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# 1. Background

Birmingham City Council recommissioned an integrated, city wide, adult drug and alcohol treatment system. CGL, (Change, Grow, Live), were awarded the contract as lead provider.

This report serves as an overview of how the contract has progressed over the first 18 months, providing an update against Birmingham City Council's three key commissioning intentions;

- To have a single system approach
- To prioritise safeguarding of children and ensure support for the whole family
- To deliver a broad range of recovery outcomes;
  - Reductions in re offending
  - Improved Housing
  - Improved Parenting/Effective child safeguarding/Reduction in related domestic violence
  - Increased levels of Employment
  - Improvements in physical and mental health
  - Reduction in sexual health problems and blood borne virus's

The CGL service commenced on the 1<sup>st</sup> March 2015, the first 12 months of delivery focused on safe and effective transformational change, priorities were to ensure;

**Safety** – significant time and investment was made in ensuring that staff, service users and information transferred seamlessly and safely. Introducing new systems and ways of working required significant time and investment nt, to ensure that all service users were receiving a good standard of care and that information was recorded accurately and in line with CGL policies. All clients were reassessed and child safeguarding approaches implemented, including a home visit for all clients receiving clinical interventions and the Cgl case management monitoring system

**Quality** – As with all transformational changes, there is a need to invest in assessing and developing the competency of the work force. All staff have undergone significant training and development in order to ensure that they are able to transfer their existing practice to a CGL approach.

**Outcomes** – the first 12 months were focused on the development of the safety and quality of the service. Now that the service is 18 months into delivery, this report can speak to the some of the outcomes which the service has achieved.

## 2. A single system approach

The service has successfully adopted a new identity, as a single recovery oriented treatment system serving the needs of the whole city in Birmingham.

CGL have implemented a broad and diverse supply chain, consisting of both formal sub-contract arrangements and grant agreements. The supply chain covers key areas of the contract including;

- Housing pathways
- BME engagement
- Family support
- Employment support
- Mutual Aid and peer support groups
- Criminal Justice employment programme

In June 2016, we invited Birmingham charities and not-for-profit groups to apply for funding to support work in the community and help adults with substance misuse, including their families and carers.

All of the applications were reviewed and processed by a panel made primarily of service users, supported by a member of the Reach Out Recovery Senior Management Team.

Nightlife Outreach were awarded a grant to attend University events during Fresher's week.

The grant was used to produce and print a clubbers guide, with the outreach team on hand during the Aston University Bar Crawl to provide help, support and advice.



Handsworth carers group had their grant application awarded in full for the Carers Community Luncheon Club. The luncheon club supports people that live in deprived areas by providing warm and nutritious food, particularly in Lozells, Handsworth, Perry Barr and Aston.

By bringing people together and giving them a chance to socialise, Handsworth carers group helps make a positive change in the lives of vulnerable adults.

*"I really look forward to coming to the luncheon club as I was so isolated and as suffering from depression and loneliness and now attending the luncheon club is now improving my quality of life and has enabled me to stay away from drug dealers and alcoholics. I have made so many friends al whom are welcoming and friendly."*

We are now represented across the city at operational and strategic meetings and are supporting Commissioners by chairing the third sector building resilience group with the aim of supporting third sector providers to work together to increase sustainability.

Our partnership working has also enabled us to support local community events. Reach Out Recovery staff, volunteers, local councillors, schools and members of the local community took part in the Sparkling Sparkbrook litter picking day May 2016. The day brought Reach Out Recovery into the heart of the local community, not only to clean up one of the busiest streets in Birmingham but also understand the challenges being faced on their doorstep.



### 3. Safeguarding Children and supporting the whole family

Throughout the first year considerable work has been carried out to provide a gold standard approach to Child Safeguarding. The service has placed paramount importance on ensuring that child safeguarding information has been both complete and accurate.

Achievements in this area include the following:

- The service has successfully embedded into MASH and the co-location of the services continues to progress strongly. A rota of team leaders sit within MASH on a daily basis to advise on and assess cases.
- Child Protection Master classes have been delivered to CGL staff by BCC Social Care
- A Child Protection social worker has held consultancy sessions at CGL premises to support and advise staff.
- A comprehensive Safeguarding toolkit (including protocols, proformas & forms, contact details and top tips) has been disseminated to all staff.
- Child Safeguarding activity and quality performance measure have been revised to ensure that reporting is more robust and reflective of service delivery.
- An assessment and review of all service users has been conducted to ensure that information relating to Safeguarding is up to date and accurate.
- Home assessments are undertaken for all service users with children
- A heat map of prevalence of child safeguarding concerns based on service user assessment has been produced to inform service delivery.
- A Joint Working Protocol between CGL and BCC Children's Services has been developed to facilitate referrals and information sharing.

- CGL in Birmingham put itself forward as a pilot site for ADFAMs research into Opioid Substitute Medications in Drug Treatment: Tackling the Risks to Children. A multi stakeholder meeting took place on the 28<sup>th</sup> September to start this process.
- CGL have seen an increasing number of requests across the Region to provide court reports to support Local Authority Legal Services in initiating Care Proceedings. In response to this increase CGL are in the process of implementing a standardised approach to the provision of reports. This approach will ensure consistency in the quality of reporting; will ensure that court deadlines are met, and that frontline practitioners receive appropriate support.
- CGL have undertaken a survey of the entire Birmingham workforce to support effective management of safeguarding concerns. The results of the service will support learning analysis around safeguarding management, and identify gaps in knowledge whilst seeking to embed recent changes in practice and culture.
- Also underway is the development of a Regional Safeguarding Forum to support Birmingham and all West Midlands Staff. It will be informed by the learning analysis from the survey, and will look to ensure that the CGL national agenda and headline learning from Serious Case Reviews is distilled and effectively cascaded throughout the workforce and across the supply chain.
- CGL have engaged with the Birmingham Early Help and Safeguarding Partnership and are involved in developing and supporting Birmingham's Early Help and Brokerage offer, with a focus on improving preventative interventions, and encouraging the take up of treatment for those families that need it.

The work carried out in this area over the past year has benefited the service in a variety of ways including;

- Improved relationships with Social Workers
- A marked improvement in the quality of referrals and staff understanding of MASH/Social Care thresholds.
- Safeguarding training indicates an increased level of competency with Safeguarding amongst staff. For example, 85% of the staff members who have completed e-learning modules on both Safeguarding Adults and Safeguarding Children have passed with a pass rate of 80% or higher.

A Section 11 audit was conducted by Birmingham Safeguarding Children's Board and provided positive re-assurance that CGL continue to progress and improve their safeguarding systems and processes around keeping children safe. CGL also now have a place on the BSCB board (most likely in the subgroup looking at quality and performance) and are supporting the Board to build capacity in smaller third sector organisations to ensure they are able to effectively engage with the Section 11 process.

As part of the contract it is a requirement that wherever possible, and appropriate, there is family or social network involvement in every individual's treatment and recovery.

Data shows an increase in the number of service users involving family members in their recovery interventions. However, this is still an area in development and more work needs to be done to ensure that this information is being consistently and accurately captured. This is a priority in Year 2 as performance against this activity is linked to one of the four Payment by Results (PbR) measures that come into effect in the second year of the contract (2016/17).

### 3.1 Delivery of recovery outcomes

As the service has progressed into year 2 of delivery, the investment in safety and quality of service provision has begun to pay off, with a number of outcomes now being realised.

The service has a broad range of key performance indicators and is demonstrating a strong trajectory of growth in all areas, expected to achieve all Payment by Results targets by the end of the year.

### 3.2 Reductions in re offending

Clear strategic and operational links have been made with all key partners in this field including the Police, Probation and the newly formed Community Rehabilitation Company.

Key meetings take place on a monthly basis with partners in the criminal justice system. This year has seen the launch of the HCCU (High Crime Causing Users) project. CGL chair and manage this forum which chooses ten nominal offenders, identified per LPU (Local Policing Unit), four of whom are selected for intensive tracking. A comprehensive, multi-agency plan is then wrapped around those identified.

Over 80% of offenders coming through police custody suites are already engaged in treatment or on a court order. The CGL management team are in the process of conducting a review of this element of their service in order to develop a more targeted approach for those offenders who have not previously had any contact with treatment services and to align the staffing structure to the opening of the new 'superblock' in Quarter 1 of 2016/17.

#### **Innovation with West Midlands Police**



Working with West Midlands Police, Reach Out Recovery provided text message content to be sent to 3,500 mobile devices that have contacted known drug dealer telephone lines in Birmingham.

This initiative directed people to the Reach Out Recovery website and contact number. Approximately 100 individuals accessed the Reach Out Recovery website in the week of the text message being circulated.

Although it's extremely difficult to measure what impact this had on the numbers of people entering service, we know that in the week of the initiative we had a number of individuals call our service as a result of the text message.

Working with West Midlands police, who would normally shut down these lines, we were able to support them in a much more fruitful project.

### 3.3 Improved Housing

CGL, in conjunction with their housing partner Stonham, have reviewed housing provision for their service users and have mapped this against existing support available via Birmingham City Council's 'Gateway' service and other housing support providers across the city. Emphasis is primarily on ensuring housing needs are identified and addressed at the referral stage and developing the external market. As a result Stonham have revised their service specification to ensure that it is better aligned to the support available. This includes;

- Assessment adopting a 'whole family approach'
- Asset Mapping Network – advice and info for clients/staff
- Referral route/criteria to housing support provision and promotion of this amongst CGL workers
- Housing provision for those without supported housing needs
- Housing support package specifically for families
- Housing support for high-end cases i.e. social services input, domiciliary needs
- Screening and advice regards accessing mainstream external provision

Data indicates that more work is required to fully capture housing related interventions and work is underway

### 3.4 Increased levels of Employment

Getting people back into employment and education is a key strategic priority of the contract, a number of initiatives have been introduced to ensure that access to employment is maximised. This includes;

- Ongoing work with partners YMCA and Intuitive Thinking around employment, training, education and volunteering opportunities. This has included a review of contractual objectives and targets.
- Links with Job Centre Plus and a presence in a selection of job centres where CGL offer specialist advice and deliver brief interventions. CGL aim to have onsite presence across all Job Centre Plus sites across the city.
- Partnership with the employment centre Recovery Central in Digbeth. Recovery Central provides training and employment opportunities to people who have had substance misuse issues.
- Development of an Employment strategy to take in to account the key partnerships that have been identified and to set out how they will achieve the outcome of sustained employment for service users.
- Successful award of a capital bid to support bringing an organisations innovative approach to employment in the construction industry to the city.

## 4. Improvements in physical and mental health

### 4.1 Dual Diagnosis

CGL have developed a dual diagnosis protocol with Birmingham & Solihull Mental Health Foundation Trust (BSMHFT). The purpose of the protocol is to provide a treatment pathway for people who have both a mental health diagnosis and substance misuse problems.

CGL now sit on the Mental Health Programme Board hosted by Cross City CCG. Discussion of the Dual Diagnosis pathway and protocol will be picked up in the over 25's sub group to support operational and strategic alignment.

### 4.2 Acute Sector

The strategic and operational links between CGL and the acute sector remain a priority. CGL have developed links with the four main hospitals in Birmingham to ensure that there is adequate support for people admitted with substance misuse issues and that there are the necessary pathways into community provision.

CGL consulted with the hospitals on the proposal that the focus of their work is mainly on the alcohol agenda. This was positively received at the time, and work undertaken to rebrand the service, including development of targeted promotional materials.

However, the shift in focus to alcohol, has brought with it certain challenges and what appears to be inconsistent expectations from the hospitals. CGL are working on strong communication lines with senior hospital managers to ensure key messages are disseminated to the staff on the wards and in A&E. To aid improvement in this area a Hospital Liaison forum took place which generated some positive joint working.

Joint working protocols and pathways have been established with the Specialist Midwife Team at UHB (University Hospital Birmingham). There is now a direct referral route from UHB into CGL's

Women's Service and vice versa. Monthly communication meetings and case review meetings take place and the direct referral route has proved to be highly successful.

### 4.3 Primary Care

CGL have established effective relationships with GP's and Pharmacists. GP's continue to receive support from the substance misuse GP's of special interest who provide both leadership and a clinical governance function to the 70 practises involved in the scheme. A Lead Pharmacist performs a similar function for contracted pharmacists.

The inherited contracts with GP and Pharmacists have been reviewed. Changes to the contracts ensure greater emphasis on clinical governance, cost effectiveness and measures which support the new recovery agenda. Training took place in September/October 2015 to reinforce these changes. CGL have established links with the recently procured Sexual Health provider for Birmingham, Umbrella. Individuals with substance misuse problems are a high risk group regards their sexual health and joint pathways and protocols for screening, testing and treatment have been developed.

Our work promoting Naloxone (**Naloxone** blocks or reverses the effects of opioid medication, used to treat a narcotic overdose in an emergency situation) in Birmingham, particularly through our partnership with Pharmacists has attracted national interest.

“Without the naloxone, I don't think it would have ended so well. I'm really grateful Connor took the time to visit the pharmacy and give me and my team the help.”

Browns Pharmacy - Yardley

In August 2016 Yardley, an individual in a tattoo shop overdosed from a fentanyl patch on his tongue. Next door to the tattoo shop was a pharmacy where a CGL Recovery Coordinator had recently delivered naloxone training. The pharmacist was able to successfully administer naloxone to the individual (twice) and reverse their overdose, almost certainly saving their life.

Karl Price, a former service user and now Reach Out Recovery volunteer, appeared on the Victoria Derbyshire programme in September 2016, telling his story of how naloxone saved his life multiple times.

Karl still volunteers with the Reach Out Recovery duty team, his attitude and experiences have also supported him in becoming a member of the Reach Out Recovery staff bank. Karl uses his experiences to support our service users, providing harm reduction advice and motivational support, to encourage people to seek support.



## 5. Service user engagement

CGLs partner, Emerging Futures, has taken on responsibility for developing and supporting service user involvement, including the development of a new Birmingham Service User forum which is inclusive, and representative of, the service user population. The forum will be a key stakeholder, providing both challenge and support to CGL.

CGL have developed a Peer Mentoring scheme enabling service users to support the delivery of services and to support service users in accessing services. The Peer Mentor scheme continues to consistently recruit new members to the scheme and there are currently over 20. Peer Mentors have also developed their own newsletter specifically aimed at service users.

In addition to this there are 22 Community Coaches who support activity across the service, most notably to help re-engage service users who have dis-engaged with treatment or who repeatedly DNA appointments.

The service user forum has been revitalised and the frequency at which groups are being held has now increased to twice per week.

Birmingham Recovery Coach, Karl Newton, is one of many individuals that have been part of our national “Humans of CGL” story sharing campaign run via our website and Facebook page.

Karl and many others have had the opportunity to share their story with others. Via the CGL and Reach Out Recovery Facebook page, Karl’s story has reached over 1,000 people.

The CGL Facebook page captures the successes in Birmingham alongside those of our other services nationally, reaching thousands of people each week. Our Reach Out Recovery twitter page has also attracted over 700 followers and continues to grow.



We celebrated volunteer’s week with our team at Reach Out Recovery that have contributed an incredible 8,318 hours of their time.

Our volunteers speak to our service users as they come

through our front door, they support our welcome groups and represent Reach Out Recovery at events across the city.

Other key achievements against CGLs service user engagement strategy in the first year are;

- Production of a treatment menu for service users
- Ensuring that all service users are involved in their treatment/care plans
- Establishment of a strong network of mutual aid and peer support groups
- Routine service user representation at operational team meetings
- Service user involvement in audit cycles/incident investigations with appropriate support



Reach Out Recovery outreach teams and volunteers attend many of the high profile events from across the City to provide harm reduction advice. Including events at nightclubs, festivals and Fresher’s Week.

Working with the Birmingham Community Safety Partnership we also produced a “Prepare to party” campaign which featured a list of top tips for a safe night out in Birmingham. Our campaign run across 6 of the main bus routes in Birmingham over the Christmas period.



## 5.1 Service User Quality Assurance of the contract

Service user input is considered essential for the evaluation of the Birmingham substance misuse system. The proposed alternative model to the Service User Quality Assurance approach delivered from BCC has been developed by CGL and will be modeled on the successful Red Rose Recovery programme in Lancashire. Established 10 years ago the service has grown rapidly over the years, meeting on a monthly basis, providing a collective voice for the recovery community across Lancashire.

The development of such a programme for Birmingham will be delivered at no additional cost to BCC budgets.

CGL propose to develop an independent pan Birmingham service user forum, providing opportunity for broader discussions and external and independent service user voice and challenge. The Birmingham Service User Forum would be open to anybody who has an active interest in supporting further development of recovery oriented services and support across the city, activities would include;

- **Forum events / meetings** - One of the most effective ways that the service users are involved with a wide range of stakeholders is by attending events and meetings. This will enable involvement in strategy development, system planning and development of recovery oriented support at a local level.
- **Focus Groups** – these bring people together to discuss particular issues. They are good for providing information and exploring issues in depth.
- **Service User and Carer Groups** – Developing a network of support and involvement groups of service users within local communities.
- **Peer Led Reviews** – this technique is useful for monitoring and reviewing services. Mystery customers pose as potential customers or ask other service users about the quality of service received and service standards.
- **Surveys and research** – (including satisfaction) questionnaires given or sent out to a wide range of people, ensuring consultation opportunities to a large number of service users
- **Road shows** – this concept involves going to the users. Road shows are mobile information / publicity devices that could be used to promote services and generate comment on service delivery issues.

The intention is that representatives from the Birmingham Service User Forum will meet with Commissioners on a quarterly basis to feedback findings and issues.

Plans are in place to implement this new model by 1<sup>st</sup> April 2017. The first meeting of the Birmingham Service User Forum is due to take place in November 2016. Known contacts across the city are being invited to promote the event and to encourage people to come together to explore the opportunity. To support discussions the Chief Officer from Red Rose Recovery is attending to share learning and support CGL with taking the forum forward. A TOR is scheduled to be agreed by December 2016 and the work plan for the forum is to be agreed by January 2017.

## 6. Cost efficiencies

The new system realises cost efficiencies from a previous budget of £24.7million per annum which supported a total of 28 contracts.

Substance misuse – projected efficiency savings			
	Annual contract value (£)	% saving against £20.3m report value	% saving against the 2014/15 spend on substance misuse contracts (£27.5million)
Year 1	18,940,786	6.7%	31.1%
Year 2	17,973,369	11.4%	34.7%
Year 3	17,973,369	11.4%	34.7%
Year 4	15,368,666	24.3%	44.1%
Year 5	14,855,339	26.8%	46.0%

A Payment by Results (PbR) mechanism has been agreed and has been applied to a selection of key performance indicators, commencing on the 1<sup>st</sup> April 2016. Combined these indicators are worth 10% of the contract, all are currently on track to be achieved.

## 7. Service improvements

There have been many positives achieved in the 18 months of the contract and considerable efforts have been made to implement a system that is not only new in approach but also the largest of its kind in the country. Nevertheless, there are always areas that require improvement and it is these areas which will be the focus for the second year of the contract.

Following analysis of progress in the first year an action plan has been drawn up to ensure that key strategic objectives are achieved and performance is improved upon. The activities in the plan reflect issues that have arisen as the service has embedded and stabilised in the first year. The outcome of achieving these activities is to ensure that the service is;

- a. **Safe:** For example, timely access to detoxification programmes in residential and community settings
- b. **Effective:** A review of the process from point of referral to first appointment with allocated worker to ensure that it is a safe and effective entry into treatment
- c. **Responsive** (to service users and stakeholders): For example; (i) increase the number of service user representatives attending management and strategic meetings, (ii) strengthen partnerships with key stakeholders in the city, e.g. hospitals, housing sector and police, etc.
- d. **Caring:** Ensure that the Service User space is friendly, welcoming, interactive and safe.
- e. **Well Led:** Ensure that the supply chain is well aligned to outcomes, with all aware of the contribution and impact

The activities above reflect a portion of those listed in the plan. Achievement and progress of these activities will be closely monitored on a monthly basis at contract review meetings.