



The Alcohol & Drug Service



Strategic Plan

2015 - 2020



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INTRODUCTION

BACKGROUND

First registered as a charity in 1985, we have been delivering services to those with substance misuse problems for thirty years.

From small beginnings we have grown into one of the leading providers of substance misuse services in the Yorkshire and Humber region.

PREVIOUS STRATEGIC PLAN

We believe that we have the structural capacity to deliver high quality services driven by local needs. The previous strategic plan sought to actively enhance this capacity through encouraging innovation and creativity.

Achievements of the plan included.

Encourage and support innovation

The Practice Forum was created which has the lead for encouraging and coordinating of developments, pilots and best practice across the organisation. Many innovations have been realised including the first recovery café in the Humber Region, a myriad of different recovery groups, the development of observed practice as a supervision tool and a range of new interventions and guidance

Enhance our ability to produce local solutions and locally driven developments

Local managers and services have been supported in this through the introduction of a range of tools including a web based Human Resource database offering real time data to all managers and; the inclusion of Practice Lead posts to develop new interventions tailored to local need and circumstances. This has led to the wide variety of successful recovery groups across localities.

Enhance existing services by providing additional resources from outside service contracts

This has included funding for new services such as a service for ex-prisoners and a service for people with complex social needs. In addition fundraising has enabled the creation of Service User recovery funds designed to provide service user groups with a budget of their own. It has also allowed accredited training for service users to be developed and delivered.

Value our employees and create a culture of communication and involvement

A range of developments in this area have been realised including the creation of an Employee forum, annual staff awards and an annual staff survey which informs the annual workforce development plan.

MISSION

“The ADS will work in partnership to support people affected by substance misuse to make positive change”

Substance misuse

This includes all psychoactive substances be they legal or illegal, volatile substances such as glue and aerosols and alcohol.

Partnership

We believe that substance misuse is a multi-faceted problem and positive change is best achieved through working in partnership with others.

Service users and carers

We believe that services delivered within a partnership between the service user/carer and the service, achieve the best outcomes.

Commissioners,

We believe that recovery from substance misuse requires a holistic approach and so solutions involve a range of services and commissioning groups. We share the common aim of delivering effective services with commissioners and we believe that working in a spirit of partnership offers the best chance of achieving that aim.

Employees

We believe that it is through working in partnership with our employees that we can best realise the potential contained within their collective knowledge and skills. We believe that attracting and retaining quality employees is key to enhancing outcomes and that providing a clear career and academic pathway is a key component of this.

Other providers

As a charity we are fundamentally different from a commercial organisation in that success is not measured in market share or growth in income. Success is measured solely in terms of outcomes for service users. We believe that it is not a good use of public money to duplicate existing structures/services. Thus where outcomes for service users can be enhanced by the activities of other providers we will not seek to replicate such services but to work in partnership with them in the interests of our service users. We currently have a range of partnership arrangements through which we ensure optimum outcomes for our service users. Such partnerships range from NHS Trusts to Community Interest Companies.

Positive change

We believe that there is no universally appropriate goal for all service users. Positive change must be defined in the context of individuals, their circumstances and the environments within which they live. We believe that there are significant barriers to service users reintegrating back into the wider community and will work to overcome those barriers.

OUR VALUES

The ADS will provide services that are underpinned by our values. Our values are:

Honesty

- We believe that honesty underpins all that we do. We seek to improve our services and in order to identify lessons we must be honest with ourselves regarding our performance.
- We believe that trust is the foundation of an effective partnership approach and that partnership is the defining characteristic of our relationship with service users, employees and those who purchase services from us.

Diversity

- We believe that there is strength in diversity and that through embracing diversity new solutions and innovations are born.
- We believe that in order to encourage diversity fairness, a non-judgemental approach and transparency are vital.

Service user and carer focused

- We believe that our sole raison d'être is to deliver effective services to service users and carers.
- We believe that no two people are the same. As a result personalised solutions are required and to achieve this people must be treated as individuals and services must be flexible in meeting their needs.
- We believe that with the right support service users are able to identify and implement changes which will enhance their lives

Effective

- We believe that evidence based services that are continuously developing in the light of experience produce the most effective outcomes for service users.
- We believe that the effective use of resources and a value for money approach will maximise the number of service users we are able to support.

Caring

- We believe that the best services are delivered by people who care about what they do
- We believe that hope and belief are nurtured in others when they encounter people who care.

THE OPERATING ENVIRONMENT

National Context

There will continue to be a need for drug and alcohol services into the foreseeable future and the issue will remain high profile.

Economic environment

There will be a significant reduction in budgets over the life time of this plan and the need to make efficiencies while protecting the quality of services will be critical to assuring positive outcomes for service users.

Commissioning

The commissioning framework through which Drug and Alcohol treatment services are contracted has seen significant change and competitive tendering will continue to be the norm.

Alcohol

Alcohol cuts across and is embedded in many aspects of modern life. We believe that although there is and will continue to be a need for specialist services there will be a focus on enhancing non-specialist services and early intervention.

Drugs

With the overarching objective of reintegrating people back into society, the rapidly changing drug market and digital communication will need to be accounted for in service development.

Workforce

In order to deliver quality services a high quality workforce is required. We believe retention and investment in the workforce is key to delivering successful outcomes for service users.

Society

The service user groups we deal with are not separate from society but are a part of it. Thus ADS is affected by and impacts on the concerns and issues within society as a whole. These include such areas as the environment and climate change as well as economic and social wellbeing.

THE STRATEGIC PLAN

The ADS vision is

The ADS aspires to be an organisation where the services we offer are individually tailored, creative, innovative, of the highest quality and result in the optimum outcome for each service user

This strategic plan aims to build on our achievements and focusses on increasing our capacity to support recovery and to deliver efficient, cost effective and quality services.

There are still significant barriers to recovery for our service users and the inability to secure a position in normal community life and establish everyday routines is a critical factor in achieving sustained recovery.

We will reduce the barriers to recovery

The ways in which people communicate and the types of substances misused are changing rapidly. Ensuring people access our services and do so at the earliest point are critical factors in achieving sustained recovery and reducing the harm to families and the wider community.

We will increase access to services

There have been significant changes in the frameworks through which substance misuse services are commissioned and delivered and it will take some time for these new structures to embed and reach their optimum capacity. Substance misuse will not disappear of its own accord so services will be required for the foreseeable future if the harm that substance misuse does to families and our communities is to be reduced.

We will safeguard services for the future

The fundamental changes which have occurred within the national and global economy have resulted in significant reduction in available funding. In order to achieve sustained recovery and reduce the harm to families and the wider community, high quality services are critical.

We will make efficiency savings and protect quality

STRATEGIC PRIORITIES & OBJECTIVES

PRIORITY 1

REDUCE THE BARRIERS TO RECOVERY

OBJECTIVE 1

We will provide the means for service users to re-join main stream society

ACTION

We will create partnerships with organisations operating in Employment Training and Education

SUCCESS INDICATOR

Of those service Users completing ADS services 80% will engage with ETE

ACTION

We will create partnerships with organisations operating in accommodation

SUCCESS INDICATOR

80% of service users with an accommodation need who complete ADS services will have improved housing status

OBJECTIVE 2

We will reduce the stigma attached to substance misusers in the wider population



PRIORITY 2

INCREASE ACCESS TO SERVICES

OBJECTIVE 1

We will ensure that services are accessible for all substance misusers including those using traditional and non-traditional substances

ACTION

A service model for non-traditional [NPS] users will be developed and implemented

SUCCESS INDICATOR

The number of NPS users in services will increase by 50%

OBJECTIVE 2

We will ensure all modern communication media is utilised to increase access for current and potential service users and their family and carers

ACTION

A web based/digital 24/7 screening and referral tool will be developed

SUCCESS INDICATOR

10% of all screenings and referrals will be via digital media

ACTION

A web based chat facility will be developed

SUCCESS INDICATOR

Of those using the service 70% will rate it as useful

ACTION

Support via Skype [or similar] will be offered to augment appointments for service users and support for family and carers

SUCCESS INDICATOR

This option will be offered to 50% of those receiving structured interventions

PRIORITY 3

SAFEGUARD SERVICES FOR THE FUTURE

OBJECTIVE 1

We will develop a range of business models to support the delivery of services.

ACTION

Services will be supported from sources other than contracts

SUCCESS INDICATOR

Income from these sources will increase by 100%

OBJECTIVE 2

We will deliver services beyond the Humber Region

ACTION

Capacity to successfully engage in tender exercises will be enhanced

SUCCESS INDICATOR

Of those tenders submitted 50% will be successful

PRIORITY 4

MAKE EFFICIENCY SAVINGS AND PROTECT QUALITY

OBJECTIVE 1

We will deliver governance which is tied into a national registering body

ACTION

A lead profession will be identified

SUCCESS INDICATOR

The national registering body will recognise substance misuse as a specialism within their profession

ACTION

A manual will be produced describing the evidence and theoretical basis for the lead profession

SUCCESS INDICATOR

The manual will be published

OBJECTIVE 2

We will describe a professional/career pathway into and throughout the substance misuse field.

ACTION

The role of ex-service users in quality services will be recognised and a career pathway will be described

SUCCESS INDICATOR

Every ADS service structure will have a post(s) identified for ex-service users

ACTION

A professional and academic map will describe the career pathway options for all posts employed in ADS

SUCCESS INDICATOR

The professional map will be published



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