

## Adult Social Care and Health Overview and Scrutiny Committee - 19 October 2011

### Commissioning for Recovery: Drug and Alcohol Service Modernisation Update

#### Recommendation

The Committee is recommended to scrutinise plans to implement a new recovery-focused drug and alcohol treatment service for adults in Warwickshire.

***NB. This report provides Committee Members with background information to the new drug and alcohol treatment provision. Detailed information will be provided on the day of the Committee in a presentation by the new service providers.***

#### 1. Background

- 1.1 In May 2010 Cabinet authorised the commencement of a tender process for the provision of a recovery-focused, integrated drug and alcohol treatment system for adult residents in Warwickshire.
- 1.2 In July 2010 the Health Overview and Scrutiny Committee considered a report which outlined the key elements and objectives of the new service. It stated that its principle aim for the future service was one of an integrated, recovery-based treatment model, designed to provide service users with a greater opportunity to recover successfully from their addiction.
- 1.3 Following appropriate consultation and a robust procurement exercise undertaken jointly with Coventry City Council, the contract for the new service was awarded in July 2011 to Addaction, in consortium with Cranstoun.
- 1.4 [Addaction](#) and [Cranstoun](#) are two national substance misuse charities who between them operate over 100 specialist services across the country. Addaction, the lead organisation for the contract, employs around 1,100 staff nationally and in 2009/10 provided treatment for a total of 10,924 heroin and crack users and 13,710 alcohol users across all of its services.
- 1.5 Both organisations already deliver small elements of the current drug and alcohol treatment service but have teamed up to take on the new integrated service which will start on 1 December 2011.

- 1.6 In addition to the services they currently operate in Warwickshire, the Addaction and Cranstoun service will replace existing contracts held by the following organisations:
- i) Coventry and Warwickshire Partnership Trust (community drug services and inpatient drug and alcohol services)
  - ii) Swanswell (community alcohol services)
  - iii) Warwickshire Probation Trust (prison resettlement services)
  - iv) West Midlands Police (drug and alcohol criminal justice and prison resettlement services – Coventry)
  - v) Trust the Process Counselling (drug and alcohol daycare services – Coventry)
- 1.7 The contract across Coventry and Warwickshire is worth £15.3million over two years. It is believed to currently be the largest single contract of its type in the country.

## 2. Key Drivers

- 2.1 Over the last 12 months, Warwickshire Drug and Alcohol Action Team has progressed the modernisation of treatment services on a joint basis with Coventry Community Safety Partnership.
- 2.2 The commissioning of an integrated and recovery-focused treatment service is part of a wider set of partnership actions identified to tackle the harm caused by drugs and alcohol. An update report showing progress against the Alcohol Implementation Plan was presented to the Communities Overview and Scrutiny Committee in June 2011 and a Drugs Implementation Plan is currently being finalised.
- 2.3 The key drivers for the procurement process were as follows:
- i) **To drive improvement in terms of the recovery agenda.** Historically our focus for drug treatment has followed National Treatment Agency guidance relating to increasing the number of drug users in treatment and providing harm reduction services, often including long-term prescribing of substitute medication such as methadone. The National Drug Strategy 2010 instead requires services to focus on recovery which means helping clients to complete their treatment programme, remain free from substance misuse, and engage in training / employment opportunities, sustained housing and improved relationships.
  - ii) **To ensure value for money.** By commissioning jointly and reducing the number of individual providers – each with their own premises and management overheads – the new provider can operate more efficiently, benefit from economies of scale and more flexible working arrangements.
  - iii) **To extend the range of treatment options available.** A large integrated contract enables the provider to offer a greater range of services and

recovery-focused treatment options. It will enable improved accessibility and flexibility in service delivery to better meet the needs of clients across both Coventry and Warwickshire.

### 3. Services from 1 December 2011

3.1 Key elements of the new integrated drug and alcohol treatment service are as follows. The presentation will provide more detail on each of these:

- **Service location:** there will be service bases across the County and a range of outreach locations in areas of highest need.
- **Single point of contact:** the provider will operate a single point of contact for all individual and partner referrals.
- **Assertive outreach:** the provider will proactively seek out those who may need help, targeting specific under-represented and vulnerable groups.
- **Hospital in-reach:** the provider will engage with individuals admitted to Warwickshire's hospitals to offer advice, support and referral to structured treatment where required.
- **Open access:** person-centred advice and information will be available on a face-to-face basis, by telephone or by website.
- **Recovery-focused treatment:** those requiring more intensive help for their drug or alcohol addiction will be offered a range of recovery-focused treatment options including psychosocial interventions e.g. motivational therapy, pharmacological therapies, community and inpatient detoxification and structured day programmes. Key workers will also help service users with their housing, education, training and employment needs.
- **Stimulant services and legal highs:** specific interventions will be available to those using stimulants, such as cocaine and ecstasy. The provider will also respond to and support those using legal highs.
- **Aftercare:** service users will be able to access support from the provider on an ongoing basis to sustain their recovery and prevent relapse.
- **Volunteering:** service users and community members will have the opportunity to volunteer within the service to support people in recovery and 'reintegration' phases.
- **Domestic abuse support:** the provider will work with victims or perpetrators of domestic abuse to help them address their drug and alcohol use.
- **Parents, carers and families:** those affected by another's drug or alcohol use will receive help and support in their own right. This will include therapeutic support and practical advice.

- **Criminal justice support:** the provider will work with the Police and Probation to deliver effective arrest referral and prison in-reach services. They will also deliver the treatment element of drug and alcohol court orders.
  - **Training:** the provider will deliver training to a large range of frontline professionals that may come into contact with individuals or families affected by drugs and alcohol. This will include social care staff, pharmacy and GP practice staff, magistrates, police and fire officers.
- 3.2 Overall, the contract requires Addaction and Cranstoun to provide treatment for 2,500 heroin and crack cocaine users (1,260 in Coventry and 1,240 in Warwickshire) and 2,835 dependant alcohol users (1,335 in Coventry and 1,500 in Warwickshire) per year. This represents 1,000 more clients than currently being treated in Coventry and Warwickshire.
- 3.3 The outcomes we expect for service users are as follows:
- Freedom from dependence on drugs or alcohol
  - Prevention of drug related deaths and blood borne viruses
  - A reduction in crime and re-offending
  - Sustained employment
  - The ability to access and sustain suitable accommodation
  - Improvement in mental and physical health and well-being
  - Improved relationships with family members, partners and friends
  - The capacity to be an effective and caring parent

## 4. Implementation

- 4.1 The Drug and Alcohol Action Team have already begun work with Addaction and Cranstoun to prepare for the transfer of existing services and implementation of the new service model from 1 December 2011.
- 4.2 The key areas of implementation which require careful management are identified below and will be outlined in more detail by Addaction and Cranstoun at the Committee Meeting in September.
- 4.2.1 **Premises** – Addaction and Cranstoun are currently sourcing appropriate premises for the delivery of the new Coventry and Warwickshire drug and alcohol treatment service. Premises need to suit both clinical and recovery-focused treatment options and should be accessible across the county.
- 4.2.2 **Inpatient treatment** – Service users requiring an inpatient detoxification will be offered a service to best suit the needs of the individual. This approach will improve access and positive outcomes for service users and with an emphasis on maintaining low waiting times. Woodleigh Beeches in Warwick, an inpatient detoxification unit currently operated by Coventry and Warwickshire Partnership Trust, will become a specialist unit for patients with eating disorders. This change would have occurred regardless of the tender outcome.

- 4.2.3 **TUPE and staff resources** – Addaction has already made contact with HR departments in the outgoing service providers to arrange the transfer of staff to the new service. A full consultation process will take place and a workforce development programme will be developed to ensure all staff have the skills required to deliver recovery-focused support from 1 December 2011. Addaction has a strong track record in successfully transferring and retaining staff from other organisations.
- 4.2.4 **Communications and marketing** – A communications plan has been developed which will ensure that service users, carers, staff, partners and the general public are all informed about the new service. We are keen to ensure a seamless transition from the outgoing to the new service providers.
- 4.2.5 **Service users and carers** – Keeping service users and carers informed and reassured will be crucial over the coming months. Addaction and Cranstoun have already started to build positive relationships with the outgoing service providers and will ensure that continuity of care is maintained throughout the transition period.
- 4.2.6 **Stakeholder relationships** – Whilst Addaction and Cranstoun are already known to many key stakeholders in Warwickshire, it will be important for them to build on these relationships to maximise the success of the transition and of the ongoing operation of the service. Partnership working with GPs, pharmacists, police and probation will be particularly important in the implementation of the new service.
- 4.2.7 **Data transfer** – The transfer of service user files and data will be crucial to ensuring continuity of care, including the provision of medication, in the handover period. Addaction and Cranstoun are working with the outgoing service providers to ensure this transfer is managed in a timely and efficient manner.

## 5. Conclusion

- 5.1 The new integrated drug and alcohol treatment service represents a significant and positive change from current provision. It will help us to respond more effectively to the National Drug Strategy and increase the number of people receiving help for their drug or alcohol addiction.
- 5.2 During the months leading up to the contract start date, the commissioners will meet regularly with Cranstoun and Addaction to ensure that the transition is smooth and achieves a minimum level of disruption to both service users and carers and to the wider network of partners.
- 5.3 The Committee is recommended to comment on and scrutinise plans for implementing the new service.

	<b>Name</b>	<b>Contact Information</b>
Report Authors	Will Johnston Louise Williams	01926 412411 <a href="mailto:willjohnston@warwickshire.gov.uk">willjohnston@warwickshire.gov.uk</a> 01926412281 <a href="mailto:louisewilliams@warwickshire.gov.uk">louisewilliams@warwickshire.gov.uk</a>
Head of Service	Mark Ryder	01926 412811 <a href="mailto:markryder@warwickshire.gov.uk">markryder@warwickshire.gov.uk</a>
Strategic Director	Monica Fogarty	01926 412514 <a href="mailto:monicafogarty@warwickshire.gov.uk">monicafogarty@warwickshire.gov.uk</a>
Portfolio Holder	Cllr Hobbs	<a href="mailto:cllrhobbs@warwickshire.gov.uk">cllrhobbs@warwickshire.gov.uk</a>