

Change, grow, live Birmingham



Briefing for Health and Social Care Overview & Scrutiny Committee – 17 October 2017

1. Overview

Change, grow, live (CGL) provide substance misuse services for adults in Birmingham, a service which has been commissioned from March 2015. Birmingham City Council commissioned an integrated, city wide, adult drug and alcohol treatment system. Reducing the number of partners and agencies into a single recovery oriented treatment system to serve all adults in the city. The service offers support with substance misuse issues, including:

- Clinical and psychosocial interventions
- Management of substance misuse primary care services at GP Surgeries and Pharmacies across the city
- BME specific engagement
- Support for families
- Employment support
- A liaison team working across Birmingham's hospitals
- Housing support and workers that form the Rough Sleepers Task Force
- Mutual aid and peer support groups
- Criminal Justice employment programmes
- Residential services; inpatient detox and residential rehabilitation
- Support for community projects across the city to support community level recovery projects
- Service user voice

Every day CGL are working with 5,500 adults in Birmingham, supporting them to change their lives for the better. Since March 2015 over 3,000 people have been supported to get well from drug or alcohol misuse.

2. Making a difference - Delivering Outcomes

The CGL service commenced on the 1st March 2015, the first 12 months of delivery focused on safe and effective transformational change. Two and a half years into contract the service is now embedded within the city, the transformational change period completed and the goal is now delivering outcomes.

When compared to Public Health England averages and other CGL services, the service available in Birmingham outperforms other areas for levels of successful completions, achieving performance in the top 25% of services in 3 out of 4 drug categories in year two. The service is striving to continue this level of achievement and has targeted plans to increase performance for our opiate service users, so that all 4 categories achieve top quartile outcomes for year 3.

The service is measured against core outcomes, including a Payment by Results Framework. Outcomes for year 2 of the contract against the framework were:

Outcome	Target	Actual
Involvement of family/friends in all service users during their recovery journey	40%	40.8%
Opiate service users to maintain or find employment after completing treatment	19.3%	20.4%
Non-opiate service users to find or maintain employment after completing treatment	34%	38.1%
Completion of Drug Rehabilitation Referrals	55%	69%
Completion of Alcohol Rehabilitation Referrals	55%	86%
Successful completion of treatment for all opiate users	7.55%	6.7%
Successful completion of treatment for all non-opiate users	46.43%	46.9%
Successful completion of treatment for all alcohol users	39.5%	39.5%
Successful completion of treatment for all non-opiate and alcohol users	38.81%	39%

Nationally the service is measured against an indicator which measures the percentage of the treatment population which successfully completes and does not represent to services. Whilst our successful completion rate is high, the service is experiencing higher than average representation rates.

When comparing the services performance with other core cities, the service out performs other cities with successful completion of treatment, but the high representation rate does lower our performance to the middle of the rank when looking at the overarching measure of completion with no return to service. The service is currently focusing on this delivery

area, with the aim of achieving the balance between encouraging completion of treatment and effectively managing the risks related to relapse.

3. The 3 challenges we currently face

1 - Demand for our services

CGL have received over 6,000 referrals since January 2017, the most received in an 8 month period during the time we have delivered services for Birmingham. In some months, such as June, CGL received 800 referrals. Roughly twice as many, when compared with the previous year.



The challenge CGL face as a service is maintaining the outcomes currently delivered, whilst managing the numbers of people that are coming to services needing help and support.

Resources for managing telephone lines and CGL's open access service can become stretched causing waiting times to extend. At peak times we can receive 2,000 phone calls each week with footfall at the City Centre base (Scala House) reaching around 100 people per day.

CGL's goal remains to provide the best possible service that we can for adults in Birmingham at any stage of their recovery, but dealing with 5,500 in treatment as we process an additional 6,000 referrals since January 2017 means that we cannot always provide the service as quickly as needed.

The CGL Service Quality Improvement Plan is addressing the challenge of capacity and demand, CGL are implementing new processes and investing in additional technology to ensure that we can continue providing a support to every individual at the current standards whilst managing the increased demand for our services.

2 - New Psychoactive Substances (NPS)

NPS use is becoming more prevalent and more visible in communities across the country. CGL have a treatment programme specifically for NPS, based on the best international evidence of what works in promoting recovery.

In Birmingham, the challenges we face are accessibility, education and communication. CGL have developed a strategy based on an event we hosted in May 2017 to address these issues. CGL is now leading on a local, multi-agency action plan to address the issue. At the core of our strategy is our national NPS Specialist who operates from our Birmingham service. Jointly with the CGL communications team a campaign will be launched to ensure that local partners, providers and elected members know what to do to help someone who may be struggling with NPS misuse. Actions within the Strategy include:

- Providing a train the trainer programme to organisations across the city, in order that they can then train the wider work force
- Working with the Children Safeguarding Board and Young Persons Providers to ensure that information and awareness is available within schools
- Working with Criminal Justice partners to ensure pathways from custody suites and prisons are robust and effective
- Targeted interventions available via the Homeless Task Force.

Working across local universities and supporting local clubs/festivals we have attended many events to engage with young people and raise the awareness of NPS. From advertising campaigns on local bus routes to awareness sessions in local children's centres we are campaigning to raise the understanding of NPS at key touch points across the city. Since launch we have worked with 173 people that have directly requested support with their NPS use. We are keen to increase these numbers further, by:

- Improving how we record NPS use, many of our service users are using NPS along with other illicit and prescribed medications and do not prioritise telling us of their specific NPS experience. Many of the highly visible and vulnerable homeless service users are experiencing challenges with multiple forms of drug use and in this cohort there is significant under reporting of NPS use as discussions often lean towards drug use which is perceived as higher risk.
- Improving how we encourage recreational and those experiencing early onset of problems related to NPS use to connect with treatment support, including strengthening our digital offer.

Our Specialist in NPS is available to deliver the latest in evidenced based practice and information anywhere that requests it across the City. We will also be making resources available via our website for anyone to access. If you would like to receive the training or know a local organisation that would, please make contact.

3 - Homelessness

Homelessness, similar to NPS use has become a more visible issue across the city. CGL are supporting the Rough Sleepers Task Force with a co-located team of our highest skilled workers. The CGL team is supporting the task force by addressing the substance misuse issues that any rough sleepers may face in Birmingham alongside partner professionals.

6 weeks after launching CGL have provided 60 brief interventions to homeless clients, more importantly we have supported 30 people to come in and get help from our clinic slots across the City, a much higher level of engagement than usually received from hard to reach clients.

4. Service User Led Quality Assurance

Service Users are at the heart of supporting and shaping the services that we deliver in Birmingham and our volunteers have contributed over 10,000 hours of their time since March 2015. Volunteers and peers by experience have standing invitations to all of the management meetings and input into significant operational decisions.

All of our services have service user forums which feed into the regional service user forum and national service user council. Annually we conduct a national service user survey and locally there are ongoing opportunities for service users to have a voice and influence service developments.

CGL are currently supporting development of an independent pan Birmingham service user forum, encouraging external and independent quality assurance of the whole treatment system. Taking learning from the successful Red Rose Recovery Programme in Lancashire, we are seeking to develop a model which will eventually operate independently from CGL.

The first meeting has taken place, with 18 individuals attending. Terms of reference were discussed and agreement made that the Forum would meet quarterly, with a sub group attending strategy review meetings with the Management Team and commissioners, to thematically review elements of treatment delivery.

A work plan is being developed which will include the forum participating in:

- Quarterly forum and strategic review meetings
- Targeted focus groups
- Support for service user and carer groups
- Peer led reviews
- Invites to service user forums and management team meetings
- Conducting service user surveys and research
- Road shows promoting new service developments

The first forum meeting has highlighted:

What's already working:

- The service is supportive and helps a lot of people change their behaviours

- There are opportunities to socialise within the service
- The service is professional and the environment is friendly

What we're improving:

- Waiting times can be too long and it's hard to get through on the phones
- Detox In A Box is great, but more aftercare support is needed
- More consistency in our meet and greet system

Furthermore, our national service user survey included feedback on 1,184 service users, the majority (over 300) from Birmingham. The voices of our service users in Birmingham will therefore be used to improve the service CGL provide in the 160 other services delivered across the country.

5. Health & Social care benefits

Substance misuse is rarely an isolated issue faced by an individual. Many of our service users have multiple complex needs, these may include homelessness, crime, social care, domestic abuse or family cohesion. Our holistic support services are working with some of the most vulnerable families in the city. Whilst complete abstinence can be a long term or challenging goal for many of our service users, we enable all to achieve some degree of positive change, ultimately reducing the demands on broader health and social care services and contributing to the Cities four key priorities.

Helping to make Birmingham a great place to grow up

Our service delivery model prioritises family interventions, 50% of our service users now have included their friends and families in their treatment journey and recovery programme. We have supported 13,632 children by conducting parental assessments, attending over 2,500 home visits, working closely with social care partners to ensure that our families receive preventative early help support and that those families with greater need are identified earlier.

Helping to make Birmingham a great place to live

Working in partnership with homeless and housing providers across the city, we ensure that those who leave our service substance free also do so having resolved their housing issues. Our residential programmes have support people by providing life skills programmes, enabling them to not only access but successfully maintain their accommodation.

To date, 80% of our service user that came to us with a housing problem when they started treatment had this resolved before they left treatment with us.

We have also worked closely with our Criminal justice partners, to ensure that those whose offending is linked to substance misuse receive targeted interventions. This has been hugely successful, with 84% of our Court ordered referrals successfully completing treatment.

Helping make Birmingham a great place to learn, work and invest in

691 people have been supported to access or maintain their employment, supporting people to experience the benefits of contribution and citizenship. Our volunteers have contributed over 10,000 hours to our service, all have completed accredited learning with many progressing into full time employment in a variety of roles across the city.

As an organisation we have invested in the city, making Birmingham one of our Regional Business Units. With 12 central support posts based in the city, we have brought new jobs and £500,000 of investment to the city.

Helping make Birmingham a great place to grow old in

Nationally there has been a rise in drug related deaths, caused by an aging opiate using population with multiple health issues and varying degrees of strength of drugs available. We have worked hard to reduce mortality rates and lead on a multi-agency strategic group, including Public Health and the Coroner, to ensure we are doing all we can. Our Naloxone programme (a drug that reverses an overdose situation) is nationally recognised as leading the way, delivered via our services and pharmacies across the city, we have trained 1,567 people in how to administer Naloxone and know that Naloxone has been used many times, saving many lives.

National reports produced by Public Health England continue to demonstrate drug and alcohol support provide both immediate and long term savings to the public purse, for every £1 spent on treatment, £2.50 is saved in the social cost of substance misuse.

6. Development of a strategy for Birmingham

Patterns of drug and alcohol use both locally and nationally are ever changing. An example of an issue of concern for Birmingham is the adverse impact of New Psychoactive Substances NPS, (more commonly known as legal highs) on the homeless population. How ageing opiate users are best supported also raises issues regards the nature of health and social care responses.

The National Drug Strategy 2017 sets out how the government and its partners, at local, national and international levels, will take new action to tackle drug misuse and the harms it causes. The three key themes include :

- Reducing Demand
- Restricting Supply
- Building Recovery

The National Alcohol Strategy was published in 2012 and outlines responses to reduce social, health and criminal justice alcohol related harms.

Birmingham has in recent times not produced a comprehensive multiagency drug strategy. In addition The Birmingham Alcohol Strategy 2012- 2016 has now expired.

It would seem now is an opportune time to develop a Birmingham multiagency drug /alcohol strategy especially as the domestic violence strategy and homeless strategy are being developed. Drug and alcohol misuse are identified as contributing factors to these issues.

7. Issues for Consideration

- Support with the development of a city wide substance misuse strategy.
- Support the further development of Hospital based alcohol responses including the implementation of the 'Preventing ill health by risky behaviours – alcohol and tobacco CQUIN'. This is concerned with supporting people when in contact with services delivered from hospital settings to change their behaviour so to reduce the risk to their health from alcohol as well as tobacco.
- Support CGL to have a stronger strategic presence in the city by helping the organisation secure a seat on the Community Safety Partnership Board.
- Further develop relationships with prisons regards effectively managing prison releases.
- Promote connections regards the impact of substance misuse on broader health and social care issues.