
To: Renfrewshire Integration Joint Board

On: 22 March 2019

Report by: Chief Officer

Heading: Update on Review of Addiction Services in Renfrewshire

1. Summary

- 1.1 A review of the Addictions Services in Renfrewshire was commissioned in January 2018 by the Alcohol & Drug Partnership (ADP). The Review was led by John Goldie, independent reviewer. A copy of the full report can be made available upon request. John was supported by a Review Team which comprised of core staff from HSCP, third sector and service user/lived experience representation.
- 1.2 This paper sets out the key findings and recommendations and provides an update on the progress to date in relation to this review, its key findings, and recommendations.
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2. Recommendation

It is recommended that the IJB note:

- That the first phase of this review has been completed and updates are provided routinely through Alcohol & Drug Partnership (ADP) Strategic and Operational Delivery Groups;
 - That work is ongoing to develop the new future model for Alcohol and Drug Treatment and Care Services in Renfrewshire; and
 - That a future progress update will be brought to the IJB in June.
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3. Background & Purpose of the Review

- 3.1 Renfrewshire's Alcohol and Drug services have four core elements:
- Drug Service – a community drug treatment and care service;
 - Torley Unit – a specialist day service provision;
 - Integrated Alcohol Team – a community alcohol treatment and care service; and
 - Addiction Liaison Service – a nurse led service working into the Royal Alexandra Hospital.

- 3.2 Over the last five years there has been an increase in demand for alcohol and drugs services in Renfrewshire.
- 3.3 The purpose of this review was to consider all aspects of service and care delivery to ensure they are person-centred, recovery focused and have with clear pathways identified in and out of services.
- 3.4 This process incorporated:
- A review of the overall demand and capacity of each of the core services;
 - A review of the current staffing profile to ensure the appropriate skill mix;
 - A review of the current clinical and care models within each service.

4. Engagement & Key Findings

- 4.1 The Review Team engaged with a wide range of service users, staff, families/carers and key stakeholders. The services have successfully engaged and retained significant numbers of individuals in treatment. The numbers of individuals accessing care and treatment has increased substantially over the life of the present service model. The review found key positive outcomes in relation to:
- Increased access to multi-disciplinary assessment, care and treatment provision across the whole of Renfrewshire;
 - Direct access at the point of need through a pathway of assessment, care planning and review;
 - Access to Opiate Replacement Therapy (ORT) and related support packages;
 - Access to Alcohol treatment and detoxification via managed day service provision;
 - Established Co-morbidity Team to support adults with Addictions and Mental Health issues;
 - Increased support to adults with addiction issues and parenting responsibilities, with improved outcomes for children affected by parental substance misuse (CAPSM);
 - Increased support including diversionary work for vulnerable young people with drug and/or alcohol difficulties, in partnership with RADAR service;
 - Increased support for adults with additional needs (Adult Support & Protection).
- 4.2 Alongside these positive outcomes, the review identified a number of areas for improvement:
- Alcohol and Drug Services in Renfrewshire operate separately and lack of consistency of a standard approach across services;

- Managing significant volume, demand and casework can, at times, result in a lack of person-centred practice across the services;
- The Drug Service provides a substitute prescribing service but perception that it offers limited choice thereafter;
- Some gaps in assessment, care planning and review recording. Concerns about competing demands, volume and perceived risk adverse nature of staff;
- Issues relating to accommodation for services were identified;
- Governance issues in relation to GP Local Enhanced Care (Shared Care) have been identified; and
- Lack of recovery options which in turn reduces exit strategies from care, which impacts on through-put and capacity of team.

5. Key Recommendations

5.1 Based on the review key findings a number of recommendations have been developed and these are now being implemented. The ADP provides the oversight role to ensure delivery. The recommendations are to ensure:

1. Introduction of a clear and visible single service model for Renfrewshire. For example, Renfrewshire Addiction Service or Renfrewshire Alcohol and Drug Recovery Service.
2. Establishment of a single access or receiving team for all alcohol and drug referrals to eliminate duplication of assessment between the alcohol and drug services. This would deliver a barrier-free point of contact that will be easily navigated by individuals wishing to self-refer and those coming via professional referral.
3. Review the model of care within Renfrewshire Drug Service and consider the adoption of a Community based provision that would actively engage with clients/patients with community/home settings thus reducing the need for individuals to attend Back Sneddon Street as the main point of access. This could substantially reduce the attendance work load on this venue and offer the opportunity for the environment to become more therapeutic and more manageable.
4. Extend the model of care provided by the Integrated Alcohol Team to include actively offering Alcohol Home Detoxification. At present this is only offered within the Torley Unit. If a community option was offered (as within other HSCPs) the reduced work load on the Torley Unit would allow the development of an Integrated Community Rehabilitation facility.
5. Development of an Integrated Community Rehabilitation facility within the Torley Unit to enhance the model of provision presently on offer.
6. Review the Renfrewshire GP Local Enhanced Service with the aim of establishing a designed Renfrewshire Shared Care Model that

provides a clear pathway of care between specialist core services and shared care as part of a recovery and service discharge process.

7. Explore establishing a dedicated specialist Shared Care Team to manage the New Renfrewshire Shared Care provision. This would allow the practices to have a dedicated specialist workforce rather than the part-time provision experienced at present. This Team would also have responsibility for the shared caseload so resolve the present governance issue within the present model.
8. Explore the commissioning of Recovery/Aftercare Hub service. This is a clear and significant gap to allow individuals to leave core services or shared care to explore and manage their own recovery. This model has been successfully adopted elsewhere with significant benefits for individuals and core services.

6. Service Redesign Work Underway

6.1 Work is underway to implement all the recommendations from the review. The changes recommended require significant service re-design, staff and stakeholder engagement. It was noted in the review that the current workforce is committed to moving forward to a new recovery focused model of service delivery. All staff had an opportunity to attend a briefing on the review. We have also had a half-day session focused on what the future service model would look like based on the recommendations, with a further half day session planned for spring 2019. Trade union liaison has taken place to provide updates. A workforce plan is being developed and this will be discussed with staff side representatives.

6.2 The following provides a short update on each strand

6.2.1 Single Service

A clear and visible single service model for Renfrewshire is being progressed to join up our Drug and Alcohol Services into a single service. This will reflect that we will be delivering an integrated, recovery focused treatment and care service.

6.2.2 Development of an Access Team

A single access/receiving team for all alcohol and drug referrals will be established. Work has progressed in processing all Drug and Alcohol referrals together, reducing duplication and providing a standard approach.

6.2.3 Community based provision with an assertive outreach approach

By introducing this new model of care there will be greater emphasis on a community approach, actively engaging service users in wider HSCP and partner settings. Adopting an assertive outreach approach

will include having more home visits. This will reduce the demand on services such as those at Back Sneddon Street which at present is the main point of service entry.

6.2.4 Introduction of Alcohol Home Detoxification

We will extend the model of care provided by the Integrated Alcohol Team to include actively assessing and offering Home Alcohol Detoxification as an option. At present this is only offered via day attendance to the Torley Unit at Dykebar Hospital. Home Alcohol Detoxification is provided in partnership with GPs.

6.2.5 Integrated Community Rehabilitation

We will also extend the remit of the Torley Unit to offer a full range of rehabilitation and recovery options, with more of a balance between drugs and alcohol.

6.2.6 GP Local Enhanced provision

We plan to adopt the NHS GG&C Shared Care Model fully. This will address the governance issues identified in the review. An event for GPs, Community Pharmacists and Addiction Service staff is planned for late April 2019.

6.2.7 Dedicated Shared Care Team

Currently staff support GPs to deliver Enhanced Care Clinics in GP Practices, in addition to their own caseload. By establishing a dedicated Shared Care Team to manage the new Renfrewshire Shared Care provision this will provide practices with additional support.

6.2.8 Recovery Hub

The area that requires the biggest shift in practice and investment is recovery. The review identified a significant gap in recovery opportunities for people in Renfrewshire. Although the Sunshine Café provides excellent support, it is currently limited to one afternoon per week only.

The review recommended commissioning of an Alcohol & Drugs Recovery Hub Model which has been the approach in some neighbouring HSCPs. However, since this model has been adopted two key strategies have been developed in relation to Mental Health: - The Scottish Government's Ten-Year Mental Health Strategy (2017-2027) and NHS GG&C Five Year Forward View Mental Health Strategy. Action 15 monies have been made available to HSCPs to deliver additional support to people with mental health issues. NHS GG&C's Strategy has a focus on shifting the balance of care away from hospital-

based provision into the community, with a focus on developing a recovery orientated system of care.

Many of the adults accessing our alcohol and drug services and our Mental Health Services have both mental health and addiction issues. The needs of service users/patients with a mental health and/or addiction issue in relation to recovery have many similarities. Often, they seek the support of Treatment Services because they are in distress, have feelings of isolation within their community, feel lonely or need support in developing general life skills and increased resilience and self-management.

The HSCP is working with Renfrewshire Council Property Services to identify a suitable location for a Recovery Hub. This service will be a community resource for people who have addiction and/or mental health issues, together. Investment has been agreed from Action 15 monies and ADP. This avoids duplication of service provision and has an assets-based approach. The Hub will mean that recovery opportunities and activities can be delivered potentially seven days a week with evening sessions also available. This will be a valuable resource for people of Renfrewshire and should reduce demand on our Alcohol & Drug Recovery Services providing a much-needed 'exit strategy', alongside additional support to people with drug and/or alcohol issues. It is envisaged that this development, in time, will also reduce demand for on our mental health services.

Joining up addiction and mental health recovery opportunities is in its infancy but it is worth noting that people currently accessing the Sunshine Recovery Café have a range of support needs in relation to both addiction and/or mental health issues.

The single Alcohol and Drug Strategy 'Rights, Respect and Recovery: Alcohol and Drug Treatment Strategy' was published in November 2018. Although the new strategy was published after the first phase of the review process was completed, the recommendations are in line with the new strategy.

7. Future Service Model

The review made recommendations for service change. Moving forward, our service models and pathways will be based on a number of guiding principles:

- Services will ensure recipients receive the right assessment and treatment, at the right time and is person centred;
- Services will focus on developing a recovery pathway in which the service user is fully involved and able to participate in the planning of their own sustainable medium to long term recovery;

- Services will ensure safe, effective evidence based and accountable practice focused on delivering quality outcomes;
- Services will be able to respond to the changing demands of alcohol and drug use patterns within Renfrewshire;
- Services will operate within the available financial envelope.

8. Next Steps

- 8.1 Work is progressing to develop a fully integrated model of care. Developing the access service, shared care and the development of a Recovery Hub are the priorities. Ongoing engagement with staff is core to how we progress.
- 8.2 Progress update will be provided via the regular Change & Improvement Programme updates, the next will be in June 2019.

Implications of the Report

1. **Financial** – tbc
2. **HR & Organisational Development** – tbc
3. **Community Planning** – tbc
4. **Legal** – tbc
5. **Property/Assets** – property remains in the ownership of the parent bodies.
6. **Information Technology** – tbc
7. **Equality & Human Rights** – The recommendations contained within this report have been assessed in relation to their impact on equalities and human rights. No negative impacts on equality groups or potential for infringement have been identified arising from the recommendations contained in the report. If required following implementation, the actual impact of the recommendations and the mitigating actions will be reviewed and monitored, and the results of the assessment will be published on the Council's website.
8. **Health & Safety** – tbc
9. **Procurement** – procurement activity will remain within the operational arrangements of the parent bodies.
10. **Risk** – None.
11. **Privacy Impact** – n/a.

List of Background Papers – None.

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