

Essex Drug & Alcohol Partnership



**Annual Report
2008 / 2009**



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1 Executive Summary

1.1 Introduction

Welcome to the second Essex Drug & Alcohol Partnership (EDAP) annual report.

This report will reflect on EDAP's 2008 / 2009 performance in its entirety. It will provide a top level summary of achievement including all relevant performance and financial information.

Finally, this report will look forward to the 2009 / 2010 year and map out key partnership objectives that lie ahead.

Please note that all statistical information contained within this report is generated from publicly available information and represents work undertaken within EDAP from the 1st April 2008 – 28th February 2009. Supporting narrative is provided by the Essex Drug & Alcohol Action Team (EDAAT).

1.2 Foreword from Clare Aitken Essex Drug & Alcohol Action Team Strategic Manager

At the close of 2008/2009 financial year I find myself in the enviable position of reflecting on yet another year of continued improvement and significant achievements. In the past 12 months Essex Drug and Alcohol Partners have worked together to strengthen our combined performance and we have accomplished a wealth of notable successes including the award of the Systems Change Pilot, being hand picked by the National Audit Office to provide guidance as a high performing drug and alcohol partnership (DAP) and being highlighted as the fastest improving DAP with regard to TOPs (Treatment Outcome Profile) reporting and monitoring in the county.



These achievements are of course over and above meeting and exceeding our annual performance targets, the successful re-tender and award of key substance misuse contracts throughout the County and negotiating the successful inclusion of National Indicators 115 (Reduction of Children and Young Peoples Reported Substance Misuse) and 39 (Reducing alcohol related hospital admissions) within the revised Essex Local Area Agreement.

The award of the 2 year Systems Change Pilot will have a significant positive impact on the medium and long term future of our partnership. It is perfectly aligned with our strategic vision and will allow freedoms and flexibilities for the partnership in Essex to deliver end to end services via improved integrated working, reduced bureaucracy and innovative service solutions that are driven by local need. The next 2 financial years are therefore of significant importance, not only to Essex, but to the future of substance misuse in the UK as the results of our pilot will inform national standards from 2012.

It goes without saying that we should all be incredibly proud of the achievements that partners have worked diligently to achieve over the last 12 months. I am extremely

grateful once again for your continued support and dedication to our ever evolving agenda and extend my sincere thanks, on behalf of the partnership, for your tireless and enthusiastic support to improve the quality of services we deliver to our service users, carers and families.

Finally, I would like to take this opportunity to convey some key changes that will be taking place within the EDAAT management structure. Following an extremely enjoyable and rewarding 2 years as the Strategic Manager of EDAAT, in July this year I will be handing over to Donia Slyzuk. Donia joins the team from Stonham where she currently delivers the role of Area Business Manager. I wish Donia, EDAAT and the partnership every success and have no doubt that if we continue to build on our strengths we will achieve our ambition to lead the way in best practice substance misuse service delivery and partnership working.

2 2008 / 2009 Highlights

2.1 Key achievements at a glance

The highlights below show at a glance EDAP key achievements for the 2008 / 2009 financial year. To demonstrate how Essex has contributed towards delivery of national strategies highlights are categorised under the four key strands of the National Drug Strategy and the National Alcohol Strategy.

EDAP 3 Year Strategic Plan

The 2008 / 2011 EDAP Substance Misuse 3 year strategic plan was agreed by the Safer Essex board and published. The plan provides all partners with the 11 key objectives that the partnership will strive to achieve over the next 3 years. To read the plan please visit the professional pages of the EDAAT website www.essexdrugaction.org.uk.

Section 256 / 75 and Consortium Agreement

As a model of best practice EDAP have agreed a Section 75 / 256 between Essex County Council and West Essex Primary Care Trust and a Consortium Agreement between all statutory partners (including all 5 Primary Care Trusts, Essex County Council, Essex Police, Essex Probation and HMP Chelmsford) which clearly outlines financial and commissioning responsibilities with regard to our major funding stream the Adult Pooled Treatment Budget. The finalisation and signature of these agreements is the result of many months of negotiation and hard work. These agreements will lay the foundation for further important developments under the Systems Change Pilot.

Essex Selected as Drug System Change Pilot Site

EDAP have recently received some excellent news from the Home Office Drug Strategy Unit. Essex has been awarded the Drug Systems Change Pilot. This achievement places us in a handful of partnerships (one of 7 in the country) that will be leading the way nationally to develop a whole system approach to substance misuse commissioning. Within the Systems Change Pilot we will be given freedoms and flexibilities to explore innovative commissioning approaches that will inform national standards and guidelines from 2012 onwards. For further information on what this means to EDAP please refer to section 6 of this report where we look to the year ahead.

Recognised Nationally as a High Performing Partnership

Essex was recently informed that we are one of only 6 high performing DAAT's in the country that will assist the National Audit Office in collating areas of best practice which will be used as a benchmark and guide for others to follow. We look forward to updating you with more news as the project progresses. This is excellent recognition of the partnership's hard work and a testament to the vast improvement that we have made together over the past two years.

2.2 Enforcement

Fast track Prescribing

In August 2008 EDAP launched a fast track prescribing service provision aimed at meeting the needs of adults who are released from custodial settings, often required at short notice. This service fills an important gap that has proved problematic within the partnership for some time.

Criminal Justice Lead

Bill Puddicombe has recently been appointed as EDAAT Criminal Justice lead. Bill is a quality candidate with extensive experience within the substance misuse arena. He was previously Chief Executive of Phoenix Futures and is Chair of the Essex Probation Board. Bill will lead on the strategic alignment of EDAP Criminal Justice work streams.

Essex High Performing Drug Interventions Programme (DIP)

Government Office East of England data shows that Essex has consistently achieved and exceeded key targets across the three key performance indicators set by the Home Office. Given that Essex DIP contributes a quarter of the regions individuals entering DIP treatment the Partnership is extremely proud of its performance in this area.

SOVA Volunteers

SOVA is the organisation that provides valuable volunteers for the Essex DIP. There are approximately 50 volunteers that have provided 2468 hours of support, the equivalent of 352 working days (April 2008 – March 2009). Over the past year volunteers have helped in many ways including help filling in job application forms, taking clients to appointments or simply providing additional support to aid a client's recovery. Below two of the volunteers involved in the scheme tell their story.



Retired Chris Camp from Chelmsford, shares his experience of volunteering with SOVA,

"I work within Chelmsford Prison. One thing I am realising is that at my age, I could be doing something more relaxing such as sitting in an armchair reading the paper, but I find that meeting the offenders and giving them some time, just for them, brings a smile to their faces". He continues "When talking with them, I realise that I may have been the first person that has done that. From a young age the only friends they may have had are drug dealers or drug users and the other people that they have met are people in authority such as the police. They find it strange when they realise that I am not someone official, I am just me. When I leave them I often get a warm hand shake and a thank you, for me this is

payment enough and makes it worthwhile. So if my kindness and understanding plants a good seed in them then it can only be a good thing and my time supporting these offenders isn't wasted."



Ray Knight, aged 44 from Maldon, shares his moving experience of working with Class A drug users as a volunteer "I am lucky enough, to have been given an opportunity, to be the first person in the chain of others in the Essex drug treatment system to help make a difference to lives of drug users. My role is mainly to pick clients up when they are released from prison or from their homes and take them to their appointment at the drug treatment centre". He continues "When I got my first call, the enormity of the job rapidly became a reality. I had no idea what

to expect. My expectations were shot to pieces when I saw this scared young man get in my car with his life in tatters, looking to me to help him turn his life around. I hadn't a clue what to say to him. After all, like most people, I had never met anybody addicted to heroin before. On reflection Ray says "It's not until you have a few moments to reflect, that you realise what you have done. A fellow human being asks for your help, and you are there to give it to them. It's a really touching experience. You find that you form a

bond with your client and you want to see them beat the addiction of heroin. We all need that little leg up from time to time. We have all made mistakes in life and have our faults. Each time I get that call, the chance to be the first chain in the link; it's an honour I will treasure."

2.3 Preventing harm to children and young people & families affected by substance misuse

Children and Young Peoples Substance Misuse Services

Following a full competitive tender process the contract for the provision of Tier 2 and 3 services to young people across Essex has been awarded to the Essex Young People's Drug and Alcohol Service (EYPDAS) provided by The Children's Society. This contract is a three year contract and was awarded following the comprehensive Essex County Council (ECC) procurement process led by the EDAAT Young People's Joint Commissioning Manager and the Young People's Joint Commissioning Group. The successful appointment will follow the ECC Schools, Children and Families children trust approach.

Strengthened Children and Young Peoples Joint Commissioning Group

Membership of the Children and Young People's Joint Commissioning Group has been refreshed and includes representation from all 5 Primary Care Trusts which has strengthened this decision making forum and will play a key role in driving forward the agenda over future years.

Children & Adolescent Mental Health Service (CAMHS) Project

EDAP have commissioned a specialist consultant to perform a CAMHS review. This is in recognition of the important links between substance misuse and mental health, specifically in the Children and Young People's arena. The objective of this project is to:

- Clearly map all existing protocols and working practices between CAMHS and substance misuse
- To identify gaps in provision and protocols
- Develop a top level working plan that the partnership can then take forward to fill these gaps over a defined period of time

National Indicator 115 Substance Misuse by young People

Following several months of analysis, consultation and development, EDAP has reached agreement to retain and develop this important national indicator in the current Local Area Agreement (LAA2). Partners are satisfied that this indicator will act as a partnership platform to raise awareness, gather important information and drive through positive change across Essex over the life of LAA2.

Strengthened Links with the Young Essex Assembly

EDAAT has strengthened its links with the Young Essex Assembly, which is an elected group of young people consisting of 75 members which mirrors the number of county councillors in each locality. Its aim is to give all young people a voice achieved by working in partnership with young people and organisations throughout Essex. Priorities across all localities include substance misuse and the Young Persons Commissioner is working closely with the Young Essex Assembly in order for EDAP to positively address this priority.

Transitional Arrangements

EDAAT are currently awaiting the outcome of a commissioned review into the needs of the 16 – 25 year olds in the treatment system and the identified gaps in provision. Work is underway to review pathways from young people's services into adult provision in order to support improvements in a seamless provision to this age group who have

been identified as being under represented in the treatment system in the county. We look forward to updating the partnership further in this important piece of work during the 2009 / 2010 financial year.

2.4 Adult treatment

Treatment Specialist

EDAAT has appointed Lynne Taylor as Treatment Specialist to the team who will be starting work in early June 2009. Lynne will be leading on the ongoing operational developments required to take forward many of the work streams identified below and to support the EDAAT Joint Commissioning Manager and the Performance Team to ensure the effective delivery of services in line with National Service Frameworks and other clinical guidance. Initially Lynne will be leading on the following key work streams:

- Harm Reduction including Blood Borne Virus services, Needle and Syringe services and Drug Related Death and serious untoward issues
- Models of Care compliance
- Clinical Governance
- Tier 4 access
- Primary Care services with a particular focus on Shared Care
- Service User, Family and Carer involvement

Service User, Carer and Family Involvement Tender

Following detailed analysis and partnership consultation the EDAP have agreed to tender against an enhanced, multi layered Service User, Carer and Family Involvement Specification. Upon the award of contract this service will enable the partnership to strengthen service user, carer and family involvement in all elements of EDAP work, specifically commissioning. The multi layered approach will consist of dedicated EDAAT support, service user, carer and family participation in all major decision making forums and quantitative and qualitative analysis to inform commissioning decisions at all levels. We look forward to updating the partnership during the 2009 – 2010 financial year.

2.5 Communication & Community Engagement

Appointment of EDAAT Locality Partnership Facilitation Manager

In November 2008 Ellen Collen was appointed to this new role. This role is pivotal to EDAAT further strengthening partnership working with locality groups whilst also locally leading on the community engagement strand of the governments National Drug Strategy.

Locality Drug & Alcohol Group DATA Event

On the 29th January 2009 the EDAAT held a data event which was the first of its kind. It's objective was to bring together Locality Drug & Alcohol Groups along with EDAP partners to specifically discuss substance misuse and other relevant data. The event was extremely well attended with representation from each locality group.

General feedback has been extremely positive, showing that the event gave attendees a better understanding of the available data and how to access it, whilst also identifying gaps in provision. EDAAT is continuing to work with localities to take this important piece of work forward.

Development of Communications Strategy

Early 2008 saw the publication of the EDAAT Communication Strategy. This document aims to increase the strategic focus of all EDAAT and partnership substance misuse communications. To read the strategy please visit the professional pages of www.essexdrugaction.org

National Tackling Drugs Week

The 2008 event took place week commencing 19th May and saw us truly working in partnership to organise events throughout the County. The Central Office of Information (COI) news and PR department confirmed that the Essex Drug and Alcohol Partnership achieved the highest press coverage in the Eastern region and were the only region to have its events featured on TV. The 2009 event is taking place week commencing the 8th June and EDAP have high hopes for even more success. Planning has already started and events include a Community 5 a Side Football Tournament and a Photographic Exhibition.

Essex Pride

The EDAAT needs assessment identified that there were minimal members of the Lesbian, Gay, Bisexual and Transgender (LGBT) community engaged in drug treatment. Links were made with the organisers of Essex Pride and EDAAT managed the media for this event. On the 7th September EDAP exhibited at the 2008 event, successfully engaging with members from this important community group. The event achieved excellent press coverage and the communication lead at EDAAT now sits on the organisation committee for next year's event. The 2009 event has moved to a larger venue and looks to be bigger and better. This provides an excellent opportunity to build and strengthen our relationship with this group and will assist in identifying unmet needs in substance misuse services.

Not in my neighbourhood week 13th – 17th October

During 'Not In My Neighbourhood Week' 2008, EDAP partners helped raise awareness in the communities of Essex of the work being undertaken locally to tackle crime and to remind people of the large number of public services, in addition to the Police, that play a vital part in driving down crime.

EDAP promoted local initiatives to the media such as the successful EYPDAS gym group for young offenders. The group acts as a diversionary intervention by encouraging members to be healthy, decreasing levels of anti social behaviour and most importantly helping young people reduce their level of substance misuse.

Launch of Colchester SOS Community Bus

November saw the launch of the Colchester SOS Bus. The aim of this multi agency initiative is to reduce anti social behaviour, reduce alcohol related accident and emergency admission and reduce fear of crime. The bus will be located in Colchester Town Centre every Friday, Saturday and Sunday evening and acts as a 'safe haven' offering medical assistance for minor injuries, counselling and a waiting area. The bus is a first point of contact for those whose well-being is threatened by inability to get home, illness or injury, emotional distress or other vulnerabilities. Should this project be as successful as hoped, consideration will be taken to roll out similar initiatives county wide.

Young Peoples Alcohol Campaign

In December EDAP and the Essex Teenage Pregnancy Partnership launched a joint communications campaign. There were two audiences for this campaign, young people and parents / carers of young people. For young people the purpose was to encourage them to think about the effects and consequences that alcohol consumption has on their behaviour while parents and carers were encouraged to be aware of the risks of alcohol so that they help their children make responsible decisions about alcohol now and in the future. Young people were consulted throughout the process and assisted in developing the content. Regionally this campaign was highly commended.

Substance Misuse Clients involvement in Open Access Drug Service Launch Campaign

In March an exciting project was undertaken and coordinated by EDAAT. Current drug and alcohol service users attended a week long radio drama and broadcasting course which resulted in the production of a radio advertisement that will air on local radio as part of the EDAP launch campaign for Open Access drug services across Essex. The campaign will run later in 2009.



Not only did participants thrive on being part of the process to deliver key information to their community and create an advert that they would want to hear, they also gained new skills and a National Open College Network accreditation which is nationally recognised to help enhance their further training/career prospects. A number of participants expressed an interest in undertaking further training in this area.

Involvement in PR launch of National Youth Alcohol Consultation

EDAAT has worked with the COI to help them launch the Government's Department of Children, Schools and Family (DCSF) national youth alcohol consultation regionally and locally. This has resulted in an ex Essex service user's experience with alcohol being used in a case study. This was an excellent opportunity for a good news story from within the Partnership to generate positive media coverage locally and regionally.

2.6 Safer. Sensible. Social. Alcohol Strategy

EDAP Alcohol Strategy

Over the last year the EDAP Alcohol Strategy has been developed by the Alcohol Strategy Steering Group which includes all 5 Primary Care Trust's and Essex Probation. The strategy has now been approved by the Safer Essex Partnership and all data gaps are currently being addressed. Detailed planning is now underway. The partnership's Alcohol Strategy Steering Group is developing a programme of training to Primary Care professionals to deliver Brief Interventions to hazardous and harmful drinkers. In addition the group is pursuing links to Acute Trust provision in order to effectively develop the provision of Brief Interventions in both A&E settings and the associated outpatient clinics. Further development of alcohol treatment provision is being led by this group and the EDAAT Strategic Manager and links into the funding available to the partnership is being investigated. The planning and execution of local awareness campaigns, education and prevention activity will be driven by locality Drug and Alcohol Reference Groups in their communities.

National Indicator 39 Alcohol Harm Related Hospital Admission Rates

Following several successful EDAP meetings agreement was reached to retain and develop this national indicator in LAA2. Partners are satisfied that this indicator will drive through positive change across Essex over the life of LAA2. Refresh processes for this indicator were successfully deployed in line with partnership timelines.

2.7 Partnership Reflection

A collection of quotes from many of our EDAP partners reflecting the 2008 / 2009 financial year.

Alison Keating, Regional Manager, National Treatment Agency (NTA)

"The improvements in the EDAP governance arrangements have been reflected in real improvements in drug treatment performance indicators. EDAP's inclusive approach to partnership has supported a positive working relationship with the NTA. During 08-09 EDAP and the NTA undertook a joint review of Treatment Outcomes Profile completion in Essex to support local and regional improvements. The impressive improvement in Essex following this review is testimony to thorough performance management approaches in the Partnership; as is the improvements in planned discharges from the treatment system over the year. These developments and the strong approach behind them have supported Essex in being chosen as one of only seven national System Change Pilots, (SCP). Over 2009 – 2011 financial years these pilots will pioneer new approaches to integrated working over the drug treatment system and will be at the forefront of future national changes in the treatment system. We look forward to working with the Partnership in taking this forward."

Ian Martin, Deputy Regional Director (Safer & Stronger Communities), GO-East:

"EDAP is a very effective partnership. It has strong buy-in from a wide range of partner agencies that is integral to delivering the outcomes of the National Drug Strategy. The ambition of the partnership is also very evident, particularly with their successful bid for the Drug System Change Pilot, and we at GO East will work alongside and support EDAP as they take forward this integrated and flexible approach to drug treatment services in Essex."

Paul Warren, Chair of Safer Essex

"I've been very impressed by the work of the team. There is a real desire to make a difference and the enthusiasm and commitment of staff to achieve is a credit to them all. Over the past 12 months the team has continued to focus on quality and excellence and that is reflected in the outcomes now coming through. It's been a good year but 2009/2010 looks even more challenging."

Lorraine Bush, Operational Service Manager North Essex Partnership Foundation Trust:

"The last year has had its challenges with the treatment redesign; however this has given us an opportunity to reshape the service we offer to clients. The service will be more streamlined and therefore offer a pathway of care that will reflect the clients needs at different points in their treatment journey. It has been a pleasure to work with EDAAT and our many partners. North Essex Partnership Foundation Trust is looking forward to this coming year and working with EDAAT especially as Essex has been awarded The Drug Systems Change Pilot, and the many opportunities this will bring."

Sarah Chambers, Chief Executive Open Road:

"It has been an exciting, challenging and demanding year. EDAP and service providers have all worked extremely hard on the new treatment redesign to ensure that we improve services and treatment pathways for the benefit of our clients. I am sure that the whole of the Essex Drug and Alcohol Partnership is proud of the achievements and improvements that have taken place during the year. Open Road would like to thank all the commissioners and staff at Essex DAAT for their support in awarding us both contracts in the North and South of the County for Tiers 2 and 3 service provision. We look forward to the coming year and working towards exceeding all the targets we have been set."

Jackie Tizzard, General & Development Manager Oxford Road:

"9, Oxford Road Alcohol Project have continued to work closely with the EDAP over the past year delivering alcohol services across the area. By attending regular meetings with other partners and EDAAT we are able to keep alcohol on the agenda. Everyone in the partnership is supportive and friendly and we look forward to another exciting year working together."

Barry Smith, Braintree DARG Chair / Partnership & Contracts Essex Probation Service

"It has been most rewarding working with EDAAT over the last year. Individually and as a team they have made great strides in overall support of the DARG.

They have achieved this through their regular attendance at DARG meetings and the work they are doing to assist in providing meaningful data.

I look forward to another year of continued partnership work & facilitation with them."

All the above quotes are a testament to how far the partnership has come over the past year. The passion and commitment within our partnership is clearly demonstrated and it is essential that we take this forward to the challenging year that lies ahead whilst continually striving for further improvement.

3 Key Performance Indicators

3.1 Partnership Wide

Building on last year's impressive performance, the partnership has continued to improve the quality and delivery of drug treatment as reflected in the performance charts within this section. The last two years of partnership work has put us in an excellent position from which we can further strengthen drug treatment provision throughout the partnership.

Numbers in Effective Treatment

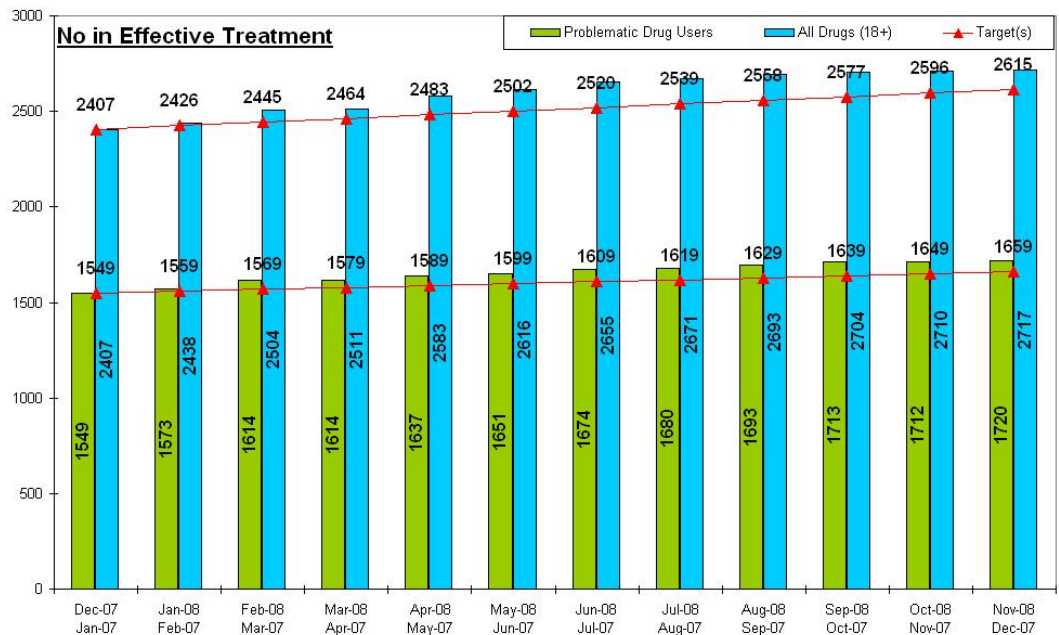
In 2008 / 2009 we moved towards outcome based measures. This included building upon previous target definitions of numbers in treatment and 12 week retention and moving towards one combined target of numbers in effective treatment including a retention measure.

The definition of effective treatment includes all individuals who have received drug treatment in the partnership area during the reported period fulfilling any of the following criteria:

- Clients retained in treatment for 12 weeks or more.
- Subject to a planned discharge following successful completion of their treatment within 12 weeks of their triage date.

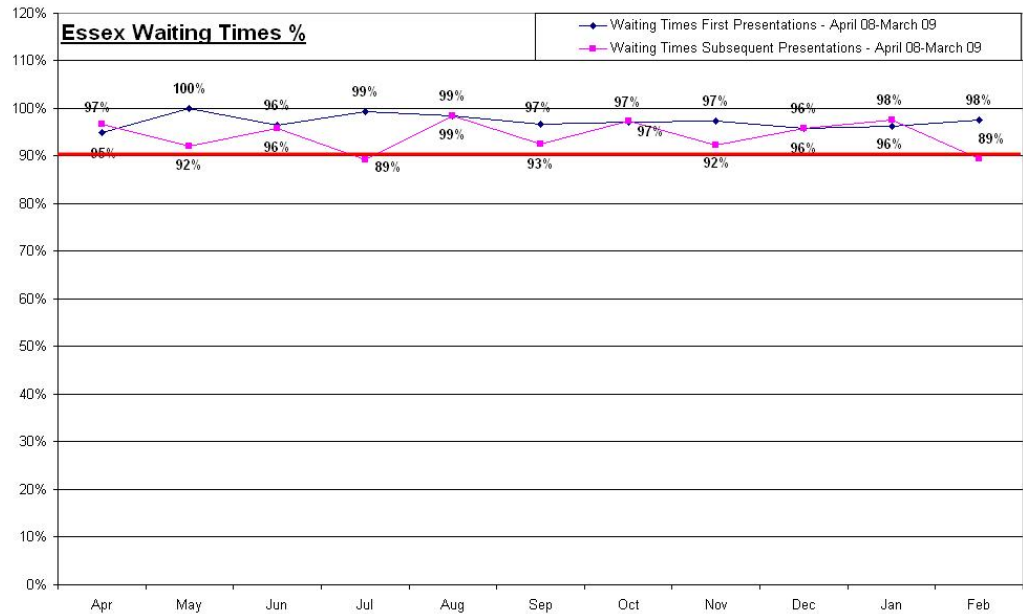
In 2008 / 2009 local targets of a 2% increase of Problematic Drug Users (PDUs) into effective treatment (from a baseline of 1626) and 3% of all drug users aged 18 plus into effective treatment (from a baseline for all users 2563) were surpassed early in the fiscal year and projected performance will be between 10-12% above the baseline for both indicators. The national perspective is discussed later in this section and the Partnership is on course to achieve its targets.

Please note that this data will always be reported with a 3 month delay due to the retention element attached to this target.



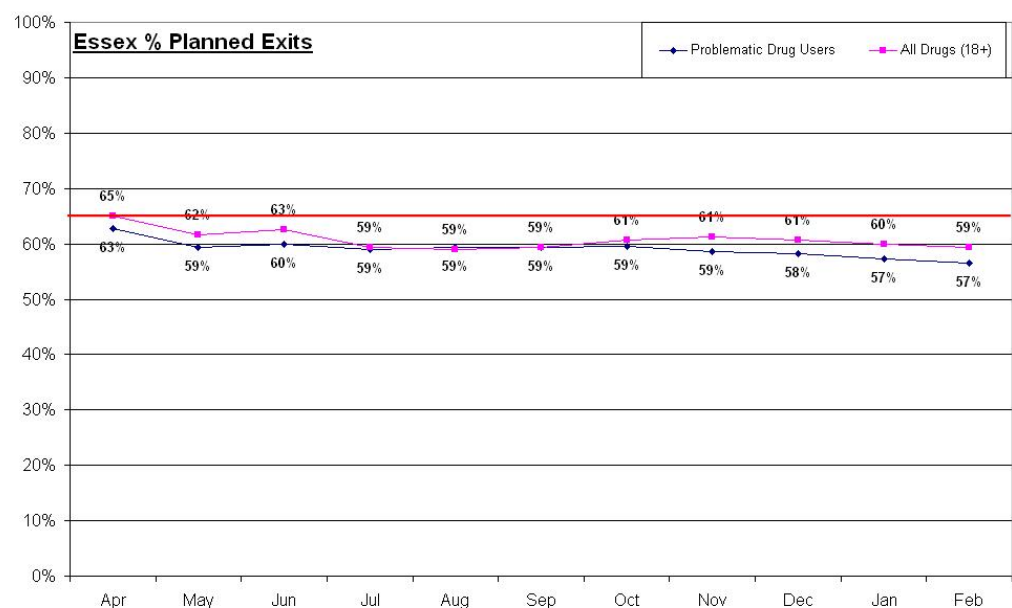
Waiting Times

The EDAP target of 90% measures the percentage of clients who receive their first and subsequent interventions within 3 weeks. The graph below shows monthly waiting times that combine to achieve impressive averages of 98% and 94% for first waiting and second waiting times respectively. As we will see later on in this section compared to other DAAT's we are in an extremely favourable position.



Planned Exits

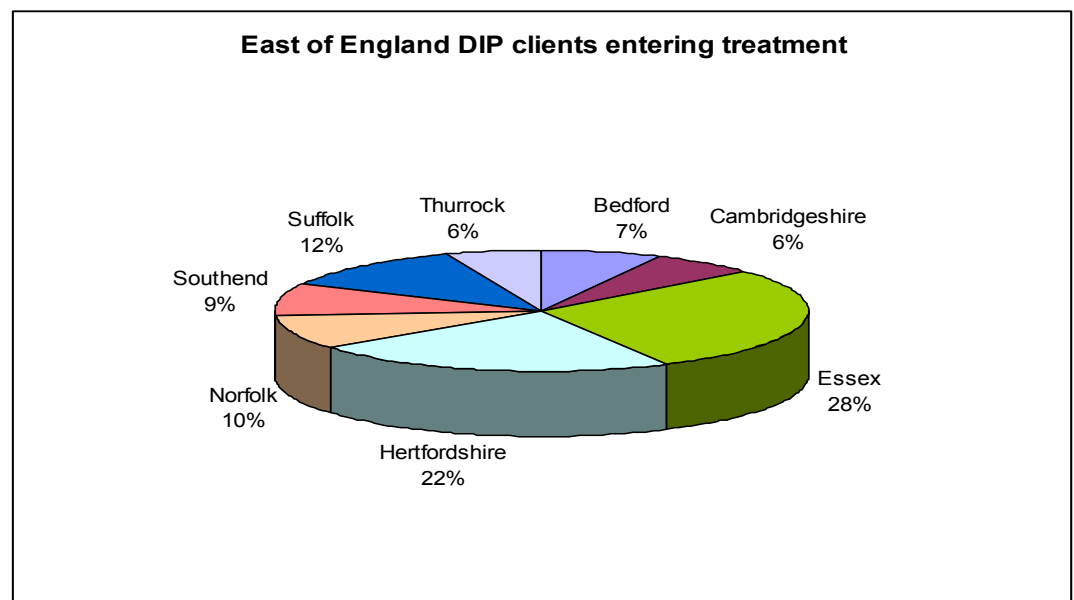
There has been a slight decrease in performance for planned discharges and we are slightly below our target of 65%, despite this the partnership remains within the top quartile nationally on this particular performance measure. Should this downward trend continue however EDAP will be revisiting treatment exit protocols with a view to reversing the trend.



The partnership has launched a number of initiatives designed to further improve the quality of the data, and thereby improve our statutory returns. During the last quarter of the 2008 / 2009 financial year, we introduced a comprehensive information sharing agreement (ISA) into the majority of service providers which allows the EDAAT information team to better monitor data quality and identification of potential areas of concern. Linked to this exercise, EDAAT have initiated a data quality control exercise from which we expect to see an improvement of between 3-5% in our performance statistics, across the partnership.

3.2 Criminal Justice

EDAP performs consistently well in the recruitment of Class A drug using offenders into treatment via the Drug Interventions Programme (DIP) provision. The Partnership regularly achieves 100% returns as measured by the Home Office's key performance indicators. Within the regional context Essex contributes 29% to the total number of "Adults taken onto the caseload who commenced treatment" and when compared to the other 78 non-intensive DIP programmes across the county, the Essex team are the 8th most cost efficient.



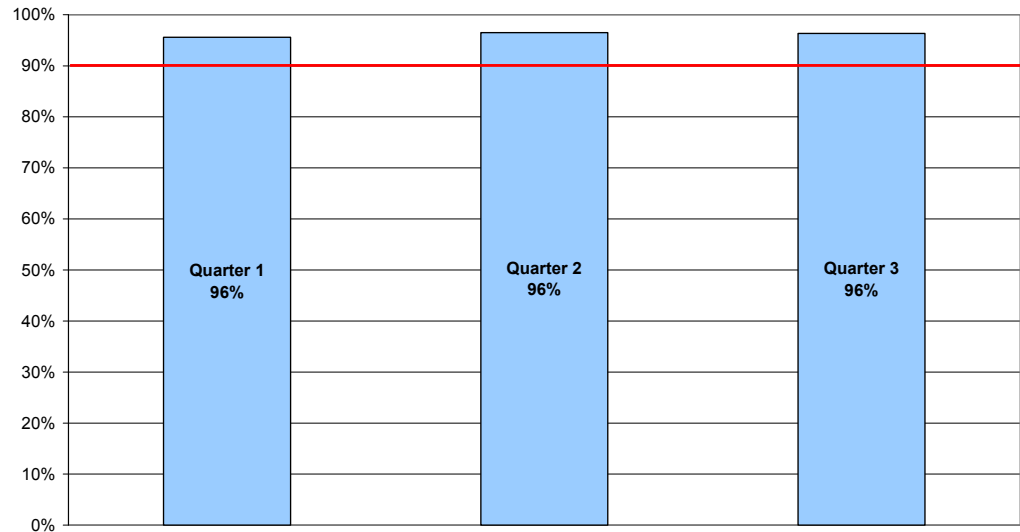
3.3 Children & Young People's Performance

The following charts and graphs shows EDAP performance against a number of our key targets that we are measured on by the NTA. Please note that data is also as of December 2008 due to the national 3 month time delay. As shown we are on track to exceed all targets set.

Percentage of young people requiring specialist substance misuse treatment being catered for in a young person's service

We have exceeded our target of 90% and have consistently achieved 96% throughout the fiscal year.

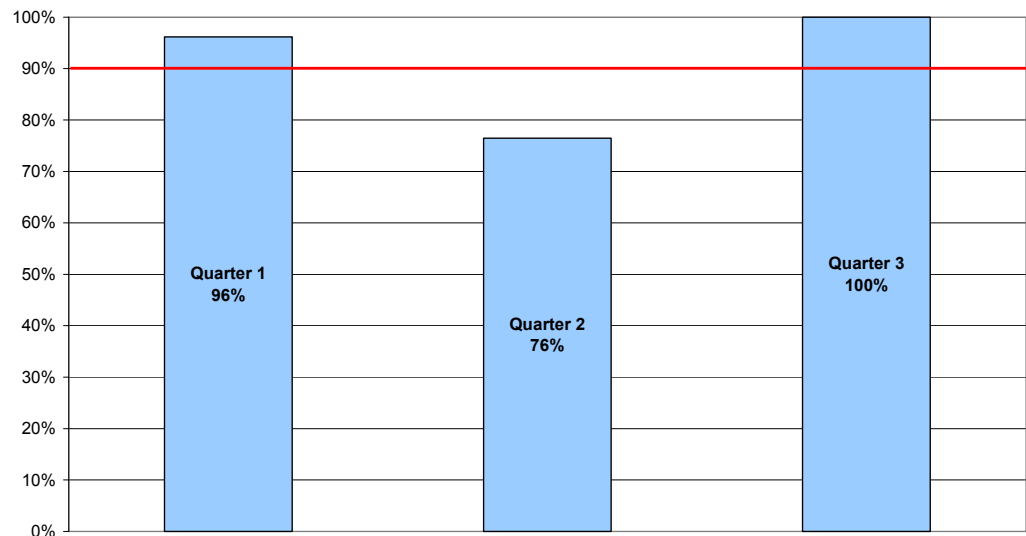
Percentage of young people requiring specialist substance misuse treatment catered for in a young person's service



Percentage of young peoples assessed in Essex as requiring specialist substance misuse treatment are assessed within 15 days of the referral

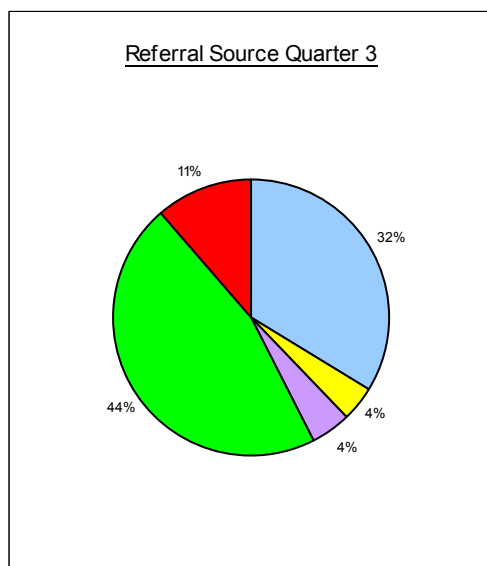
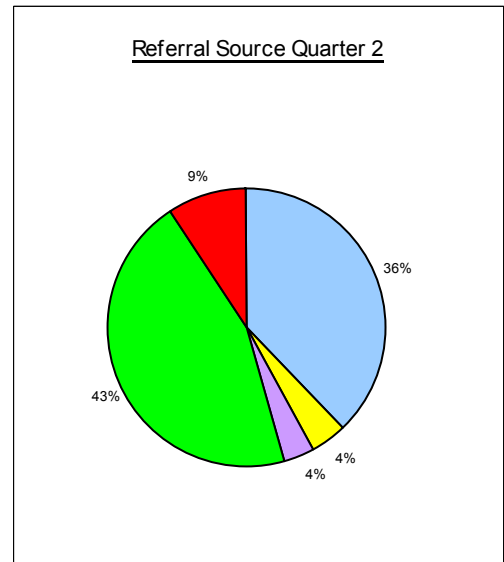
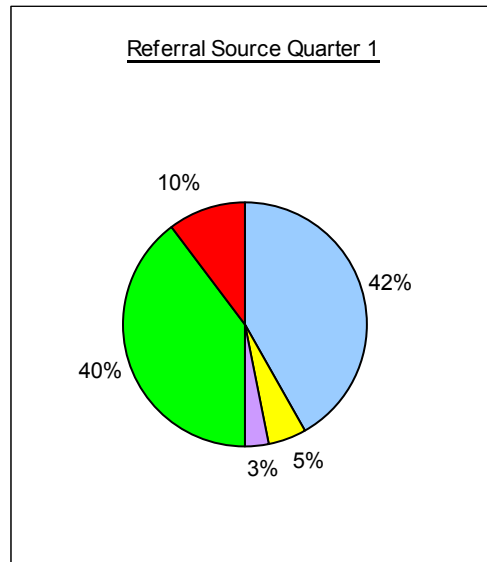
We are exceeding the 90% target set for this measure with 100% of young people who are assessed as requiring specialist substance misuse treatment are assessed within 15 days of the referral. As the following chart shows there was a dip in performance in quarter 2 which was due to data quality issues that have now been rectified.

Percentage of young people assessed as requiring specialist substance misuse treatment who commence treatment within 15 working days of the referral



Referral Source

The partnership is targeted with achieving 20% or more of referral from children and family services and have this target has been exceeded through the financial year. There was a slight decrease in percentage in quarter 2 and 3 which is attributed to the continual work with young people within the criminal justice system.



- Percentage referred from children and family services
- Percentage referred from Health and Mental Health Services
- Percentage referred from Substance misuse services
- Percentage referred from criminal justice services
- Percentage referred from family, friends or self

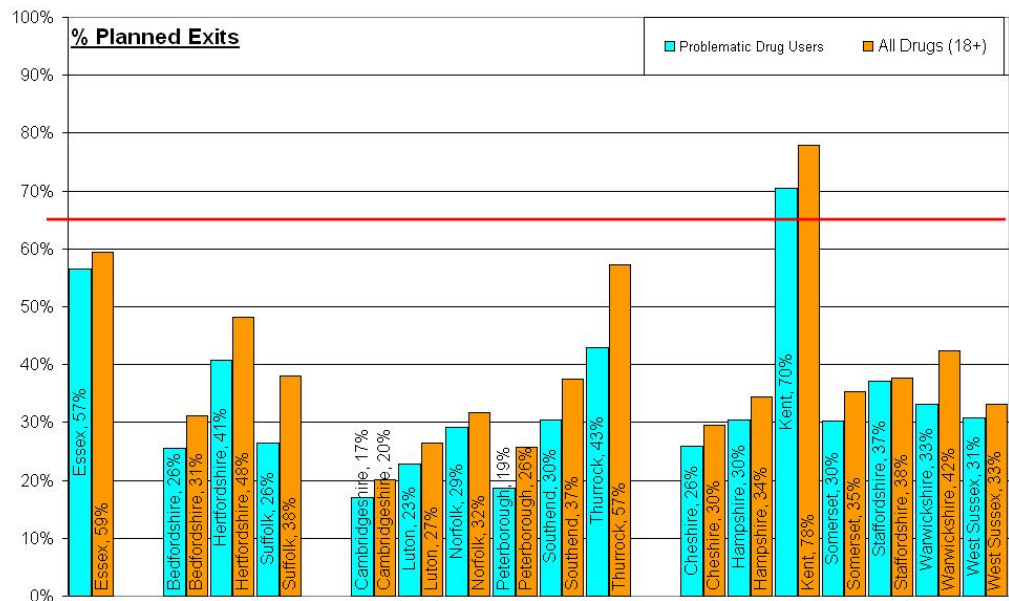
4 The National Perspective

Comparisons with Similar Partnerships

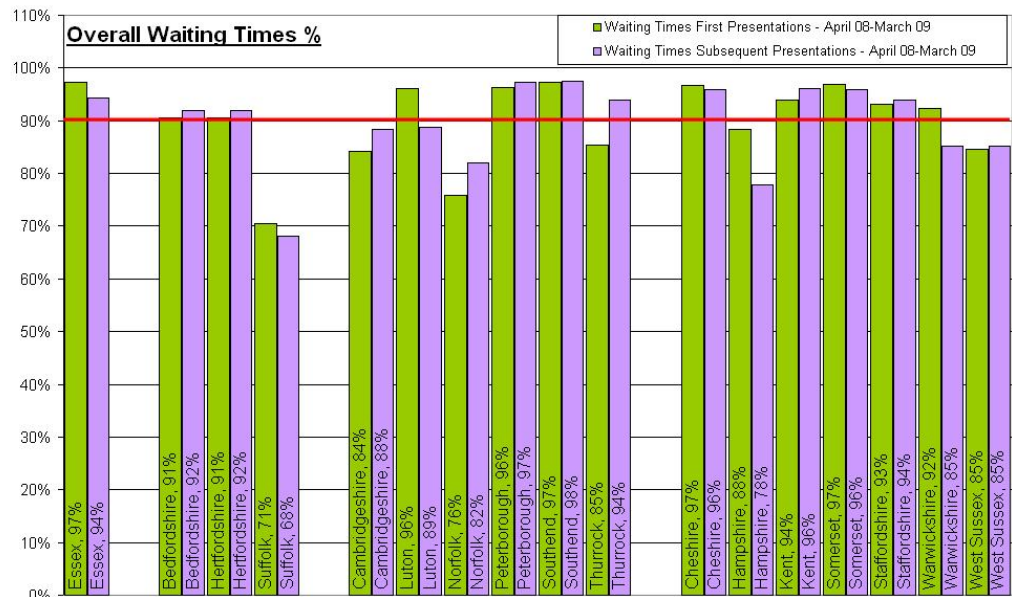
Our performance is now recognised nationally and in some areas such as Treatment Outcome Profile (TOP) we are acknowledged as the fastest improving partnership in the country. We have not become complacent however and recognise there is still room for improvement. Our returns for waiting times, effective treatment and planned exits for new client's journeys are favourable when compared to other areas, shown in the tables below.

Please note that in the below graph the 85% line represents the national average. However this will obviously include unitaries and partnerships that are not readily comparable to Essex.

Please note the following data is as of November 2008, due to the retention element.



Please note that the above data is as of February 2009.



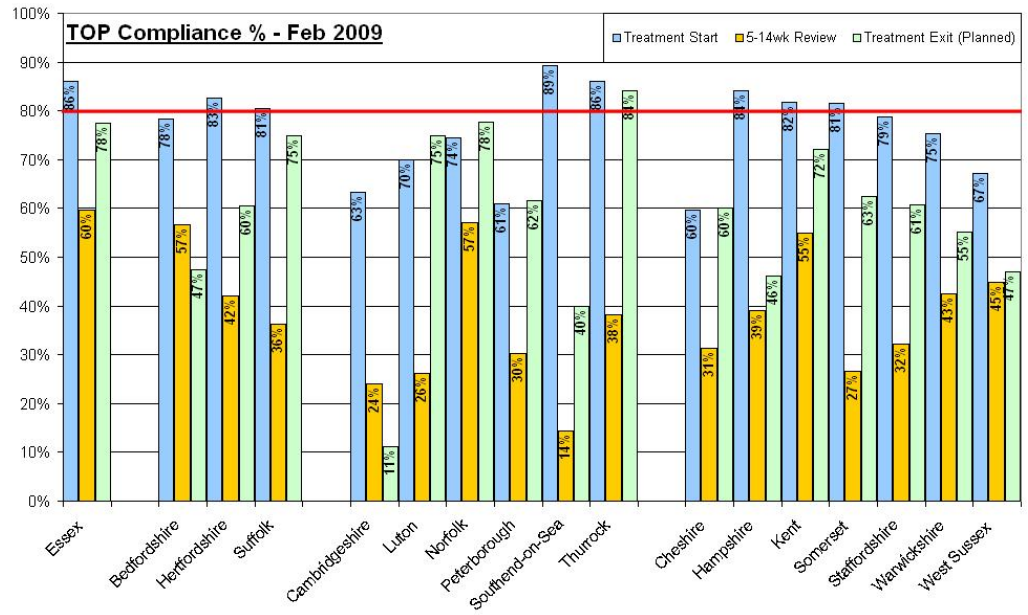
Please note that the above data is as of February 2009.

Treatment Outcome Profile (TOP)

We are especially proud of the progress made on treatment outcome profile (TOP) returns in Essex, which again has been the subject of central recognition. The Department of Health (DOH) and National Treatment Agency (NTA) have been asked to report on high and low performing Treatment Outcome Profile (TOP) partnerships. The Essex Drug and Alcohol Partnership (EDAP) were contacted specifically due to the vast improvements that we have made in this area over the past 6 months. This is particularly impressive given the size and complexity of Essex compared to other partnerships that have performed well. This is excellent recognition to receive as TOP is considered to be the future of performance monitoring.

TOP's are intended to measure the decreases in substance misuse, injecting behaviour, criminal activity and an improvement in the health and social functioning over a clients drug treatment journey. TOPs is measured at three stages, start of treatment, mid term and upon discharge.

We achieved the start target some 4 months ago and are very close to reaching the TOP exit threshold. Treatment review data is the best within the DAAT family and we are currently within the top 5% nationally.



5 Finance

This year has been another year of continual improvement in the way EDAP finances are recorded, forecasted and reported. Associated governance frameworks have also been strengthened. This was demonstrated in the agreement and signature of a Section 75/256 between Essex County Council and NHS West Essex. This agreement will enable the transfer of lead commissioning and financial management associated with the Adult Pooled Treatment Budget. The Partnership Agreement is further strengthened by a Consortium Agreement that clearly defines EDAP financial responsibility associated with the commissioning of substance misuse services. It is believed that this Agreement will be held as a benchmark for others to follow at a national level.

The final 2008/2009 Year End Position for the EDAAT is:

Funding Area	Budget	Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total	Variance (Under)Over
Adult Pooled Treatment Budget	6,585,249	810,351	1,475,239	2,735,585	1,259,512	6,280,687	(254,558)
Drug Intervention Programme Grant	855,143	130,252	214,527	372,680	137,684	855,143	-
Young Peoples Substance Misuse Grant	998,177	36,194	99,126	604,276	222,917	962,514	(35,663)
Area Based Grant	108,765	36,663	3,180	38,862	30,060	108,765	-
Social Services Development Grant	267,153	54,801	59,158	146,320	6,875	267,153	-
National Indicator 39	96,000	-	-	-	-	-	(96,000)
	8,910,487	1,068,261	1,851,230	3,897,723	1,657,048	8,474,262	386,221

The financial carry forward identified above has been approved by partnership commissioning forums and relevant Local/Regional Government Agencies to support key areas of work in our approved 2009/2010 action plans. A breakdown of carry forward projects is as follows:

Adult Pooled Treatment Budget - £254,558

- £240,000 to extend the Fast Track Prescribing Pilot.
- £14,558 to assist the funding of the Service User and Carer Development Initiative.

Young Peoples Substance Misuse Grant - £35,663

- £35,663 to provide specialist support for families and children where parental substance misuse is identified and to support further initiatives across workforce development.

National Indicator 39 - £96,000

- £96,000 to support our successful campaign to include National Indicator 39 (Alcohol related hospital admissions) in LAA2 over the next 2 years of action plan delivery.

6 Focus on The Future of EDAP

6.1 Treatment Redesign

As previously reported in early 2008 plans for a county wide substance misuse treatment redesign were approved by the Joint Commissioning Group following an initial needs assessment conducted by EDAAT. The redesign will achieve a holistic pan Essex treatment model. It will improve quality of service and simplify the service user journey. Our target was to go live with the new model in the 2009 - 2010 financial year and progress against this target and changes to the treatment system in Essex are outlined below.

Tier 2/3 Services

The contracts for the provision of Open Access Tier 2 and 3 adult services across the county have been tendered and awarded. Open Road have been awarded the contract for both the North and South of the County. These new services will ensure that access to vital treatment and support for drug users is available and accessible to all.

In the North of the County Open Road will be subcontracting the provision of these services to ADAS, the existing provider in that area, for the West Essex PCT area. This sub contracting arrangement will be provided under a separate agreement that will be managed by Open Road and monitored by the EDAAT for and on behalf of the EDAP commissioners.

EDAP will be publicising this Open Access Drug Treatment Service through multi media communication campaigns aimed at engaging with the treatment naive will increase uptake of substance misuse services thereby increasing EDAP numbers into treatment. This will go a long way in supporting local communities and making our communities healthier and safer for all.

Tier 3 Prescribing and Complex Clients

The provision of Tier 3 prescribing services and services for clients identified as complex or dual diagnosis are to be provided under the new specifications and contracts are being negotiated with the two Mental Health Foundation Trusts. In addition the management of the pharmacy based needle and syringe exchange services will be managed across the whole county by the North Essex Trust who currently manage this provision in the North of the County.

Tier 4 Services

Tier 4 residential service provision is currently being reviewed. The process of commissioning and referral into residential services is being altered to bring control of the pathway into treatment under the management of EDAAT. Tier 4 in-patient and residential providers are being asked to submit service and cost details through a mini tender process and EDAAT are setting up a partnership management board to oversee the contracting and referral processes. The aim here is to effectively manage the overall service provision and facilitate more effective monitoring of quality and outcomes. The partnership is also in the process of agreeing a contract with Passmores House in Harlow in line with the decision taken by commissioners at the January Joint Commissioners Group meeting.

Aftercare and Wrap Around Services

Following the outcome of our comprehensive tender process we look forward to announcing the award of this contract shortly.

Models of Care

Model of Care compliance within the treatment system is currently being reviewed and a suite of documents enabling use of common and agreed processes and pathways are being developed for roll out across the whole system. This work will be ongoing throughout the 2009 / 2010 financial year.

Harm Reduction

The development of Harm Reduction initiatives are being rolled out across the county. A Blood Borne Virus service is currently being piloted in the South West of the county with a view to being rolled out across Essex during the financial year. In addition the previously held EDAP Harm Reduction sub group is being re-launched to take ownership of this agenda to enable the partnership to deliver more effective services to clients across the county.

Clinical Governance and Quality issues

EDAT have launched a new Quality Audit tool to support the development of Clinical Governance monitoring processes across the whole treatment system. All commissioned EDAP service providers have been asked to self audit against an agreed set of standards to monitor quality and governance issues within the new and improved Performance Monitoring Reviews scheduled throughout the 2009 / 10 financial year.

Transitional Arrangements

As previously mentioned in this report EDAAT are currently awaiting the outcome of a commissioned review into the needs of the 16 – 25 year olds in the treatment system whilst identifying gaps in provision in order to support improvements in seamless provision to this age group who have been identified as being under represented in the treatment system countywide.

Shared Care and Primary Care Services

EDAAT are currently working with the two bordering unitary authorities (Southend and Thurrock) to review and amend the payment levels to GPs and the subsequent Locally Enhanced Service (LES) contracts with GPs to bring the costs associated with GP prescribing in line with other regional DAAT areas. In addition the three DAATs are intending to review the management and monitoring of the provision of Shared Care services across the whole of “greater” Essex. The Local Medical Committee for both the North and South of Essex are being consulted throughout this process and this work is being led by the Primary Care Development Group of the three DAATs (previously the Shared Care Monitoring Group). The Supervised Consumption element of this provision and the attendant contracts with GPs is now being managed centrally in West Essex PCT on behalf of EDAP.

Service User, Carer and Family Involvement

As covered earlier in this report EDAAT are in the process of tendering the contract for the provision of service user, carer and family engagement services. The contract commencement date is expected to be July 2009.

6.2 Drug Systems Change Pilot

As previously mentioned in this report we have recently been awarded the Drug Systems Change Pilot.

The Cross-Government Management Board was impressed by content of our proposal and the quality of the bid in general. The award of this pilot is a testament to the excellent partnership proposal that we worked together to deliver in a short space of time. It is also the result of our impressive track record of continual improvement, specifically looking at 2007/2008 and 2008/2009 target achievements.



Paul Warren, Chair of the Safer Essex Board that governs the EDAP said:

'We are very pleased to have been chosen to participate in this pilot. It is testament to the excellent work that we are doing locally to tackle drug misuse. Drugs have a major impact, not only on the lives and families of those who take them, but also on local communities.'

'This is an important and challenging programme of work. It means that we will have more freedom and flexibility to explore innovative approaches to problem drug use. The difference is that we will look more closely at not only helping someone with their drug problem, but also offering help and support to address broader issues like family, housing, and employment. We will be working to develop and then test new approaches to broader social support needs of drug users both in the community and in prisons, including the ongoing care of drug-using offenders leaving prison.'

Since 2001, there has been an expansion in drug treatment services in England to help protect communities as well as individual users and their families from the harms that problem drug use causes. The pilots have been launched to test new approaches to drug treatment and the broader social support needs of drug users both in the community and in prisons, including the ongoing care of drug-using offenders leaving prison.

This new approach stems from the **2008 Drug Strategy, Drugs: protecting families and communities**. The strategy outlines the need for 'end to end' management of drug users including more effective use of funding to have a sharper focus on achieving positive outcomes for drug users, their families and their communities.

The pilot will improve commissioning arrangements for drug services in Essex, integrating them where possible and aligning them if not. The objective is a commissioning system, led by an enhanced Joint Commissioning Group that makes provision for all drug users, but particularly problematic drug users, needing and/or seeking services, whatever their referral route or stage of recovery.

The system will be connected in a way that allows service users to access both specialist services, such as treatment and more generic reintegration services, such as housing, sequenced to match their changing needs. Specific provision will be made to ensure that offenders' services are the same or fully integrated with those of other service users. This includes those in custody in HMPS Chelmsford.

A review of the needs assessment for Essex has shown a number of underserved groups and gaps in current provision. These include the treatment naive population, those in need of "wrap around" services and those making unplanned exits from treatment. The needs of these groups have been addressed in designing the pilot.

This improvement will be achieved by taking a staged approach to integrating commissioning, testing at each stage of further cooperation, with pooled budgets being the most complete stage.

Underpinning this will be work to share data between the organisations within the Joint Commissioning Group. This will lead to better identification of potential service users and the ability for our clients to pass between services provided by different organisations without repetitive assessment and data collection exercises.

The outcomes of the pilot will be more problematic drug users recovering from their dependency and reintegrating into the community. This will result in a reduction of drug related harm across the County, and a reduction in crime, which will have a positive impact on the lives of families and communities.

A tremendous amount of hard work lies ahead to make the vision outlined in our proposal a reality but this is an exciting opportunity for Essex to lead the drug sector in creating a step change in performance, to stimulate new ideas and to focus on the delivery of positive outcomes for drug users, their families and the local community.

The next step is for us to produce a detailed project plan, for the first year of the pilot. Funding will be made available to help us develop and implement our pilot. The Partnership will report back to central Government on a regular basis.

6.3 Other Key Work Streams

Looked After Children

It has been agreed that there will be a dedicated substance misuse team for Looked After Children. The team of four will consist of two EYPDAS workers and two Local Authority social workers who will work together as an autonomous team within social care. The outcomes of this refreshed approach will be:

- Identification and early intervention as a matter of course
- Increase in basic knowledge of substance misuse within the tier 1 workforce
- Young people who are identified as misusing will be able to access appropriate treatment seamlessly
- Increased efficiency of the OC2 (Looked After Children) substance misuse health data as this is under reported at present

Information Sharing Agreement (ISA)

The EDAAT Performance Team are currently seeking sign up from all providers to a common Information Sharing Agreement (ISA) to ensure that as a partnership data quality and completeness can be monitored effectively to enable commissioners to make decisions based on the most appropriate picture of need and provision available. This will also enable the partnership to monitor the effectiveness of the treatment system through all of the redesign work. All providers are currently signed up to this agreement with the exception of the two NHS Trusts. The two Trusts are seeking advice through their Caldicott Guardians prior to signing the ISA.

MOU Refresh

The Memorandum of Understanding between EDAAT and all Essex Locality groups has reached the end of its first year of implementation. Both parties have carried out a review of the MOU. While few amendments were proposed, at the time of writing the final signature of the 2009/2010 MOU was anticipated by mid May 2009.

Partnership Website

EDAAT are in the process of finalising the new partnership website design and content. This website is intended to:

- Improve communication between professionals (commissioners included) across Essex
- Better promote and publicise the treatment system to the public in Essex thereby enhancing the accessibility of the treatment system
- Provide improved access to advice and information in respect of substance misuse, treatment and harm reduction
- Improve information sharing across the county.



A comprehensive consultation process was undertaken during the 2008 / 2009 financial year with locality groups, treatment providers and service users which has informed the design, content and functionality. The proposed “Go live” date for the website is June 2009.

7 Closing Statement

Once again thank you to all EDAP colleagues who have contributed to our continual success and growth in 2008 / 2009. We look forward to working with you over the next financial year and building on the numerous successes we have achieved together over the last 12 months.

The delivery of the Systems Change Pilot and the second phase of our adult Treatment Redesign Programme will no doubt pose some interesting challenges however given the robust partnership platform that we have worked hard to achieve we are now in an excellent position to continue to deliver quality results.

Here's to another year of continual improvement and best practise delivery!

Clare Aitken on behalf of the Essex Drug and Alcohol Action Team.