

# **addaction** Herefordshire

- Performance Update – September 2017

# Problems Identified by Service Review

A service review was carried out by Herefordshire Council Contracts Officer in March 2017 which identified the following areas of concern;

- **Successful completions** had declined significantly by the end of Q3 16/17
  - Opiates – 3.9%
  - Non opiates – 24.8%
  - Alcohol – 30%
  - Alcohol and Non Opiate – 23.4%
- **Representations** had increased significantly by the end of Q3 16/17
  - Opiates – 40%
  - Non Opiates – 7.7%
  - Alcohol – 0% (not of concern)
  - Alcohol and Non Opiate – 12.5%
- **Processes** eg: Recovery Planning/TOPs

## What does this Indicate?

- A decline in successful completions can indicate that service design and or delivery is not adequate to support service users moving through stages of change to facilitate recovery.
- This often suggests gaps or problems in recovery planning and exit strategies for service users.
- It can also be indicative of high volumes of either 'treatment naïve' service users or high volumes of long term 'maintenance' service users or a mixture of both.
- It is not uncommon to see a decline in performance against successful completions following a change in service provider.
- An increase in representation rates is often experienced following the transfer of service provision and is a trend noted nationally.
- Increased representation rates are indicative of poor exit planning and unsustainable recovery strategies
- Delays in mobilisation, staff motivation, training and communication can all have an impact on the effective implantation and completion of processes such as recovery planning and TOP (Treatment Outcomes Profile) completion.

## Progress

The service review resulted in a service improvement plan introduced in April 2017 for 3 months, this has been extended to 10 October 2017.

- Upward trajectory for successful completions\*
- Representations decreased – demonstrating appropriate discharge activity and sustainable recovery
- Risk and Recovery Planning improvements – 100% completion rate for Recovery Plans – July 2017
- Improvements in TOP Completion rates

# Performance Update

Successful completions for all cohorts have been on an upward trajectory since April 2017.

\*There has been some seasonal variance in July 2017

Month	Successful completions opiate	Non opiate	Alcohol	Non opiate & Alcohol
April	3.58%	41.38%	28.02%	25%
May	4.24%	45.9%	29%	21.5%
June	4.75%	46.43%	29.5%	21.05%
July	5.48%	45.61	29.33%	16.22%
<b>Target by End Q3 17/18</b>	<b>8%</b>	<b>52.5%</b>	<b>39.5%</b>	<b>48%</b>

# Performance Update

Representation rates have declined across all cohorts on a month by month basis. It can be problematic to report on representations on a monthly basis as it does not allow for the 6 month lag required for the PHOF 2.15 measure, however it provides an indicator of the trajectory.

Month	Representations opiate	Representations non opiate	Representations alcohol	Representations non opiate & alcohol
April	12.50%	0%	0%	0%
May	14.29%	0%	0%	0%
June	15.67%	0%	0%	0%
July	0%	0%	0%	0%
<b>Target by end Q3 17/18</b> (inclusive of 6 month lag)	<b>10%</b>	<b>0%</b>	<b>8.8%</b>	<b>3%</b>

# Performance Update

TOP is a mandatory Public Health England (PHE) data collation tool which measures key areas of recovery progress. For it to be statistically viable PHE require an 80% completion rate. From this data various performance reports are produced which assist in service design and delivery.

TOP is also designed to be a useful treatment evaluation tool to complete with service users to chart progress to date.

Month	TOPS start	TOPS review	TOPS exit
April	75%	60%	38%
May	97%	86%	91%
June	97%	95%	100%
July	91%	95%	100%
<b>Local Target</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

# Progress

- Staff training – Risk and Recovery planning
- Support from seconded staff with experience of service delivery model
- Clearer lines of communication developed eg: staff away day, performance boards, daily flash meetings
- CQC inspection of Leominster site 27 July 2017– good feedback received – report awaited
- CQC inspection of recruitment process 20 July 2017– good feedback received – report awaited
- CQC inspector liaising with local authority contract manager
- Staff vacancies filled, two further posts to be recruited to
- Addaction CEO met with Herefordshire Council Contracts Officer and Director of Public Health following escalation of concerns 1 August 2017



# What Next?

- Continuing to monitor improvements using Service Improvement Plan – reviewed monthly
- Continuing to action CQC recommendations – action plan
- Working with PHE to segment 6year+ caseload and design alternative service delivery
- Increased group provision in Ross, Leominster & Hereford sites
- Increased engagement with local community - building further recovery capital and reducing isolation for service users
- Developing volunteer and peer mentor scheme