within a ROSC has led the ADP to establish a Redesign Project Group with membership from all key agencies, including service users and carers, to redesign substance use services in Perth and Kinross. The Redesign Project Group's aim is to support the implementation and delivery of a Recovery Oriented System of Care (ROSC) which emphasises prevention and recovery. The Redesign Project objectives are to:
 1. Review and redesign the delivery of substance use services within localities to reflect strategic priorities of Early Intervention, Prevention and Recovery and the delivery of a Recovery Orientated System of Care (ROSC).
 2. Adhere to the Quality Principles and Health & Social Care Standards to deliver improved person centred outcomes for individuals.

3. Deliver a service that improves outcomes for clients and their families and meets our legal and statutory responsibilities
4. Deliver a service that has the flexibility to respond to changes in demand at a service and individual level.
5. Offer an efficient and value for money service that delivers improved outcomes for individuals, families and communities and cost savings.
6. Meet the ADP strategic aims of Whole Family Approach and Whole Population.

3 PROGRESS TO DATE

- 3.1 An options' appraisal was carried out in early 2017 which determined the redesign should cover all substance use services in Perth and Kinross including the inpatient detox beds in Kinclaven at Murray Royal Hospital. These beds are part of the services hosted by Perth and Kinross Integration Joint Board (IJB). People from across Tayside access these beds so any redesign requires discussions at a Tayside level. In view of this it was agreed that this workstream would be progressed separately from the redesign of community services.
- 3.2 An initial scoping paper is being drafted regarding the redesign of Kinclaven and a lead has been identified.
- 3.3 In December 2017 a two day improvement event was held with relevant stakeholders to progress the redesign of community based substance use services in Perth and Kinross (see appendix 2). Perth Prison is included in this. The following workstreams were agreed at the event:
 1. Communication and Engagement
 2. Processes
 3. Organisational Development and Training
 4. Performance Framework
 5. Prevention
- 3.4 These workstreams meet regularly and feedback progress against key milestones to the Project Group monthly. A summary of progress to date is detailed below:
 1. Communication and Engagement

An ADP communication and media strategy is being developed and a number of activities to raise awareness of Substance Use issues and services are being planned throughout Perth and Kinross along with the dissemination of information through a variety of mediums and networking events.
 2. Processes

One of the key outputs to date has been the mapping of existing services and supports onto a 'pipeline' (see appendix 3) showing the type of support services currently provide and the level of complexity of intervention. The pipeline has enabled areas of duplication and gaps in

provision to be identified. More detailed analysis is underway to identify each services key strengths and plan for how skills can be best utilised to deliver more effective outcomes for service users. This is particularly important in the current climate where there is increased demand and pressure on resources.

A gap analysis has identified areas where additional services and supports are required. This will support the review of existing Substance Use services and the realignment of services and resources to deliver the ROSC and the project objectives.

A review of referral and triage processes has been undertaken resulting in the introduction of a new multi-agency drop in assessment clinic and a revised triage process which includes workers from statutory health and social care and the third sector. The effectiveness and impact of these new arrangements are currently being evaluated.

The concepts of lead worker and client owned recovery plans are progressing along with implementing a 'recovery community' in Perth and Kinross. These enhancements will ensure people can access the pipeline at an appropriate point and navigate through it to ensure they receive the appropriate support at the appropriate time.

Once developed, the pipeline will form the core of the ROSC and ensure key substance use services are operating in an effective and coordinated manner. It will also enable more generic services that support people with substance use issues to access specialist support for people as required.

3. Training and Development

The third workstream will review and develop training for generic workers to help ensure they have the knowledge and skills to support people with substance use issues eg motivational interviewing. Training to help workers support adults who have experienced trauma and bereavement is being rolled out.

4. Performance Framework

Work is underway to develop a Performance Framework to be used across the three Tayside Alcohol & Drugs Partnerships (ADPs) and associated strategic bodies. A dataset has been developed in consultation with stakeholders in Dundee City, with the next stage being that the dataset will be presented to stakeholders in Angus and Perth & Kinross ADPs for their consideration. Once the indicators have been agreed, a monitoring framework will be developed in partnership with services that will facilitate quarterly reporting.

The dataset brings together the key outcomes/indicators from the Staying Alive in Scotland Report, Quality Principles and the HSC Health & Well-being Indicators into one document and has quarterly monitoring "checkpoints". Significant consultation and discussion across Tayside has resulted in an agreement that the dataset for each area should be the

same (albeit reflecting the individual areas LOIPs etc.). The Lead Officer for the three Tayside ADPs shall adapt each Performance Framework to reflect the individual area and shall develop a Balanced Scorecard for reporting to the IJB strategic groups in each area. This work shall be completed by summer 2018.

5. Prevention

The prevention workstream is focussing on supports to prevent people developing substance use issues in the first place. This will be developed alongside, and with cognisance of, the Tayside multi-agency framework for the prevention of early initiation into substance use, as referenced within the Tayside Plan for Children, Young People & Families.

A summary diagram of the redesign project for community services is in Appendix 4.

6. CONCLUSION AND RECOMMENDATION

It is recommended the IJB

- Notes progress to date;
- Notes the proposed redesign in patient detox beds at Kinclaven;
- Approves ongoing redesign of community based substance use services;
- Instructs the Chair of the ADP to provide a further report on both reviews to the IJB in June 2019.

Author

Name	Designation	Contact Details
Clare Mailer Kenny Ogilvy	Chair ADP Vice Chair ADP	

Approved

Name	Designation	Date
Rob Packham	Chief Officer Health and Social Care	12 June 2018

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1. IMPLICATIONS, ASSESSMENTS, CONSULTATION AND COMMUNICATION

Strategic Implications	Yes / None
Community Plan / Single Outcome Agreement	Yes
Corporate Plan	Yes
Resource Implications	
Financial	No
Workforce	No
Asset Management (land, property, IST)	No
Assessments	
Equality Impact Assessment	Yes
Strategic Environmental Assessment	Yes
Sustainability (community, economic, environmental)	No
Legal and Governance	No
Risk	No
Consultation	
Internal	Yes
External	Yes
Communication	
Communications Plan	No

1. Strategic Implications

Community Plan / Single Outcome Agreement

- 1.1 The section below sets out how the proposals relate to the delivery of the Perth and Kinross Community Plan / Single Outcome Agreement in terms of the following priorities:
- (i) **Giving every child the best start in life**
The ADP Strategy and Delivery Plan 2015 – 2020 notes the work that has been underway to support children with parents who are misusing alcohol and/or drugs, such as the 'Change is a Must' project. It also notes work with schools to raise awareness of the effects of alcohol and drugs in school.
 - (ii) **Developing educated, responsible and informed citizens**
The ADP Strategy and Delivery Plan 2015 – 2020 describes public awareness raising that the ADP has done to ensure that people in Perth and Kinross know where to go to get support if they are misusing drugs or alcohol.

- (iii) **Promoting a prosperous, inclusive and sustainable economy**
The ADP Strategy and Delivery Plan 2015 – 2020 demonstrates that the ADP is endeavouring to be inclusive to people with drug and alcohol problems, and their carers, who are disenfranchised from decision making. Service user and carer involvement recognition is set out in the ADP Strategy and Delivery Plan 2015 – 2020, in relation to development of the wider workforce.
- (iv) **Supporting people to lead independent, healthy and active lives**
A key element of the ADP Strategy and Delivery Plan 2015 – 2020 is to support people who misuse alcohol and/or drugs to lead healthier lives. Alcohol and drug misuse can have significant health impacts on people that at worst can lead to overdose and death.
- (v) **Creating a safe and sustainable place for future generations**
The Criminal Justice element is a key part of the ADP Annual report as people who misuse alcohol and drugs can have a detrimental effect on communities in relation to anti-social behaviour and crime.

Corporate Plan

- 1.2 The ADP Strategy and Delivery Plan 2015 – 2020 is relevant to all aspects of the five objectives of the Corporate Plan and these are detailed above.
 - (i) Giving every child the best start in life;
 - (ii) Developing educated, responsible and informed citizens;
 - (iii) Promoting a prosperous, inclusive and sustainable economy;
 - (iv) Supporting people to lead independent, healthy and active lives; and
 - (v) Creating a safe and sustainable place for future generations.

2. Resource Implications

Financial

- 2.1 There are no resource implications

Workforce

- 2.2 The ADP Strategy and Delivery Plan 2015 – 2020 highlights training and organisational development requirements for the ADP and its partners' workforce. This is principle in relation to ensuring there is a better understanding of drug and alcohol issues and in particular, that there is understanding about the recovery agenda.

Asset Management (land, property, IT)

- 2.3 There is no asset management implications highlighted in the report. There are no implications in relation to IT at present.

3. Assessments

Equality Impact Assessment

3.1 Equality and Diversity

The ADP Strategy and Delivery Plan 2015 – 2020 is aimed at people in recovery and promotes social inclusion and the tackling of stigma, and is fully inclusive in its approach and does not discriminate.

Strategic Environmental Assessment

- 3.2 The Plan supports the Council's commitment to sustainable development and has undergone an appraisal through the Councils Integrated Appraisal Toolkit (IAT) (see summary report attached).

The IAT identified that there were not likely to be any negative environmental effects which will arise as a result of the implementation of this Strategy. This is because the Strategy does not present a risk to human health or the environment, and the plan does not have an effect on land use, natural or cultural heritage or landscapes.

The Strategy does have a relationship with other policy areas. For example, successful outcomes in the Strategy can have a positive impact on open spaces by reducing fear of crime and the debris related to alcohol or drug use, and to develop recovery there is a need to have transport systems which support access to services, especially in rural areas. However, other Strategies and Plans in the policy hierarchy eg relating to Greenspace and Transport will undergo separate consideration under the Environmental Assessment (Scotland) Act.

- 3.3 However, no action is required as the Act does not apply to the matters presented in this report. This is because the Committee are requested to note the contents of the report only are not being requested to approve, adopt or agree to an action or to set the framework for future decisions.

Sustainability

- 3.4 N/A

Legal and Governance

- 3.5 N/A

- 3.6 N/A

Risk

- 3.7 N/A

4. Consultation

Internal

4.1 ADP members

External

4.2 The draft annual report has been reviewed by the ADP membership these include:

- Voluntary Sector
- Police Scotland
- Scottish Prison Service
- NHS Substance Misuse Service
- PKC Education and Children Services
- NHS Children and Young People Services
- PKC Adult Services

5. Communication

5.1 The ADP Annual Report will be discussed at the Alcohol Drug Partnership and placed on the ADP website.

2. BACKGROUND PAPERS

. APPENDICES

1. ADP Care Inspectorate Evaluation Feedback 2016
2. Improvement Event write up
3. Perth and Kinross Pipeline
4. Summary diagram of Redesign of Community Substance Use Services