



Leicestershire Safer Communities Strategy Board

23 February 2017

Turning Point Provider Update

Background

1. Turning Point have been commissioned to provide all substance misuse treatment across Leicester and Leicestershire including to service users engaged in the Criminal Justice System and within HMP Leicester. This new integrated single service has been in place since 1 July 2016 and is a co-commissioned contract with both, Leicestershire County Council and Leicester City Council, NHS England and the Office of the Police and Crime Commissioner. Prior to 1st July 2016, local substance misuse services were being delivered by 8 previous providers. Staff from previous providers TUPE transferred to Turning Point on the 1 July 2016.

Structure

2. Following the transfer of staff on 1 July, Turning Point undertook a restructure exercise in order to realign the staffing structure in line with the proposed delivery model. This restructure was completed without the need for any compulsory redundancies. Turning Point currently employs approximately 170 members of staff across Leicester and Leicestershire as part of this integrated contract.

The new integrated service operates from 4 Hubs:

- 2 Eldon Street, Leicester, LE1 3QL
- 55/56 Woodgate, Loughborough, Leicestershire, LE112TZ
- 42 High St, Coalville, Leicestershire, LE67 3EE
- 165 Granby Street, Leicester, LE1 6FE (Young People's Team)

In addition to these Hubs staff, are also operating from up to 30 various satellite / outreach venues across Leicester and Leicestershire, including GP surgeries, Health Centres, community venues, council offices etc. We also have staffed based within University Hospitals of Leicester NHS Trust (UHL), HMP Leicester, Mansfield House Police Station, and within Police Custody Suites.

We currently deliver from the following outreach locations:

- Market Harborough
 - 4 days a week (Including 1 day group based room) at Symington Building
 - Market Harborough Medical Centre
- Melton
 - Parkside (Melton Council Offices)
 - Latham House Medical Centre
- Loughborough
 - Ashby Road Church – weekly parents and carers group
- Oadby and Wigston

- Boulter Crescent
- Hinckley
 - Hinckley Health Centre (5 days a week)
 - Salvation Army (2 days a week including group room)
 - Earl Shilton Community House (1 day a week)
 - Atkins Building/Acorn Training (3 days a week)
- Rutland
 - Rutland Memorial Hospital
 - Uppingham Surgery
- City (and edge of county)
 - Eldon Street Hub – 2 Eldon Street
 - Young People’s Hub – Granby Street
 - The Hedges Medical Centre Eyres Monsell
 - Merridale Medical Centre
 - Pasley Road Health Centre, Eyres Monsell
 - Prince Phillip House, St Matthews
 - New Dawn New Day
 - Saffron Surgery, 612 Saffron Lane
 - De Montfort Surgery, Mill Lane
 - Hockley Farm Medical Practice Braunstone
 - Inclusion Healthcare, Charles Berry House, East Bond Street
 - Beaumont Leys Health Centre
 - Anstey medical practice
 - Thurmaston Health Centre
 - Stocking farm Health Centre
 - Bradgate unit
 - St Peters Health Centre
 - Humberstone Medical Centre
 - Anchor centre

Turning Point are working with approximately 3,500 Service Users across the area. On average we receive up to 30 referrals per day / 150 referrals per week.

Services Available:

3. The Integrated service includes:

- Personalised menu of support across the City and County
- Specialised Young People/ Young adult support
- 1-2-1 support
- Needle exchange
- Prescribing Service
- Community detox
- Groups
- Range of education, training and employment
- Criminal Justices pathways (community and HMP Leicester)
- Families & Carers support
- Peer mentoring & SMART
- Health checks
- Access to community fitness and wellbeing schemes.
- MOPSI (Models of Psych-social Interventions)

Challenges / Barriers

4. Post transfer one of the key challenges was to complete the restructure successfully and start the transition process towards the new team structures. This in itself brought the challenge of aligning staff from 8 separate previous providers, all bringing different experiences, different ways of working and new dynamics. Turning Point supported this change process with a Change Facilitator who has continued to meet with new staff teams throughout the process.

Another challenge was the different ways of working in previous services but aligning this to Turning Point policies and processes. An example of this is the administrative element of the prescribing processes. This required a lot of work to bring staff together to a new way of working but adapting good practice aspects of previous providers. This has led to a recent review to ensure consistency and efficiency in this process.

Since July last year, we have been undertaking a review of satellite/outreach venues, most of which were being used by the various previous providers. It was evident that due to different providers occupying various venues within geographical proximity at various times of the week, a full review was required. The review sought to ensure we avoided duplication of venues and ensured that access was available where required and that this was cost effective. Unfortunately, there have been several situations where some organisations/venues have either started to charge where premises were previously free or have increased their charges. We have continued to review our options but ultimately trying to ensure that services are accessible wherever there is need. The review of satellite venues proved to be a challenging project due to the complexities of previous provider provision and the need to fully understand need. The ultimate aim is to bring delivery together into a reduced number of locations whilst maintaining local delivery.

New Developments

- New Engagement Team established – to manage the front end of the treatment system including managing the referrals function, open access at Eldon Street and delivery of brief interventions and short term structured treatment throughout the city and county;
- Secondments to Proactive Vulnerability Engagement Team (PAVE) now in place;
- Partnership Manager leading extensive partnership working across the city and county including sub-contract with Age UK 'Last Orders' targeting older alcohol users and sub-contract to local recovery social enterprise Dear Albert;
- Innovation Fund and Big Ideas Grants to provide small pots of funding for local organisations/groups to support locally based recovery initiatives;
- Introduction of digital platforms enabling an enhanced range of interventions to be accessible digitally including online e-modules. This will enhance accessibility for service users in rural locations and complement the continued delivery of face to face interventions including:
 - Recovery Co-ordination with Smart On-line Forms on Tablets – motivational small group approach to recovery planning focusing on peer to peer support and goal setting.
 - Smart on-line forms – will include on-line referral form, on-line assessment, recovery plan and risk assessment. This will enable service users to have more visibility and involvement in their plans.

- Contact Point – continued improvements to the way our engagement with service users and professionals works via a range of communication channels
- EModules – suite of emodules will be available to enhance treatment options available to service users.

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