

ITEM No ...13.....



REPORT TO: HEALTH AND SOCIAL CARE INTEGRATION JOINT BOARD -
18 DECEMBER 2018

REPORT ON: SUBSTANCE MISUSE REDESIGN UPDATE

REPORT BY: CHIEF OFFICER

REPORT NO: DIJB66-2018

1.0 PURPOSE OF REPORT

1.1 To provide information about the redesign of substance misuse services and seek approval to release Dundee Alcohol and Drug Partnership resources carried forward from previous financial years held by Dundee Integration Joint Board to progress the proposed Dundee Alcohol and Drug Partnership (ADP) Investment Plan.

2.0 RECOMMENDATIONS

It is recommended that the Integration Joint Board (IJB):

2.1 Notes the content of the report and approves the Substance Misuse Redesign Programme Implementation Plan (attached as Appendix 1).

2.2 Notes that the intentions within the Substance Misuse Redesign Programme and the proposed ADP Investment Plan support the delivery of the Dundee Health and Social Care Strategic and Commissioning Plan 2016 – 2021 as described in 4.1.6 and the Substance Misuse Strategic Commissioning Plan 2018 - 2021.

2.3 Approves the release of ADP resources carried forward from previous years and held by Dundee Integration Joint Board in order to implement the proposed ADP Investment Plan agreed by the Dundee ADP on 22 November 2018 (attached as Appendix 2).

2.3 Requests a report on progress with the Redesign Programme in 12 Months.

3.0 FINANCIAL IMPLICATIONS

3.1 The redesign is funded through a reconfiguration of resources available to the Health and Social Care Partnership and Alcohol and Drug Partnership as part of Dundee Integration Joint Boards delegated budget. An Investment Plan for use of Scottish Government funding was approved at Dundee Integration Joint Board on 30 October 2018.

3.2 During 2018/19, NHS Tayside transferred carry forward funding from historical underspends associated with the ADP to Dundee Integration Joint Board to the value of £378,000. The Dundee ADP Investment Plan as set out in Appendix 2 proposes to use £174,612 of this funding with an additional sum of approximately £100,000 already set aside to cover costs associated with the Dundee Drugs Commission and Drug Deaths Research. This leaves a balance of approximately £103,000 to support the Integration Joint Board's overall financial position for 2018/19.

4.0 MAIN TEXT

4.1 Background to Substance Misuse Redesign

- 4.1.1 It is our ambition that citizens of Dundee will have access to the information and support that they need to live a fulfilled life and recover. In addition, that we intervene early to prevent a negative impact of substance use on citizens of Dundee, children, families, carers and communities. We know that, in Dundee that we have a range of actions to take to deliver upon this ambition.
- 4.1.2 Upon transfer of responsibilities for Substance Misuse Services to the Health and Social Care Partnership in 2017, an evaluation of the performance, risks and operating model took place using learning from a range of activity which included user and stakeholder feedback, Local Adverse Event Reviews, Clinical Care and Professional Governance, National Standards and Guidance, current performance and a range of local and national drivers for change.
- 4.1.3 A summary of risks and improvement themes were subsequently reported to the Dundee Health and Social Care Partnership Clinical, Care and Professional Governance Group and the Performance and Audit Committee throughout 2017 and 2018.
- 4.1.4 The evaluation informed a redesign programme which was subsequently presented to and discussed at a number of forums during the period 2017 to 2018 which includes the ADP, Substance Misuse, Homelessness, Suicide Prevention and Carers Strategic Planning Groups, and the Dundee Drugs Commission.
- 4.1.5 There is an expectation that ADP and IJB will work closely together to deliver services for those affected by substance use. This includes the directing of ADP funding through NHS Boards to Integrated Authorities for distribution to ADP's. While ADP's continue to provide strategic leadership, IJB's will hold a governance role in relation to the use of available resources.
- 4.1.6 The redesign work reflected within both the Substance Misuse Redesign Programme Implementation Plan and the ADP Underspend Investment Plan, are in keeping with the strategic intentions described within Dundee Health and Social Care Strategic and Commissioning Plan 2016 – 2021. (Priority 1 - Health Inequalities: prioritise resources towards the implementation of the Dundee Partnership Alcohol and Drug Strategy). It will also progress the strategic actions aligned to the Substance Misuse Strategic Commissioning Plan 2018 – 2021.

5.0 SUBSTANCE MISUSE REDESIGN

5.1 Aim and Principles of the Substance Misuse Redesign

- 5.1.1 In support of our ambition that citizens of Dundee will have access to the information and support that they need to live a fulfilled life and recover, we aim to:
- Enable citizens of Dundee to improve their wellbeing, quality of life, independence and recover.
 - Contribute to a reduction in admission and readmission to hospital.
 - Promote early intervention, prevention, independent living and reduction in health inequalities.
 - Identify and support Unpaid Carers and family members.
 - Protect children and adults from harm by ensuring effective arrangements in place to identify, escalate and respond to concerns.
 - Build capacity to achieve our aims.

5.1.2 The redesign is supported through use of six principles to inform the development of a new model of working. These are that a new operating model for Substance Misuse Services should be:

- Based in localities across Dundee and available over 7 days and at evenings to improve accessibility, reduce inequalities and support people in employment.
- Holistic, person centred and focused on enabling people to recover, achieve their personal outcomes and be protected from harm. This includes proactively engaging with individuals to support their recovery.
- Underpinned by excellent governance arrangements so that an assurance is provided regarding the quality, safety and effectiveness of the advice, support, treatment and information provided.
- Implemented collaboratively so that people experience well-coordinated support which is integrated from their perspective.
- Organised from a single referral point in localities using integrated documentation so that we make effective use of resources available to support recovery and protect people from harm.
- Responsive to Carers and family members, so that Carers and family members receive the support they need to continue in the caring role.

5.2 Redesign Programme

5.2.1 The substance misuse redesign programme interlinks with a number of change programmes across the Health and Social Care Partnership, NHS Tayside, Dundee City Council and the City. To support effective delivery and development of partnership arrangements the redesign is implemented through four key projects:

- | | |
|-----------|---|
| Project 1 | Recovery, Health and Wellbeing (Developing a Recovery Orientated System of Care which enables Citizens to improve their wellbeing, quality of life, independence and recover) |
| Project 2 | Discharge Management and Unscheduled Care (Reducing Admission and Readmission to Hospital) |
| Project 3 | Integrated Governance and Infrastructure (Developing a Shared Learning Culture and Infrastructure which enables Sustainable Change) |
| Project 4 | Positive Communications (Promoting Recovery and Reducing Stigma Associated With Substance Misuse) |

5.2.2 A redesign plan articulates the actions identified for each project. The plan is a dynamic plan and will be updated based on ongoing self-evaluation, learning and feedback. It is aimed that this approach will support and foster collaboration and an ongoing learning and improvement culture to the delivery of substance misuse services. The Plan is attached at Appendix 1.

5.3 Progress with the Redesign

5.3.1 Over the past year, the focus has been on establishing the organisational and cultural conditions that will support and enable implementation of the redesign programme. This has included:

- Strengthening leadership capacity through development of integrated leadership roles and reconfiguring previously separate health and social care teams into four integrated locality teams. These will be fully implemented over next 6 months.
- Developing an integrated health, social care and third sector locality operating model which supports multi-disciplinary working and enables delivery of a recovery orientated service across all localities of Dundee. Over the next year this will be further developed through use of a public sector partnership with third sector to enable the model to be coproduced.

- A review of options to achieve Scottish Government Waiting Times Targets. This led to the initiation of weekly huddles and implementation of the Direct Access Service.
- Integrated workforce planning in order to build our multi-disciplinary workforce capacity to meet demand and to be able to deliver a recovery orientated service.
- Transfer of Tayside Substance Misuse Liaison Service to the Dundee Integrated Discharge Hub. This aims to improve pathways and support for people with complex needs who are in acute hospital environments.
- Development of multi-disciplinary risk management approaches with colleagues across third, independent and statutory services. This will be consolidated through monthly meetings and development of a multi-agency working with risk guidance over the next year.

5.3.2 The priorities over the next year are to establish integrated health, social care and third sector locality teams and develop pathways and models which facilitate access to right support at right time. Monitoring of progress of the redesign will continue to be undertaken through a Finance, Performance and Commissioning Group with regular updates provided to the ADP and IJB.

5.4 Costs Associated with the Redesign

5.4.1 The redesign is funded through a reconfiguration of resources available to the Health and Social Care Partnership and ADP.

5.4.2 It has been supported through the Scottish Government Investment Plan approved at Dundee IJB on 30 October 2018. This investment plan builds capacity across health, social care and third sector services to develop a recovery orientated system of care.

5.4.3 In addition to this a proposed Dundee ADP Underspend Investment Plan was agreed at the ADP on the 22 November 2018. This further Investment Plan builds capacity through a number of community based organisations to develop a recovery orientated system of care. The Investment Plan is attached at Appendix 2. The IJB is asked to agree the release of ADP underspend monies in order to implement the plan.

5.5 Summary and Conclusion

5.5.1 A redesign of substance misuse services has been implemented to support our ambition that people using substance misuse services will have access to the information and support that they need to live a fulfilled life and recover.

5.5.2 Over the past year, the focus has been on establishing the organisational and cultural conditions that will support the redesign. This has included strengthening leadership and development of multi-disciplinary working. The focus for 2019 – 2020 will be to further implement the redesign programme and investment plans to collaboratively develop a recovery orientated system of care.

6.0 POLICY IMPLICATIONS

6.1 This report has been screened for any policy implications in respect of Equality Impact Assessment and Risk Management. There are no major issues.

7.0 RISK ASSESSMENT

Risk 1 Description	There is a risk that current funding will be insufficient to undertake the redesign
Risk Category	Financial
Inherent Risk Level	Likelihood 3 x Impact 4 = Risk Scoring 12 (which is High Risk Level)
Mitigating Actions (including timescales and resources)	Securing multi-agency agreement on the actions required in line with the Dundee Substance Misuse Strategic Plan.
Residual Risk Level	Likelihood 3 x Impact 3 = Risk Scoring 9 (which is a High Risk Level)
Planned Risk Level	Likelihood 2 x Impact 3 = Risk Scoring 6 (which is a Moderate Risk Level)
Approval recommendation	Given the risk mitigation actions in place the risk is deemed to be manageable and should be accepted.

8.0 CONSULTATIONS

The Chief Finance Officer and the Clerk were consulted in the preparation of this report.

9.0 DIRECTIONS

The Integration Joint Board requires a mechanism to action its strategic commissioning plans and this is provided for in sections 26 to 28 of the Public Bodies (Joint Working)(Scotland) Act 2014. This mechanism takes the form of binding directions from the Integration Joint Board to one or both of Dundee City Council and NHS Tayside.

Direction Required to Dundee City Council, NHS Tayside or Both	Direction to:	
	1. No Direction Required	
	2. Dundee City Council	
	3. NHS Tayside	
	4. Dundee City Council and NHS Tayside	x

David W Lynch
Chief Officer

DATE: 5 December 2018

Alexis Chappell
Locality Manager



DIRECTION FROM THE DUNDEE CITY INTEGRATION JOINT BOARD

1	Reference	DIJB66-2018
2	Date Direction issued by Integration Joint Board	18 December 2018
3	Date from which direction takes effect	18 December 2018
4	Direction to:	Dundee City Council and NHS Tayside
5	Does this direction supersede, amend or cancel a previous direction – if yes, include the reference number(s)	No
6	Functions covered by direction	Substance Misuse Services Investment Plan and substance misuse services impacted by service redesign.
7	Full text of direction	<p>Dundee City Council is directed to enter in to contractual arrangements with all relevant service providers as per the Substance Misuse Services Investment Plan for the provision of those services and to redesign council substance misuse services in line with the recommendations set out in this report.</p> <p>NHS Tayside is directed to redesign NHS substance misuse services in line with the recommendations set out in this report.</p>
8	Budget allocated by Integration Joint Board to carry out direction	Dundee City Council - £174,612 in addition to current allocated resources, NHS Tayside – within current allocated resources.
9	Performance monitoring arrangements	Through the financial and service performance monitoring and workforce planning review arrangements to Dundee Integration Joint Board.
10	Date direction will be reviewed	March 2020

DUNDEE SUBSTANCE MISUSE PARTNERSHIP
REDESIGN ACTION PLAN

CONTENTS

Introduction	Page 3
Vision and Outcomes	Page 4
Values and Principles	Page 5
Action Plan	Page 6
Appendix 1 – Key References and Links	Page 13

Introduction

Welcome to the Dundee Substance Misuse Redesign Action Plan.

The purpose of this Redesign Action Plan is to set out how Citizens of Dundee are enabled to have the information, advice and support they need to recover and live a healthy and fulfilled life. This plan is a dynamic plan and will be updated based on ongoing self-evaluation, learning and feedback. It is aimed that this approach will support and foster collaboration and an ongoing learning and improvement culture to the delivery of substance misuse services.

The redesign of substance misuse services is a response to a number of drivers for change which highlighted that our current approach needs to change. These drivers include:

- Feedback from citizens of Dundee, workforce and stakeholders.
- Integration of health and social care
- The priorities identified within Dundee IJB Strategic Commissioning Plan, Substance Misuse Strategic Commissioning Plan,
- ADP Review Programme, GIRFEC Improvement Programme, Local Outcome Improvement Plan, Dundee Fairness Commission, Community Justice and Community Safety Programme, Mental Health Redesign and Homelessness Transformation programme, Discharge Management and Unscheduled Care Transformation Programme, Primary Care Transformation Programme.
- Carers (Scotland) Act 2016 and Carers Strategic Plan
- Learning from review of Local Adverse Event Reviews and significant incidents

Due to this, the redesign is a complex project which interlinks with a number of change programmes across the Health and Social Care Partnership, NHS Tayside, Dundee City Council and the City. To support effective delivery of the redesign programme and development of partnership arrangements the redesign is implemented through four key projects.

- Recovery, Health and Wellbeing
- Discharge Management and Unscheduled Care
- Integrated Governance and Infrastructure
- Positive Communications

Our Vision

Citizens of Dundee are enabled to have the information, advice and support they need to live a healthy and fulfilled life.

Our Aims

In support of this ambition, we aim to:

- Enable citizens of Dundee to improve their wellbeing, quality of life, independence and recover.
- Contribute to a reduction in admission and readmission to hospital.
- Promote early intervention, prevention, independent living and reduction in health inequalities.
- Identify and support Unpaid Carers and family members.
- Protect children and adults from harm by ensuring effective arrangements in place to identify, escalate and respond to concerns.
- Building capacity to achieve our aims.

Our Approach

To support our approach to improving outcomes for citizens of Dundee we have adopted a set of guiding principles to support enables shared decision making and actions.



No.	Action				Strategic Reference	Progress
Project 1 - Recovery, Health and Wellbeing (Developing a Recovery Orientated System of Care which enables Citizens to improve their wellbeing, quality of life, independence and recover)						
<i>Project Outcomes – Citizens of Dundee are able to improve their wellbeing, quality of life, independence and recover; Protect children and adults from harm by ensuring effective arrangements in place to identify, escalate and respond to concerns; Carers are Supported; promote early intervention, prevention, independent living and reduction in health inequalities</i>						
1.1	Implement Interim Risk Management to mitigate risks identified in relation to capacity and demand, leadership capacity and ability of the service to mitigate risks.	Locality Manager & Integrated Managers Substance Misuse	Ongoing until redesign completed	Additional Nursing and Social Work Resource funded temporarily within budget.	<ul style="list-style-type: none"> • National Health & Wellbeing Outcome 2,3,4,5,6,7,8 and 9. • ADP SPG Recovery Priority - Recovery 	
1.2	Development and implementation of Tier 3 and 4 integrated locality health and social care organisational structure and teams which can be accessed in localities across Dundee. This includes implementation of: <ul style="list-style-type: none"> • Integrated accommodation and infrastructure. • Integrated workforce and organisational development plan. • Integrated approaches to service governance. 	Locality Manager & Integrated Managers Substance Misuse Clinical Leads Pharmacy Leads Psychology Leads Staffside and DCC Unions Nursing and Social Work Professional Leads DVA Learning and Development	By June 2020	Project Management Support Within reconfiguration of current resources.	<ul style="list-style-type: none"> • DHSCP Priorities – Building Capacity, Health Inequalities, Localities, Models of Support • DHSCP – Integrated Workforce Strategy, Accommodation Strategy. • NHS Tayside and DCC Organisational Change Policies. • LAERS Thematic Review 	
1.3	Development and implementation of a Tier 2 Third Sector Substance Misuse Service who can work in localities across Dundee alongside the Tier 3 Service and an associated workforce development programme.	Locality Manager DVA Chief Executive Third Sector Leads ADP Lead Officer Contracts and commissioning	By October 2019	Project Management Within reconfiguration of current resources.	<ul style="list-style-type: none"> • National Health & Wellbeing Outcome 2,3,4,5,6,7,8 and 9. • ADP SPG Recovery Priority - Recovery 	

No.	Action				Strategic Reference	Progress
1.4	Development and implementation of a Tier 3 Third Sector service linked to the development of housing first model, lead professional's model, rapid rehousing and substance misuse redesign.	Housing Options and Homelessness Partnership/ Locality Manager Delivery Sub Group	By March 2020	Project Management Within reconfiguration of current resources.	<ul style="list-style-type: none"> • DHSCP Priorities – Building Capacity, Health Inequalities, Localities, Models of Support 	
1.5	Development and implementation of effective joint working arrangements between community & inpatient mental health and substance misuse services.	Locality Managers and Integrated Managers Substance Misuse and Mental Health Clinical Leads Clinicians	By March 2021	Project Management Resource funded via Mental Health Section 15 monies	<ul style="list-style-type: none"> • Homelessness Strategic Plan • DHSCP – Integrated Workforce Strategy, Accommodation Strategy. • NHS Tayside and DCC Organisational Change Policies. • LAERS/ SCEA/ DATIX Thematic Review 	
1.6	Implement a range of treatment choices which enable people to recover.	Clinical Leads, Integrated Manager (Nursing)	By March 2020	Clinical Resource	<ul style="list-style-type: none"> • National Health & Wellbeing Outcome 2,3,4,5,6,7,8 and 9. 	
1.7	Implement a range of psychological interventions which can promote recovery in line with Scottish Government Guidance across health, social care and third sector.	Psychology Leads ADP Lead Officer	By March 2021	Within current resource.	<ul style="list-style-type: none"> • UK and Tayside Clinical Guidelines • ADP SPG Recovery Priority - Recovery 	
1.8	Implement Pharmacy programme which supports move to locality working.	Lead Pharmacist Substance Misuse	By March 2020	Within Current Resources	<ul style="list-style-type: none"> • DHSCP Priorities – Building Capacity, Health Inequalities, Localities, Models of Support • Homelessness , Suicide Prevention Strategic Plan 	

No.	Action				Strategic Reference	Progress
					<ul style="list-style-type: none"> • DHSCP – Integrated Workforce Strategy, Accommodation Strategy. • NHS Tayside and DCC Organisational Change Policies. • LAERS/ SCEA/ DATIX Thematic Review 	
1.9	<p>Development and implementation of well-coordinated and effective support in localities across Dundee with integrated pathways through services that promote safety, health, wellbeing and enable people to achieve their personal goals. This includes implementation of:</p> <ul style="list-style-type: none"> • Effective pathways with C & F, Prisons, Community Justice, Police, Primary Care, Homelessness, Sexual Health, Third Sector. • Health, social care and third sector MDT's in localities across Dundee. • Effective multi-agency arrangements for supporting and protecting adults, children and women at risk of harm. • Effective MDT overdose prevention pathways. • Approaches to reducing harm caused by alcohol and drugs across all localities of Dundee 	Integrated Managers Substance Misuse Third Sector Representatives Working with Risk Steering Group	By March 2020	Project Management Resource Within reconfiguration of current resources	<ul style="list-style-type: none"> • National Health & Wellbeing Outcome 2,3,4,5,6,7,8 and 9. • UK and Tayside Clinical Guidelines • Adult Protection Guidance • Personalisation Guidance • ADP SPG Recovery Priority - Recovery • DHSCP Priorities – Building Capacity, Health Inequalities, Localities, Models of Support • Homelessness , Suicide Prevention, Community Justice Strategic Plans • DHSCP – Integrated Workforce Strategy, Accommodation Strategy. 	

No.	Action				Strategic Reference	Progress
					<ul style="list-style-type: none"> • NHS Tayside and DCC Organisational Change Policies. • LAERS/ SCEA/ DATIX Thematic Review 	
1.10	Implement personalisation and increase support options available via self-directed support in order to increase recovery options available to service users.	Locality Manager Integrated Managers Snr Officer Strategy	By March 2020	Project Management Resource Within current resources	<ul style="list-style-type: none"> • National Health & Wellbeing Outcome 2,3,4,5,6,7,8 and 9. • UK and Tayside Clinical Guidelines 	
1.11	Implement multi-agency approaches and guidance to working with risk where statutory test does not apply. This includes implementation of lead professionals model and effective multi-agency arrangements for supporting and protecting adults, children and women at risk of harm	Partnership between Suicide Prevention/ Housing Options and Homelessness SPG/ Finance Performance and Commissioning Group/ Locality Managers Snr Officer Strategy	By March 2019	Snr Officer Support	<ul style="list-style-type: none"> • Personalisation Guidance • Lead Professional Guidance • ADP SPG Recovery Priority - Recovery • DHSCP Priorities – Building Capacity, Health Inequalities, Localities, Models of Support • Homelessness , Suicide Prevention Strategic Plan • DHSCP – Integrated Workforce Strategy, Accommodation Strategy. • NHS Tayside and DCC Organisational Change Policies. • LAERS/ SCEA/ DATIX Thematic Review 	

No.	Action				Strategic Reference	Progress
1.12	<p>Further develop our supports to Carers and family members affected by drugs and alcohol. This includes:</p> <ul style="list-style-type: none"> • Development of locality based informal support • Implementation of Carers (S) Act 2016 • Personalised support which enabled Young and Adult Carers to achieve their outcomes. 	Dundee Carers Partnership	By 2020	<p>Within Current Resources</p> <p>Investment Plan agreed via Dundee Carers Partnership</p>	<ul style="list-style-type: none"> • National Health & Wellbeing Outcome 2,3,4,5,6,7,8 and 9. • Dundee Carers Partnership Strategic Plan • Carers (S) Act 2016 	

No.	Action				Strategic Reference	Progress
Project 2 – Discharge Management and Unscheduled Care (Reducing Admission and Readmission to Hospital)						
<i>Project Outcome – Reduction in admission and readmission to hospital; Protect children and adults from harm by ensuring effective arrangements in place to identify, escalate and respond to concerns; Carers are Supported; Promote early intervention, prevention, independent living and reduction in health inequalities</i>						
2.1	Development and implementation of effective discharge management and liaison arrangements, pathways and model of working to enable people who use substances and/ or who have a multiple health and support needs to return home from hospital when they are well and reduce risk of readmission.	Integrated Manager Discharge Management Multi-agency group	By December 2020	Within current resources	National Health & Wellbeing Outcome 2,3,4,5,6,7,8 and 9. ADP SPG Recovery Priority - Recovery Unscheduled Care Board/ Unscheduled Care Transformation	
2.2	Integration of Tayside Alcohol and Drug Liaison, Tayside POA and the Integrated Discharge Hub.	Integrated Manager Discharge Management	By December 2019	Within current resources	Home & Hospital Transition Group DHSCP Commissioning Plan - Moving Assessment into the community	
2.3	Further develop resources such as step up/ step down to support prevention of admission and readmission to hospital.	Integrated Manager Discharge Management	By December 2019	Within current resources		

No.	Action			Strategic Reference	Progress
Project 3 – Integrated Governance and Infrastructure (Developing a Shared Learning Culture and Infrastructure which enables Sustainable Change)					
Outcomes – Citizens of Dundee are able to improve their wellbeing, quality of life, independence and recover; Protect children and adults from harm by ensuring effective arrangements in place to identify, escalate and respond to concerns; Carers are Supported.					
3.1	Development and implementation of and Integrated Balanced Scorecard to enable a focus on continuous improvement across substance misuse services.	Tayside ADP Officer, Tayside ADP Information Analyst	By December 2018	Within Current Resources	<ul style="list-style-type: none"> • Health and Social Care Standards • NICE Guidelines • Duty of Candour • GDPR • ADP Governance
3.2	Development and implementation of a financial governance framework which includes: <ul style="list-style-type: none"> • Integrated Budget Statement • Ongoing Review and Monitoring Of That Statement. • Decision Making Governance 	Finance, Performance and Commissioning Group HSCP Accountant Tayside ADP Officer	By December 2018	Within current resources	
3.3	Development and implementation of an integrated operational risk management model which includes: <ul style="list-style-type: none"> • Integrated risk register. • Review of the register • Development of risk management and risk mitigation actions via locality multi-disciplinary meetings and reporting. 	Integrated Managers Substance Misuse and Homelessness Third Sector Leads HSCP Commissioning and Contracts	By December 2018	Project Management Resource Within current resources	
3.4	Development and implementation of a single self-evaluation document which brings learning from range of reports into one document and makes recommendation for improvement.	Tayside ADP Officer	By December 2018	Within current resources	

No.	Action			Strategic Reference	Progress
3.5	<p>Development and implementation of a shared approach to continuous improvement and learning through:</p> <ul style="list-style-type: none"> • Review of data from balanced scorecard, self-evaluation and waiting times. • Review of benchmarking and learning from other areas. • Review of new guidance and policy direction. • Review of progress in implementing health and social care standards • Development of shared responses to learning and improvement activity identified through review of data. 	<p>Integrated Managers Substance Misuse and Homelessness Third Sector Leads HSCP Commissioning and Contracts</p> <p>Supported by Tayside ADP Officer</p>	By March 2019	Within current resources	
3.6	<p>Ensure effective implementation of health and social care standards and protection of children and adults across health, social care and third sector services</p>	<p>Integrated Managers Substance Misuse and Homelessness Third Sector Leads HSCP Commissioning and Contracts</p> <p>Supported by Tayside ADP Officer</p>	By June 2019	Within current resources	
3.7	<p>Confirm accountability for substance misuse services.</p>	<p>ADP/ HSCP/ Locality Manager</p>	By April 2019	Within Current resources	

No.	Action				Strategic Reference	Progress
3.8	Develop and Implement a learning and workforce development programme which provides information and learning in relation to Clinical Guidelines, Health And Social Care Standards & Personalisation as applied to substance misuse across health, social care and third sector.	PP Team/ Lead Pharmacist/ DVA Learning and Development	By June 2019	Within current resources		
3.9	Undertake national, local and international benchmarking and review on a regular basis and bring recommendations for learning to the Financing, Performance and Commissioning Group to inform continuous improvement of service delivery in Dundee.	Tayside ADP Lead Officer, Tayside Intelligence Analyst	By January 2019	Within current resources		
3.10	Develop and implement information sharing protocols which enable effective information sharing across substance misuse services and key partners.	Tayside ADP Lead Officer, HSCP Snr Manager Data Protection	By June 2019	Within current resources		

No.	Action				Strategic Reference	Progress
Project 4 – Positive Communications (Promoting Recovery and Reducing Stigma Associated With Substance Misuse)						
4.1	Development and implementation of communications plan and programmes in order to provide positive information about substance misuse services and to reduce stigma.	DVA/ Protecting People Communications/ DHSCP Communications	By October 2019	Within current resources	<ul style="list-style-type: none"> • National Health & Wellbeing Outcome 2,3,4,5,6,7,8 and 9. • ADP SPG Recovery Priority - Recovery 	
4.2	Development and implementation of a website which provides information about substance misuse, suicide prevention and homelessness.	Partnership between Suicide Prevention and Homelessness SPG/ TEC Lead/ FPCG	By October 2019	Within Current Resources Project Management	<ul style="list-style-type: none"> • DHSCP Priorities – Building Capacity, Health Inequalities, Localities, Models of Support • Homelessness , Suicide Prevention Strategic Plan 	
4.3	Development and implementation of digital Recovery stories as a means of promoting recovery across Dundee.	Partnership between Suicide Prevention and Homelessness SPG/ TEC Lead/ FPCG	By October 2019	Project Management		

DUNDEE ADP & IJB, November 2018

ADDITIONAL INVESTMENT IN SERVICES TO REDUCE PROBLEM DRUG AND ALCOHOL USE: Underspend funding allocated to Dundee ADP

2018-19 INVESTMENT PLAN AND REPORTING TEMPLATE

Investment area	Key Challenges	Proposal & Intended Outcomes	Anticipated Investment	Anticipated Investment Measure Progress
Recovery Hill Walking Group	<ul style="list-style-type: none"> Supporting individuals to progress with their recovery Ensure individuals with lived experience contribute to shaping the ROSC in Dundee Ensure enough support is available for individuals at every stage of their recovery 	Develop infrastructure for joint working Develop and maintain multi-agency working Individuals better supported to progress with their recovery Individuals better supported to progress with their recovery	£18,000 over 2 years. One off allocation in year one	<ul style="list-style-type: none"> Involvement of individuals with lived experience in the design, delivery and monitoring of the ROSC in Dundee. Improvement engagement and retention with the ROSC. Individuals in Dundee recover from substance misuse and are able to lead ordinary lives. Local and National Partnership arrangements developed which enables effective implementation of and sustainability of the project. Sustainable provision of recovery support across all localities of Dundee.
Revive Dundee Community Coaching	<ul style="list-style-type: none"> Supporting individuals to progress with their recovery Ensure individuals with lived experience contribute to shaping the ROSC in Dundee Ensure enough support is available for individuals at every stage of their recovery 	Develop infrastructure for charitable status Develop infrastructure for joint working Develop and maintain multi-agency working Individuals better supported to progress with their recovery	Agreement in Principle to £6,112 (additional £500 to help develop governance) over 1 year subject to confirmation of Governance Arrangements (including a PVG for working with vulnerable adults).	<ul style="list-style-type: none"> Involvement of individuals with lived experience in the design, delivery and monitoring of the ROSC in Dundee. Individuals in Dundee recover from substance misuse and are able to lead ordinary lives. Governance arrangements developed in line with DVA Good Governance Award and Charitable status. Local and National Partnership arrangements developed which enables effective implementation of and sustainability of the project. Sustainable provision of recovery support across all localities of Dundee.

Investment area	Key Challenges	Proposal & Intended Outcomes	Anticipated Investment	Anticipated Investment Measure Progress
			One off allocation in year one	
Recovery Friendly Dundee	<ul style="list-style-type: none"> • Supporting individuals to progress with their recovery • Ensure individuals with lived experience and communities across contribute to shaping the ROSC in Dundee and redesign of substance misuse services. • Ensure enough support is available for individuals at every stage of their recovery 	<p>Develop infrastructure for joint working Develop and maintain multi-agency working Individuals better supported to progress with their recovery</p>	£25,000 over 1 year. One off allocation in year one	<ul style="list-style-type: none"> • Involvement of individuals and communities with lived experience in the design, delivery and monitoring of the ROSC and redesign of substance misuse services in Dundee. • Individuals in Dundee recover from substance misuse and are able to lead ordinary lives. • Coproduction of website and recovery information as a partnership with key partners across HSCP and third sector. • Coproduction of a Dundee recovery charter and brand which promotes recovery and reduces stigmatisation. • Local and National Partnership arrangements developed which enables effective implementation of and sustainability of the project. • Sustainable provision of recovery support across all localities of Dundee. • Completion of learning and development on recovery and clinical decision making to inform project development.

Investment area	Key Challenges	Proposal & Intended Outcomes	Anticipated Investment	Anticipated Investment Measure Progress
WRASAC - Improving Responses to vulnerable women	<ul style="list-style-type: none"> Vulnerable women are at increased risk of drug deaths Women affected by domestic abuse and substance misuse struggle to access and engage with services 	Develop and maintain multi-agency working so that Women are better supported to progress with their recovery and are safer.	£50,000 over 18 months. One off allocation in year one	<ul style="list-style-type: none"> Individuals are supported to progress with their recovery from drug and alcohol misuse in a ROSC Vulnerable Women in Dundee will be better supported. The principles of Safe & Together will be embedded with in practice. Improvement engagement and retention with the ROSC Effective response to non-Fatal overdoses. Local and National Partnership arrangements developed which enables effective implementation of and sustainability of the project. Completion of learning and development on recovery and clinical decision making to inform project development.
Fintry Family Support Service	<ul style="list-style-type: none"> Families affected by substance misuse struggle to function Supporting the whole family together (rather than separate support to children and adults) Children living within families affected by substance misuse need to have the best support to achieve their full potential. 	Develop infrastructure for joint working Develop and maintain multi-agency working Individuals better supported to progress with their recovery Children and young people are Safer	£45,000 over 3 years. One off allocation in year one with review after 1 st year.	<ul style="list-style-type: none"> Increased support to individuals and families Vulnerable families in Dundee will be better supported through a whole-family approach to supporting children and parents affected by substance misuse. Children and young people will be safer. Effective response to non-Fatal overdoses. Improved engagement and retention with the ROSC Local Partnership arrangements developed which enables effective implementation of and sustainability of the project across all localities of Dundee. Sustainable provision of support across all localities of Dundee.

Investment area	Key Challenges	Proposal & Intended Outcomes	Anticipated Investment	Anticipated Investment Measure Progress
Recover Tay	<ul style="list-style-type: none"> Supporting individuals to progress with their recovery Ensure individuals with lived experience and communities across contribute to shaping the ROSC in Dundee and redesign of substance misuse services. Ensure enough support is available for individuals at every stage of their recovery 	Develop infrastructure for charitable status Develop infrastructure for joint working Develop and maintain multi-agency working Individuals better supported to progress with their recovery	£10,500 over 1 year. (Additional £500 to help develop governance) over 1 year subject to confirmation of Governance Arrangements (including a PVG for working with vulnerable adults). One off allocation in year one	<ul style="list-style-type: none"> Involvement of individuals with lived experience in the design, delivery and monitoring of the ROSC in Dundee. Individuals in Dundee recover from substance misuse and are able to lead ordinary lives. Governance arrangements developed in line with DVA Good Governance Award and Charitable status. Local and National Partnership arrangements developed which enables effective implementation of and sustainability of the project. Sustainable provision of recovery support across all localities of Dundee.
Dundee Hubs Evaluation	<ul style="list-style-type: none"> Development of an understanding of impact of the Dundee Hubs. Development of shared approaches across services in Dundee towards locality working, particularly for people who do not engage with services. 	Undertake mini competition Develop infrastructure for joint working Develop and maintain multi-agency working Individuals better supported to progress with their recovery TOTAL	£20,000 £174,612	<ul style="list-style-type: none"> Local and National Partnership arrangements developed which enables effective implementation of and sustainability of the project. Steering Group implemented which consists of third sector, statutory and support services and oversees the evaluation. Recommendations made to the Finance & Commissioning group (as the group leading on the redesign) to support implementation of the redesign of services. Recommendations made which considers how the hubs links to and develop informal community based support in localities across Dundee which includes joint working with local GP's, pharmacies, schools, libraries and community centres.

Investment area	Key Challenges	Proposal & Intended Outcomes	Anticipated Investment	Anticipated Investment Measure Progress
<p data-bbox="51 323 349 352">Additional points agreed:</p> <ul data-bbox="51 387 2175 671" style="list-style-type: none"> <li data-bbox="51 387 1384 416">• All individuals delivering training and / or support require to undergo a PVG for working with vulnerable adults <li data-bbox="51 419 1599 448">• Service Level Agreements will be developed with respect to each allocation (including statutory and Third sector organisations). <li data-bbox="51 451 2168 512">• All the organisations awarded funding will be expected to embed key standards and principles, governing the practice and culture of their work, which includes health and social care standards and policies and practices which protect children and adults, including vulnerable women. <li data-bbox="51 515 2145 576">• All organisations will be expected to introduce a gender-perspective to ensure specific and appropriate support is available to vulnerable women which promotes recovery and safeguards their welfare. <li data-bbox="51 579 2175 639">• All organisations will be expected to identify and offer support, which includes signposting to relevant organisations, to carers and family members affected by substance misuse so that Carers and family members are supported. <li data-bbox="51 643 1469 671">• All organisations will be expected to support and contribute to the redesign of substance misuse services in Dundee. 				