

Inspection of MELDAP

Report by Alison White, Head of Adult Services

1 Purpose of Report

This report provides a summary of the Care Inspectorate's Report on the work of MELDAP with regards to the progress made in the implementation of The Quality Principles: Standard Expectations of Care and Support in Drug & Alcohol Services (2014).

2 Background

- 2.1 At the request of the Scottish Government, the Care Inspectorate was responsible for leading a validated self-evaluation involving all 30 Alcohol and Drug Partnerships across the country. The aim was to help ADPs determine the extent to which the Quality Principles had been embedded in practice in their areas in order to support better experiences and outcomes for people affected by substance misuse.
- 2.2 The Quality Principles were introduced by the Scottish Government in 2014. The eight principles sets out what people can expect when they access adult drugs and alcohol treatment services across Scotland. Unlike other ADPs the MELDAP uses the Quality Principles with **all** its services since 2015.
- 2.3 MELDAP have made clear its expectations to all services on how the Quality Principles should be used and had developed documentation to support service self-assessment. The Quality Principles form part of the MELDAP programme of Quality Improvement which includes three annual visits to services, performance reporting and service presentations to the Commissioning and Performance Group. The MELDAP format developed to support service self-assessment was adopted by the Care Inspectorate for the national review of ADPs.
- 2.4 Prior to the Care Inspectorate's visit MELDAP had to complete a Validated Self-Evaluation of the Quality Principles in the form of a Position Statement. The 50 page document, which included evidence of progress, had to include a rating 'on the level of service performance' against each of the principles. The Care Inspectorate Team comprising of a Strategic Inspector, a representative from the Scottish Drugs Forum and an Associate Inspector (Angus ADP) spent a total of two days at the Brunton Hall. Day 1 consisted of a File Reading exercise of 10 files submitted from adult services. Day 2 involved the team meeting with a range of stakeholders; MELDAP Strategic Group members, staff, service managers and service users/carers. Oral feedback to MELDAP was provided by the Strategic Inspector at the end of each day.
- 2.5 Data was also collected through staff and service user questionnaires (16) and (50) respectively.

2.6 The final report highlighted a total 28 strengths many of which were considerable. In the key areas of strategic planning and leadership a total of 14 strengths were noted:

- Policy, service development and planning (5 strengths)
- Partnership working and resources (4 strengths)
- Leadership and direction (5 strengths).

2.7 The strengths identified included:

- the consistently high level of service performance (98%) against the HEAT standard of three weeks referral to treatment (90% of clients), the use of LEAN methodology and the role of the innovative Gateways to Recovery in increasing access
- the ADP was well governed and had an administrator who communicates and supports all services with their performance outcomes. This role was deemed a crucial success factor in terms of supporting the recording and reporting agendas
- service users were offered high quality evidence based treatment, care and support interventions
- there was strengthening access to harm reduction services, with robust relationships to appropriate MELDAP thematic groups
- services were staffed by workers who had the right attitude and values and worked in a supportive way; the Peer Support Project was discussed in very positive terms
- there was good evidence that the ADP had laid strong foundations in terms of their community work to develop Recovery System of Care (ROSC)
- the ADP had developed robust governance arrangements; it had sound mechanisms in place for reporting progress on its delivery plan through both the Integration Joint Boards and Community Planning Partnerships
- MELDAP demonstrated a robust approach to self-evaluation and had implemented a framework based on the Quality Principles
- there was robust evidence throughout that the ADP was working collaboratively and effectively with stakeholders across all services; staff survey findings highlighted that all staff felt that there was a positive working relationship amongst practitioners across different services
- despite the complex challenges facing the ADP, it had successfully worked in partnership to realign a large proportion of their budget to post treatment and recovery focused services evidencing agility and ability to jointly meet changing priorities
- there was a strong collaboration, transparent and robust governance in place with routine reporting on performance, both internally and externally, to joint accountable bodies
- there was evidence of a high level of innovation and commitment to self-valuation and ongoing improvement. This culture was being well supported and encouraged by the leaders the inspectorate team met.

2.8 A central part of the process was the submission of the MELDAP Position Statement and did it accurately reflect the partnership's

performance against the Quality Principles. Of the 27 suggestions for improvement 19 were noted in the MELDAP submission. Nearly all the remaining recommendations were identified through staff surveys or meeting with services users, sources of evidence not readily available to the partnership. A number of the Areas for Improvement were to develop further areas of work already identified by the partnership or currently underway, for example:

- the need to improve accommodation in Midlothian (SMS)
- the growing demand on services of those presenting with complex psychological needs
- the need to continue to focus on areas of activity to reduce stigma for those accessing services for support for their addiction
- more could be done to communicate more effectively with frontline staff and service users and to manage change more effectively
- improve the quality of recovery plans and ensure that clients have a copy
- strengthening the role and understanding of independent advocacy
- there is a need to refresh and implement its revised commissioning plan to align with the IJB strategic plan, joint needs assessment activity and agreed financial plans
- the ADP would benefit from developing joint processes, for example, shared assessments, outcomes tools and recovery plans

3 Report Implications

3.1 Resource

There are no direct resource implications arising from this report. The report acknowledges the increased budget constraints experienced by substance misuse services.

3.2 Risk

The report highlights the robust governance arrangements provided by Meldap for the strategic planning of substance misuse services which seeks to mitigate risks in service delivery.

3.3 Single Midlothian Plan and Business Transformation

Themes addressed in this report:

- ☒ Community safety
- ☒ Adult health, care and housing
- ☒ Getting it right for every Midlothian child
- ☒ Improving opportunities in Midlothian
- ☐ Sustainable growth
- ☐ Business transformation and Best Value
- ☐ None of the above

3.4 Impact on Performance and Outcomes

The strengths noted in the report reflect the effective links with the IJB and clear lines of accountability to Community Planning Partnerships. Specifically there is a need to refresh the MELDAP Commissioning

Plan (2014) to ensure that it's aligned with the IJB strategic plan and to produce a financial plan.

The proposed development of the Recovery Hub with access to substance misuse/mental health services should help address the challenge of providing support to individuals presenting with complex psychological needs.

3.5 Adopting a Preventative Approach

MELDAP's works with its partner agencies to ensure a preventative approach is embedded.

3.6 Involving Communities and Other Stakeholders

The Care Inspectorate report notes that the ADP was working collaboratively and effectively with stakeholders across all services. The example of Good Practice highlighted was the Midlothian Peer Support Project delivered in partnership between service users, GPs, secondary care and non-statutory agencies.

Copies of the report have been made available to Elected Members, users, carers and other interested parties.

3.7 Ensuring Equalities

While further work needs to be undertaken to address the issues of stigma and discrimination and improving access through more flexible opening hours, the services commissioned by MELDAP provide support to some of Midlothian's most vulnerable individuals and to communities where the impact of substance misuse is most acute.

3.8 Supporting Sustainable Development

The Service Improvement Plan allows for sustainable development and improvement.

3.9 IT Issues

There are no IT implications.

4 Recommendations

PRS is asked to endorse the recommendations as detailed below:

1. Note the content of the Care Inspectorate's report.
2. Note the significant strengths included in the report particularly in the areas of *Policy, service development and planning, Partnership working and resources and Leadership and direction*.
3. Support the development of a local recovery hub which will enable sustainable delivery of high quality services within Midlothian.

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Background Papers: