

LDAAT

Newsletter

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Circulate

LDAAT Newsletter

Breaking the cycle of substance misuse



Welcome to the latest edition of the Lancashire Drug and Alcohol Action Team newsletter.

We are proud of our reputation as one of the most effective and innovative Drug and Alcohol Action Teams in the country. As the name suggests Circulate has been designed to provide news of the latest strategic work carried out by the partnership to tackle the problems caused by drugs and alcohol in Lancashire.

The Lancashire Drug and Alcohol Action Team are committed to produce a long term and sustained reduction in the harm associated with drug and alcohol misuse in Lancashire. This will be achieved through

the development and ongoing improvement of treatment systems that help break the cycle of substance misuse in Lancashire.

We have dedicated this issue to share with you the vision and journey in modernising substance misuse services across Lancashire, including celebrating the launch of the new recovery based services in North Lancashire and the process behind achieving modernisation in East and Central Lancashire

As always we are also keen to hear from you and welcome any comments, thoughts or suggestions you may have, please email charlotte.billington@centrallancashire.nhs.uk or call 01772 777060.

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Service modernisation

Our commitment to improved services



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[Introduction by Tom Woodcock, Strategic Director, Lancashire Drug and Alcohol Action Team.](#)

Drug and alcohol misuse is an issue of major public concern at a national and international level and the harm it causes across society is considerable. Substance misuse presents formidable challenges for strategic bodies and service providers who are working hard dealing with its effects, not only on individuals, but also with families and in communities where its impact remains a daily reality.

In early 2008 the Executive of the LDAAT agreed the modernisation and improvement of Lancashire's adult substance misuse treatment system.

Treatment for substance misuse helps individuals improve their health and life chances. It also helps reduce levels of crime and impacts positively on communities and future costs to the NHS and wider society.

For many years the major effort within treatment services was a concentration on the stabilisation of the individual, for example by maintaining those with a heroin addiction on a regular dosage of a substitute drug like prescribed methadone.

The challenge of the new drug strategy is to enable more addicts to leave treatment successfully in a way that ensures they can sustain their recovery for the benefit of themselves, their families and communities.

This can only be achieved by creating a treatment service which puts the individual and significant others in their lives at the heart of the system. Offering a full range of support enables people to move from problem substance misuse towards a drug or alcohol free life as a fully active member of society.

This 'recovery' model also actively encourages and involves a range of statutory and voluntary agencies to work

together to provide a holistic package of care and throughput for the individual with substance misuse problems. This might include, for example, bodies like local authorities, criminal justice services, housing and primary care services.

Putting the individual at the heart of the treatment system to help them achieve their full potential is a major cultural change in the way services are provided.

Priorities are to improve access and equitable service provision, ensuring the overall system is aligned closely with both the new National Drug Strategy 2008 and Safe Sensible Social, the update to the National Alcohol Strategy.

[Why modernise?](#)

The old system had a number of shortcomings caused by a variety of factors ranging from changes in legislation, changes in commissioning footprints, structures for treatment provision and shortfalls against the needs of local health economies. In short, previous systems lacked an overarching design, with poor pathways between services, poor care co-ordination and all the implied inefficiencies in resource allocation and value for money.

The new services aim to enable more people with drug and alcohol problems to benefit from entering treatment and ensure they can sustain their recovery and transform their lives, moving from problem substance misuse to becoming a fully active member of society.

The ambition is to create an intelligent, cost efficient and innovative drug and alcohol treatment system that will make Lancashire a healthier and safer place – getting more people into treatment, delivering better value for money and helping to reduce crime.

The problem of drugs in Lancashire

The figures underpinning the need to modernise services



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Lancashire comprises of a population of 1.2 million people across a diverse mix of urban and rural communities. Ethnic minorities constitute approximately 5 % of the resident population.

A major study by Glasgow University estimated that there are around 6,393 people between the ages of 15 and 64 in Lancashire (excluding Blackburn with Darwen and Blackpool) using heroin and/or crack cocaine. This amounts to around 8 people in every 1,000, with an estimated 3 of these 8 people injecting as part of their drug use. Problematic drug use appears to be more prevalent in those aged 25-34, as the estimated opiate and/or crack cocaine users in this age group equate to around 21 people in every 1,000.

These are a priority group for service providers but we also have to ensure that there is effective treatment readily available

for all people with a substance misuse problem. This includes help for those using powder cocaine, amphetamine, ecstasy, cannabis and/or other drugs as well as opiate and crack users. As part of this role it is vital for LDAAT to monitor performance against national targets

During 2008/2009, just under 5,500 individuals with drug problems accessed structured drug treatment, with many more receiving support through open access or syringe exchange services. This figure was 4% more than the previous year; however we are always working towards doing better.

This commitment to do better is evidenced in the vision behind service modernisation. Modernisation is about putting in place an up to date, integrated and more widely available substance misuse treatment service which more fully meets the diverse needs of all local people

Perspective: Performance - proving effectiveness

Working towards achieving our performance targets



Photo: Charlotte Bee

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Charlotte Bee joined the team in July 2009 as LDAAT Performance Manager. Charlotte explains how her work contributes to ensuring the best service for those in need.

“I manage all data associated with adult, criminal justice and young people’s substance misuse services across Lancashire. We use this data to help us allocate our resources more effectively and to make sure that agencies are delivering the best possible service for clients.

The data is also used to measure performance against local and national targets set out by the National Treatment Agency (NTA), which is part of the NHS.

LDAAT’s main target, known as National Indicator (NI) 40, counts the number of problematic drug users (PDUs) in effective treatment across Lancashire. PDUs are individuals using heroin and/or crack cocaine. “Effective” treatment lasts at least 12 weeks or is successfully completed in less than 12 weeks. NI 40 is linked to national funding and if we do not meet the target this may have a negative impact on funding across Lancashire. LDAAT

successfully achieved the NI 40 target in 2008/09. The target for 2009/10 is to have 3,962 PDUs in effective treatment, which is a 2% increase on last year.

A key part of my role is to help monitor our substance misuse services. Performance measures include looking at waiting times for services and how services are engaging with clients and other people who might need their help. Treatment Outcome Profiles (TOP) are also a core part of monitoring treatment. TOP is a clinically relevant tool that can be used to measure outcomes along four key care planning domains; substance misuse, injecting risk behaviour, crime and health and social functioning. An individual TOP is a simple and short set of questions, to be used at assessment, care plan reviews and discharge to plot clients’ progress through structured drug treatment (Tiers 3 and 4).

As well as the above we look at how services are reducing harm including offering vaccinations such as hepatitis B and also how many clients successfully complete their treatment.”

Step by step outline of the service modernisation process

A detailed look at the stages involved in the process



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There are a number of key stages in the process which are vital to ensuring that the need is placed at the centre but also that decision making is fair, transparent and meets legal requirements. The aim of this section is to provide a more detailed explanation of the process behind service modernisation

Stage 1: Treatment Plan and Needs Assessment

This is a vital component of the commissioning cycle and framework, designed to highlight gaps and inform the development of initiatives to meet those gaps. It also ensures current services are performance managed effectively and are flexible enough to evolve in line with need.

The Needs Assessment also enables Lancashire Drug and Alcohol Action Team to benchmark how it is meeting its strategic objectives and to share best practice across the partnership.

Stage 2: Board Papers

These Board Papers describe the context for the modernisation of the community drug and alcohol treatment services in North, East and Central Lancashire and signal the corporate and financial commitment of each primary care trust to the process.

Stage 3: Engagement and Feedback

Modernisation proposals are subject to an engagement and consultation process with stakeholders including for example; service users, the families of service users and concerned others, providers, staff,

GPs, pharmacists, the County and Borough Councils and the local public.

Published documents detailing the findings of the consultation process are available via the links below.

Stage 4: Expressions of Interest Advertisement/Memorandum of Information

Initial expressions of interest from qualified providers are sought by placing advertisements in the national lead publications for the sector, Drink and Drugs News and The Guardian. These are intended to encourage responses from a wide range of organisations as possible.

Interested providers are invited to download a Memorandum of Information (Mol). This document provides an overview of:

- Procurement and its objectives
- The Commissioners service requirements
- Procurement process
- Procurement commercial framework
- Procurement governance and administration requirements

The purpose of the Mol is to provide potential bidders and relevant organisations with sufficient information on the Procurement to enable them to make an informed decision about whether they wish to participate.

The Mol will also outline Critical Success Factors (CSFs) which the provider will be expected to meet throughout the life of the contract, covering for example issues around; access, capacity, quality, value for money and affordability and integration with the local healthcare community.

Stage 5: Provider Briefing/Information Day

To ensure all potential Bidders are given an equal opportunity to fully understand the requirements of the Commissioners and have an equal opportunity to bid, a Bidder Information Event/Day is held. This event aims to inform all potential bidders of the procurement principles, processes and next steps.

Stage 6: Pre-Qualification Questionnaire (PQQ)

All parties who attend the Information day are issued with the PQQ. The PQQ is designed to evaluate the capacity, capability and eligibility of potential bidders to provide the services required. It provides detailed information on the PQQ process, guidance on how to complete it and a series of questions

which must be answered satisfactorily. A clarification question and answer process operates during the PQQ stage. PQQ evaluation includes details of the selection criteria and scoring process used and potential bidders will be told whether or not they have been short listed to progress to the next stage.

Stage 7: Invitation to Tender (ITT) and Issue of Service Specification

Bidders invited to proceed to the ITT stage for the service are issued with the commissioners ITT documentation. The detailed requirements of the commissioners, the information required from bidders and the timescales for submission of bids will be included in the relevant ITT. Part of the ITT documentation supplied at this event is the service specification containing a detailed description of what is expected from the bidder and covering such issues as; governance; service user, carer and family involvement; marketing and communications; services to be delivered; performance management; workforce development; facilities; compliance; required policies, procedures and protocols.

Stage 8: Contract Award, Implementation of New Contract – Go Live Phase

Based on the outcome of the ITT evaluation and subsequent bidder presentations, the tender panel will forward recommendations to the LDAAT and relevant Primary Care Trust Boards for consideration. Following Board approvals, the commissioners and the recommended bidder will enter into a formal contract.

Once a formal decision has been made, the implementation phase begins, including a comprehensive communications strategy aimed at all stakeholders.

Stage 9: Contract Commencement/ Management/Performance Evaluation – Ongoing

Following the awarding of the contract and in accordance with the chosen providers implementation plan, the commissioners and providers work together towards service commencement which includes overseeing the implementation of TUPE considerations. Oversight and performance management by the commissioners begins here.

Mapping the journey to recovery

The development of new drug and alcohol services in North Lancashire



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[New community drug and alcohol treatment services were launched across North Lancashire with effect from 1st October 2009](#)

These newly integrated drug and alcohol services will meet the needs of local communities by improving access and enabling those with drug and alcohol issues to transform their lives. This new provision is the result of almost 18 months of hard work and is a combined effort from the teams at NHS North Lancashire, members of the Lancashire Partnership and LDAAT, all under the co-ordination of Chris Lee, Locality Commissioning Manager for North Lancashire at LDAAT.

Chris began preparatory work on the service remodeling shortly after joining LDAAT in June 2007. In early 2008 the Lancashire Partnership Board formally recommended that Lancashire's adult substance misuse treatment system be modernised and improved.

In addition to improving things like access and equitable service provision, the priority was to ensure the overall system was aligned closely with both the new National Drug Strategy 2008 and Safe Sensible Social, the update to the National Alcohol Strategy.

"As a relative newcomer I could appreciate that across the area change was needed. There was a legacy effect from earlier piece-meal commissioning processes. This effect included not just structural inequalities in provision but also inefficiencies due to the use of multiple providers. We also needed to ensure the system took account of other issues, like changes in legislation and new

strategic priorities from government," says Chris.

"We chose North Lancashire to begin the modernisation cycle across the county because of the favourable combination of several factors; it's scale as the smallest organisationally of the three areas; its relative state of readiness and the commitment and enthusiasm for change of the key partners. It was also an opportunity to bring on board more of the highly developed skills of providers in the region," adds Chris.

A wide ranging engagement process included open forum public meetings for internal and external stakeholders as well as close dialogue with other channels, partners and agencies which together helped inform the redesign and development of the new service specification.

"The pioneering new service will not just offer the latest medical and therapeutic treatments for drug and alcohol dependency; it will also offer a full range of support by linking with other statutory and voluntary agencies covering other needs like employment, housing, family and community services," states Chris.

The service aims to enable more people with drug and alcohol problems to leave treatment in a way that ensures they can sustain their recovery and transform their lives, moving from problem substance misuse to becoming a fully active member of society.

This exciting new service has been launched under the "J2R" banner – which stands for Journey to Recovery. "J2R" is the public name created by DIDP; the partnership awarded the three year contract to run the new treatment services by commissioners the Lancashire Drug and Alcohol Action Team and North Lancashire Primary Care Trust.

DIDP or the Disc, Inward, Delphi Partnership includes two charities; DISC (Developing Initiatives Supporting Communities) and Inward House Projects (IHP) and a third member, Delphi Medical Consultants, an experienced independent medical provider for the NHS.

Mark Weeding, executive director of DISC, the lead provider in the partnership said: "Our vision is based on drug treatment as a stepping stone to recovery and social inclusion. The pathway from drug treatment to life change and transformation - establishing jobs, homes and stable relationships - is

crucial. We are also committed to offering a modern, equitable and accessible service right across North Lancashire, so that every single vulnerable person has the same opportunity of support, regardless of where they live and what issues they face."

Ian Guinan, Delphi Medical Consultants director, said: "As a Lancaster based provider and as GP's we want to translate our local expertise in substance misuse prescribing and GP treatment into better outcomes for our patients and our communities. We have existing working relationships with GP's and pharmacies throughout North Lancashire and we hope to build and strengthen these partnerships."

A spokesperson for Inward House Projects, said: "As part of the DIDP partnership, we, at Inward House Projects, are very excited at the prospect of delivering the modern, effective drug treatment services that the people of North Lancashire deserve. We share the vision of our partner organisations and the Lancashire Drug and Alcohol Action Team that recovery is an achievable outcome for the vast majority of people who encounter problems with drugs, alcohol and other substances. Our new approach will be of immense benefit to individuals, families and communities."

Tom Woodcock, Strategic Director, Lancashire Drug and Alcohol Action Team, said: "This exciting development of drugs and alcohol services across North Lancashire is vital to ensure that help is available to individuals and their families in dealing with the damage that dependence on drugs and alcohol often causes. This is the first region in Lancashire to see newly re-commissioned services delivered to the local population as part of a major county wide service modernisation programme. Improvements embedded in the new services, like 7 day and out of normal hours access, will ensure pro-active engagement, particularly with problem drug and alcohol users. The new service "J2R" will deliver real opportunities for people to get their lives back on track."

The new J2R services will initially operate from four sites across North Lancashire, where experienced, qualified staff will carry out a wide variety of support activities ranging from answering simple requests for information about drugs and alcohol, to clinical prescribing, psychosocial interventions, and group activities.

Modernisation moves forward in East Lancashire

As the contract for the new services is officially signed



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The modernisation of substance misuse services in East Lancashire celebrated a significant milestone in the process as the contract was awarded and was officially signed by the new provider Crime Reduction Initiatives (CRI).

Following the modernisation process as detailed on page four the partners that make up the Lancashire Drug and Alcohol Action Team within East Lancashire were delighted to see the contract awarded and the implementation phase begin.

The priority for East Lancashire has been to ensure an effective transition through a comprehensive implementation stage, which is supported by an all encompassing communications strategy. It was important that staff, service users and other partners are fully aware of the arrangements for the change over and that there was no disruption for the client.

The new services officially went live on 1st April 2010. The focus of the new service is on motivating substance misusers to engage in the new services, progressing to encouraging service users to move

out of treatment to sustained abstinence. Service users will be supported to engage in recovery networks, community engagement, education, voluntary and employment opportunities and abstinent and supported housing.

There will be a special launch event later this year to mark the occasion whereby CRI will showcase how they are putting the service user and their families at the centre of their service.

Facts about CRI

- CRI are national providers of support, treatment and rehabilitation programmes, street populations, ex-offenders, children, young people and families
- They were founded in 1977 and have grown rapidly from a small, local charity to one providing services across England and Wales
- They have a strong reputation for high quality, effective services that makes a significant impact on community safety and improve the lives of individuals, families and communities

Central Lancashire moves one step closer

As it completes the provider short listing



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Central Lancashire is the final locality to go through the modernisation process, with the new services planned to go live from 1st October. There are still a number of significant stages to still go through before the final decision is made.

Central Lancashire's 'Provider briefing / information day' was extremely well attended which evidenced the interest and commitment of a range of providers. At the information day the process behind modernisation was explained in detail as well as the background behind modernisation including the findings of the local needs assessment. The day was intended to provide all potential bidders with an equal opportunity to fully

understand all the requirements. All bidders who attend the information day were issued with the 'Pre-Qualification Questionnaire'.

Central have now completed the pre-qualification questionnaire stage and are about to issue the 'Invitation to Tender' documentation. This documentation also includes the 'Service Specification' which provides detailed information about what is expected from the provider and how the provider will be monitored.

The service specification for North and East Lancashire is available on the LDAAT website. Central Lancashire's service specification will also be posted on the website in due course.

Improving drug treatment in prisons

With the Integrated Drug Treatment System (IDTS)



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The Integrated Drug Treatment System (IDTS) is funded by the Department of Health and the Ministry of Justice. The purpose of IDTS is to improve the quality and effectiveness of drug treatment in HM prisons.

All prisons have a drug treatment framework in place to address the different needs of drug misusers, and to reduce the supply of drugs coming into prison.

There are different types of help available as part of drug treatment such as detoxification, prescription of substitute drugs (e.g. methadone), and psychological support. IDTS is about bringing all the different help available into one system so that they can work together in the most effective way.

In Lancashire we have been keen to use the opportunity that IDTS presents to put extra initiatives in place that will help to make a difference. Discussions have taken place with those affected by substance

misuse and prisons, including the families of prisoners. These discussions have informed all the IDTS initiatives.

The following section aims to give you a flavour of the types of initiatives that have been introduced in prisons in Lancashire.

- A play worker has been introduced at Preston prison to help ensure a more positive experience for the children visiting a family member serving a custodial sentence.
- Safe storage cabinets, on requests prisoners leaving prison can have a safe storage box for their medication which enables them to store their drug treatment safely.
- Acupuncture, by offering this service to prisoners and visitors, it is hoped prisoners would be encouraged to access similar treatments on release and that their families would be encouraged to support their desire to change.

A view from inside

A Dear John letter with a difference



For further information

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For Peter and Ryan heroin led them to a life in prison. Whilst in prison they looked more closely at their lives and their relationship with heroin. They wanted to share this poem with you, which they wrote to signify the end of their relationship with heroin

Dear John

Now that you're gone nothing feels the same, yet everything you offered left me with nothing to gain.

So now I'm left with memories I'm trying to forget, they fill me with nothing but sadness and regret.

It's easy to distance myself but your still inside my mind, all these open ended questions with answers hard to find.

My family and friends questioned my commitment making me believe no matter how hard I tried I was never going to succeed.

It's so hard to know the good when all

you've seen is bad, you can't really love someone you never truly had.

That's why I write this poem because it's how I truly feel, all the wounds that smack inflicted have now began to heal.

Now I've found the courage and the strength to resist your warm embrace, I'll never ever forget the way you smell or taste.

It's history for you my friend I'm cutting all my ties, go and find some other mug to believe in all your lies.

At first I'll admit my heart was broken I was losing my best friend, but now I realise our relationship is at an end.

Putting the service users need at the heart of the service

Lancashire user forum's support for modernisation



Working Together - Moving Forward

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The ultimate goal of modernising services for Lancashire Drug and Alcohol Action team is to design services that truly meet the need of those with a substance misuse problem.

At the start of the process LDAAT recognised the importance of current service user involvement and feedback. They have been committed to ensure that service users have been represented at every stage of the process particularly due to their experience of the current treatment system.

Members of the forum have worked as volunteers to provide support such as helping to run consultation sessions with people with a substance misuse problem. This has been extremely valuable because they have been able to draw out an honest response because the volunteers have been able to empathise with those being consulted.

Other support for the process includes contributing to the service specification and sitting on the selection panel where they have been able to ask questions to the potential provider about the service they intend to deliver.

Through the Lancashire User Forum (LUF) service users have been able to have a voice and help to directly shape and develop substance misuse services in Lancashire. The LUF also support LDAAT by using their experience to help design harm reduction campaigns and other communications initiatives.

The LUF are always keen to see new members. They meet every month in Preston. The next meeting is 22nd April. If you would like more information call Dave on 07894 533 357

The Lancashire user forum on the road

The Lancashire user forum have been showcasing their work at a national conference



Photo: Charlotte Bee

Representatives from the Lancashire User Forum (LUF) were delighted to be asked to exhibit at the national service user conference

The service user annual conference which is organised by Drink and Drug News took place on 4th February in Birmingham. The conference includes key note speeches from groups and speakers from across the country, as well as an interactive exhibition.

The LUF stand proudly displayed examples of work that the LUF have been responsible for such as the award winning 'OD999' campaign – a project to reduce the number

of drug-related overdose deaths, the Service User Service Finder, a popular directory of all the support and help available in Lancashire which also includes advice and useful tips.

Dave Rankine Chair of the LUF led the organisation of the trip 'I feel really privileged to be able to attend the conference, but more so I feel very proud of the projects and work that we shared at the conference. Our stand was busy throughout the whole of the event. It is a fantastic opportunity to be able to meet other groups but also to recognise how advanced the LUF group is'.

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