

FRONTLINE



**RECOVERY IN
PARTNERSHIP -
MAKE CHANGE**

**STRATEGIC PLAN
2022 - 2025**

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FRONTLINE

CHAIRPERSONS ADDRESS & INTRODUCTION



Aodan Bourke, Board Chairperson

There is little doubt that the working environment has altered significantly since the completion of the **Frontline Make Change's** 2018-2021 strategic plan in 2017 (Inchicore Bluebell Community Addiction Team at the time). Five years have elapsed since then and policy changes together with **Frontline Make Change's** onward growth beyond what was tasked and committed to in the 2018-21 plan have provided an alternative canvas of opportunity and challenge. Add to that the community infrastructure upset, loss and nationwide inertia brought about by the Covid-19 pandemic from March 2020 to March 2022, and it is clear that there is a need for clarity and certainty to be renew normality.

On the upside, there have been some positives also. Agencies and service providers have had the opportunity to review their priorities for the rest of the decade, and service users have been empowered to reflect on how they access services. Personal health and safety has taken on a new meaning and hybrid working has altered how we work and how people access services. In addition to these high level challenges, homelessness and the arrival in Ireland of asylum seekers and displaced persons (most recently from Ukraine) continue to test the capacity of social inclusion services including those provided by **Frontline Make Change**.

The many factors that are influencing current and future provision are testament to the reality that the 2022-25 strategic plan will be substantially different from the 2018-21 plan. Most of these challenges have been rehearsed in the paragraphs above, and it is timely that **Frontline Make Change** is in the position of formalising many of the responses required in its periodic strategic plan document.

The strategic plan is a 'visionary' document which sets out the core objectives with measurable outcomes and timeframes for their implementation and achievement.



CHIEF EXECUTIVES ADDRESS



Stuart Fraser, Project Director

The last two years have been frustrating for our service users and our staff and management and we are so grateful that we are in the position to re-focus our efforts to addressing the needs as we see them for the next three years until 2025. Despite the frustrations caused by the pandemic, we have continued to develop our Social Economy platform and prepare a new location for our work in Bluebell.

The new plan for 2022-25 continues the good work of the previous plan and will guide us to the completion of the current national drugs strategy which also ends in 2025. During this period, Frontline has:

- strengthened its Board with additional directors;
- refurbished its premises;
- launched a pioneering social enterprise initiative, Frontline Bikes; and
- developed the impact of the Community Foodbank in partnership with St. Patrick's Athletic FC, Kilmainham Inchicore Network and the South City Partnership.

Our vision and values remain as focused as ever on the commitment to providing high quality services to the people who need them in Bluebell, Inchicore, Rialto, Islandbridge and Kilmainham. Frontline is committed to proactively identifying and engaging people impacted by problematic drug and alcohol use and to ensure that all they have access to treatment modalities and support to enjoy a good lifestyle as individuals and families.

We have committed to working with all partners in the community and particularly with the new Sláintecare initiative. We will pursue clinical excellence and whole-person care while further building strong relationships with all influential referral sources including the professionals in the local Health Service Executive Community Health Networks and Primary Care Teams, medical hospitals, Department of Justice, Tusla and temporary accommodation settings.

Frontline will be particularly focused on early intervention to derive maximum long-term, sustained population health outcomes.

I would personally like to thank the chair and Board for putting their trust in the team to drive the realisation of vision for the next three years and supporting us through the process. I would like to thank the staff team for their dedication and professionalism and their ability to adapt to any given situation whilst maintaining high standards. They have shown dedication and commitment over the past couple of years. I would like to thank the service users for bearing with us in terms of access to treatment during the restrictions. We also look thank our funding stakeholders who have worked so positively with us in delivering our services

including HSE, LDTF, DCYA, DOJ, TUSLA, Oblate Fathers, and Sisters of Mercy who continue to fund us and support us in our social mission. Thanks to Louise Devlin, Damien Murphy and Keri Goodliffe from the HSE, who have been a consistent source of support for the organisation. We look forward to achieving the vision of the strategic plan in partnership with the HSE and Drug Task Force colleagues. There are many more people to thank, you know who you are. We look forward to working with those who have been involved, supported and worked with us thus far and also look forward to welcoming new collaborators in the future.



CHIEF EXECUTIVES ADDRESS (cont.d)

In preparing the strategic plan, Frontline has committed to increase the number of people accessing the treatment modalities and support. To achieve this, we have analysed the places where people who will benefit most from services and we will proactively engage people through a number of referral methods to ensure that no one in need of services slips through the net.

While Frontline is based at Kavanagh House on Emmet Road, we will extend our service provision to various locations throughout the area for maximum engagement. Information of services and regular stabilisation groups will be in place in accessible locations where we will welcome you. Key healthcare and community services will also know that we are available at these locations and can be confident that all people referred will be met non-judgementally and confidentially.

Frontline Make Change endorses and identifies strongly with the published vision and underlying sentiments of the National Drugs Strategy. The organisation believes that its approach meets the challenges outlined in the Government approach and is keen to pursue everything within its capacity to achieve the best outcomes for people affected by problematic drug and alcohol use in the Dublin 8 area. This includes **Frontline Make Change** providing the critical elements of the pathway into and through addiction towards recovery.

The company sees its role as ensuring that as many people affected by problematic drug and alcohol use as possible from the area can access services on a low threshold basis or otherwise, and once in services, to implement an agreed care and support plan applying the case management model. Services should be targeted both geographically and organisationally and the plan will identify recommended approaches. These include acknowledging the geographic and other places of highest risk of problematic drug and alcohol use and some of the best ways of identifying and engaging those people affected. People at risk could be identified and engaged by mobilising access through:

- targeted drop-in facilities;
- the various agencies who come into contact with people affected by problematic drug and alcohol use and who can make a referral.
- access to short-term stabilisation groups;
- locating inreach and outreach services near or in the affected locations;
- implementing Community Reinforcement Approach models of engagement;
- mobilising access through
 - established community groups;
 - hospitals;
 - Health Service Executive Clinics;
 - GPs;
 - Public Health Nurses;
 - CPNs;
 - Mental Health Services;
 - Friends and relatives.



A LITTLE BIT ABOUT US BOARD, MANAGEMENT, STAFF, SKILLSETS

Frontline is a ‘full-service’ community Addiction Team and has established working relationships and strong networks throughout the community to ensure that referral to appropriate services is rapid and appropriate. Such a ‘full-service’ community Addiction Team requires elevated motivational, interpersonal and clinical skills and significant knowledge and experience of the health and social care operational environment.

Frontline **Make Change** has a policy of only employing Frontline management and staff with the highest-level qualifications and skillsets in social care, addictions and human interaction. The management and staff skills and background are crucial in **Frontline Make Change**'s plans for 2022-25 with the advent of the Health Service Executive Community Health Networks (CHNs) and Primary Care Teams (PCTs) which will be highly localised to meet the Sláintecare objective of making healthcare services accessible to people as close to their home as possible.

Three Directorates of Frontline Make Change

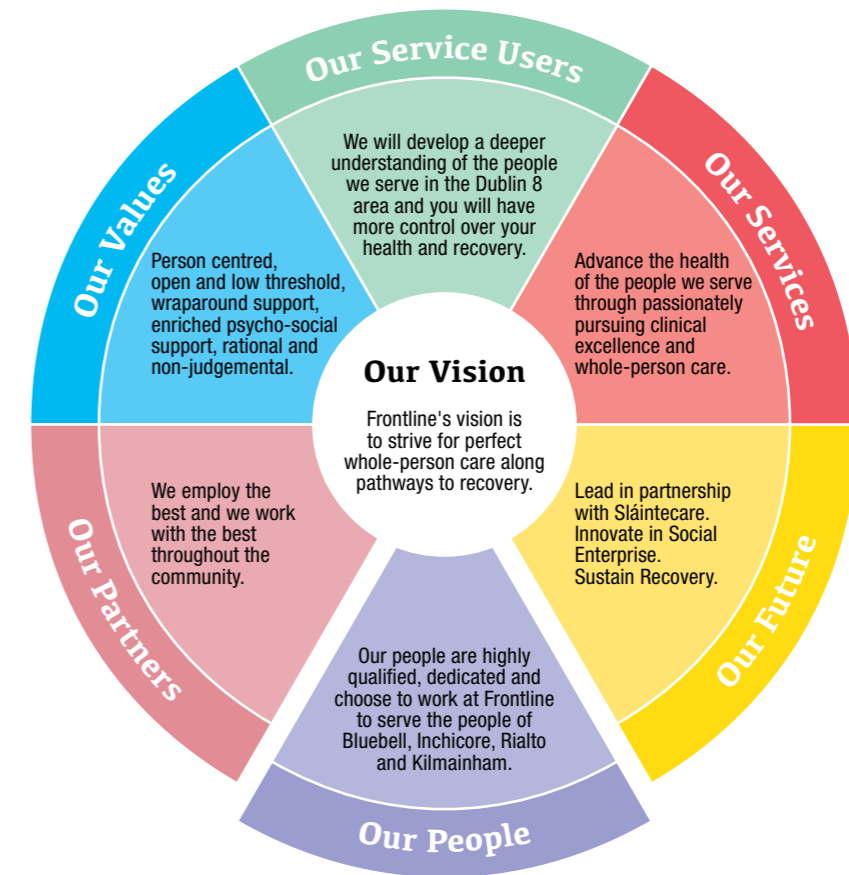
As well as Frontline Addiction Team which form the core directorate of **Frontline Make Change** work, there are two other directorates which include **Frontline Children's Service** and the recently launched first social enterprise, **Frontline Bikes**.

Frontline Addiction Service Team comprises 7 fully qualified Addiction Practitioners, sessional counsellor and a sessional Art Therapist.

Frontline Children's Service provides daily services for 20 children and is delivered by three staff including the Service Manager and 2.5 (full time equivalents) Childcare Practitioners, all professionally qualified in Early Years and Childcare and a sessional Art Therapist.

Frontline Bikes employs 4 persons at any one time including at least one permanent manager and 3 bicycle mechanics employed as bridging the gap between addiction recovery and employment. This will grow over 2023-25 to 10 employees and 100 trainees.

All three directorates are also fundamental to addressing recovery from addiction and their work is embedded into the **Frontline Make Change** core work of addiction services and are managed under distinct line management within the corporate structure reporting to the Chief Executive Officer.



Frontline Make Change's portfolio of services has been established over the past twenty-two years and can be broadly grouped into a number of service groups that primarily targeted at people with problematic drug and alcohol use seeking to make a change. The core services currently provided include:

- **Make Change Group**
_ low threshold pre-entry (3 days pw)
- **Connections Programme**
_ pre-entry, stabilisation, progression & choices
- **Adult Addiction Services**
_ key working and case management
- **Drop In Service (3 days pw)**
_ harm reduction and often first point of contact
- **Community Prison Links**
_ pre- and post-release re-integration support
- **Counselling & Art Therapy**
_ positive change tools

Six Stages of The POWER Model

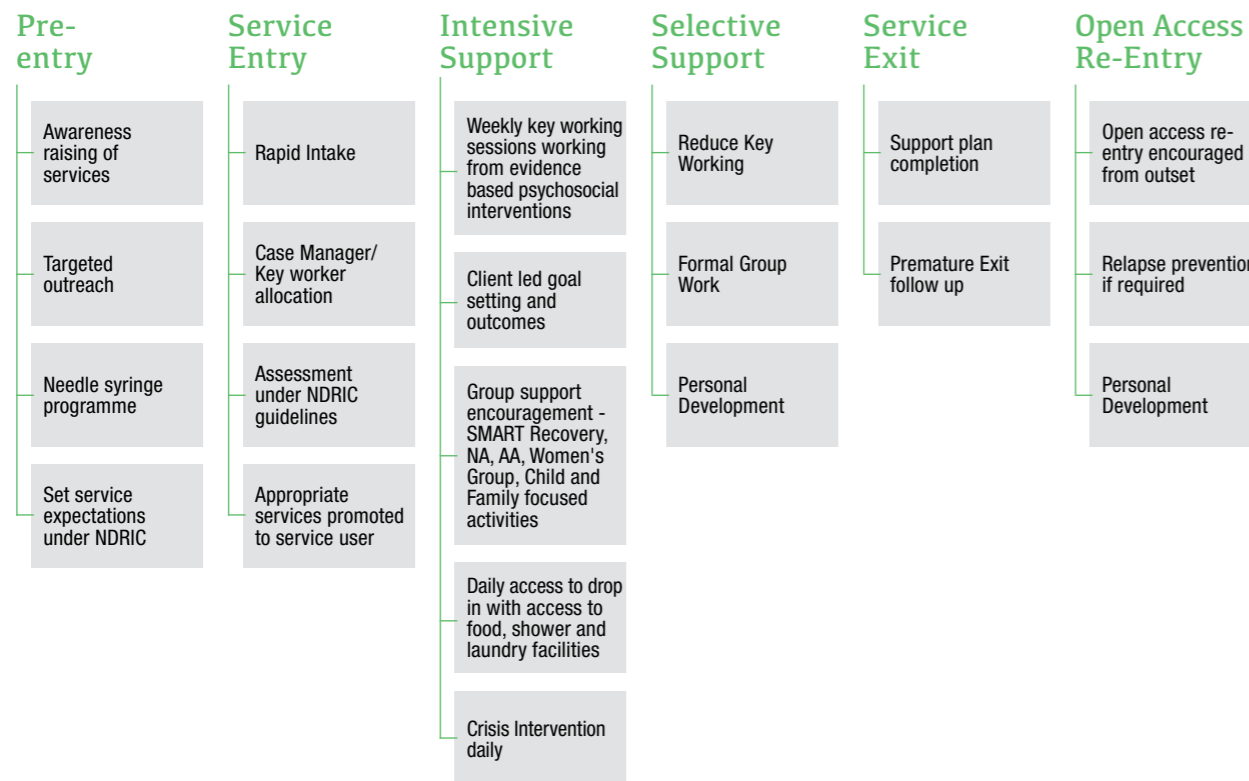
The journey for service users has several stages within the POWER Model and they are set out below. Service users generally access the services at the pre-entry stage which encourages access through low threshold contact.

The six stages of the POWER Model pathway are:

- Pre-entry
- Service Entry
- Intensive Support
- Selective Support
- Service Exit

Harm reduction is the key principle underpinning the approach throughout and the minimum, preferred outcome is that the person can manage their

- Open Access Re-entry



A number of person-to-person, direct techniques are applied by Frontline staff on a professional basis and include the concepts of:

- Key Working;
- Drop-In Facilities;
- Holistic interventions/Complementary Therapies;
- Brief Interventions;
- Motivational Interviewing;
- Cognitive Behaviour Therapy



The Board and Management of **Frontline Make Change** has managed a large income and expenditure budget since its inception. Income has grown by 16% between 2015 and 2020, from while the key funding source has been Health Service Executive CHO9 which provided 65% of all income in 2020 with Department of Children, Equality, Disability, Integration and Youth (administered by Pobal) providing 13% and Department of Justice (Probation Service) 5%.

Financial support by way of donations is also received from the Oblates (replaced with Health Service Executive support from 2022) and Dublin City Council.

The financial profile of **Frontline Make Change** will change from 2022 with the provision of financial grant support for **Frontline Bikes**, the Social Enterprise Initiative. In addition to seeding funding for the establishment of **Frontline Bikes** in 2020, further funding of €546k (3-years) has been provided to support an e-Bikes & Upcycling Pilot Initiative through the Community Services Programme managed by Pobal for the Department of Transport and the Department of Rural and Community Development with the support of the Department of Justice for the three-year period 2022-24.



The strategic plan for 2022-25 envisages an accelerated development of all three directorates from the solid platform secured during the implementation of the 2018-21 plan.

In summary:

Frontline Addiction Services will evolve (reconfigure and streamline) its services in response to communities emerging from the restrictions experienced under Covid-19 (March 2019-February 2022) and the priorities of Department of Health arising from the Mid-Term Review of National Drugs Strategy (October 2021). The recommended change of focus will be to prioritise getting more people into **Frontline Make Change**'s pathways including structured treatment and support services by implementing targeted activities based on:

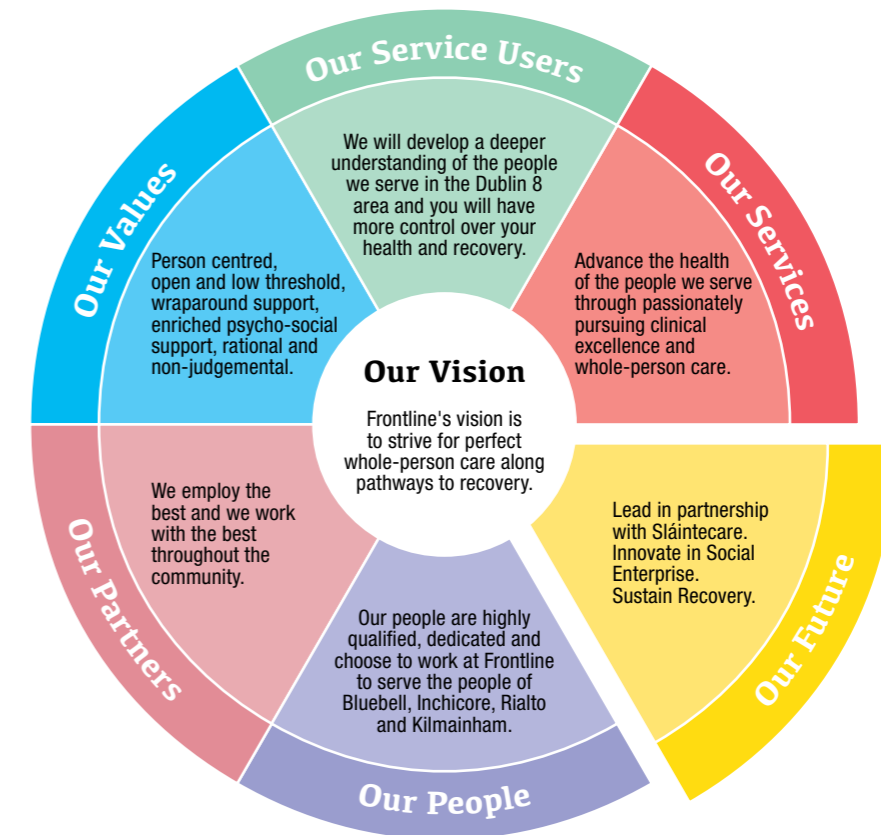
- Early Intervention (all age-groups);
- Proactive Identify & Engage;
- Targeted Assertive Inreach and Outreach;
- Low Threshold Access;
- Harm Reduction Outcomes;
- Close Working with Primary Care and Community Healthcare Networks;
- Partnership Adolescent Services (Family Work, SASSY, Core Youth Service, Triple P, etc).

Frontline Children's Service will re-locate to larger premises (2023) enhancing its service in terms of quality, intensity and curriculum for 20 to 25 children of pre-school age and after-schools to improve their opportunities in education and quality of life and to complement parental addiction service delivery, parents as partners in a new children's hub, additional therapies and services and a CE-type training programme for parents seeking to return to work. Opportunities for appropriate accommodation will be progressed.

Within the Social Economy Programme, **Frontline Bikes** will re-locate its engineering and repair base to larger premises in Bluebell Industrial Estate (2022) increasing its employment base from 4 to 10 persons and progressing 110 students and trainees annually with Cytex accredited qualifications (2023-2025).

Frontline will augment its Social Enterprise Development Programme to establish at least two more companies in 2023 and 2024 in partnership with the Department of Justice and other Government departments to provide training and employment opportunities for people as part of their integrated care plan to recovery and integration into the community.

Update the data capture and monitoring methodology to support caseload management and the 6-stage pathway model commencing with pre-entry work followed by service entry, intensive support work, selective support, service exit and open access re-entry.



Objective	2022	2023	2024	Detail	Actions
1 Increase the number of new people accessing services	416	832	832	Target is based on each of its addictive mission practitioners adding to new persons per week	<ol style="list-style-type: none"> 1. Implement Proactive Identify and Engage Programme offering pre-treatment, stabilisation etc. 2. Establish intensive working relationships with HSE CHNs and PCTs 3. Liaise with Tulsa and FS Groups on referrals 4. Establish referral protocols with DoJ and Probation Service 5. Promote regular satellite bases at various locations within the catchment area identified as high risk. Contact external to FMC locations is essential
2 Stabilise caseloads at 30 persons with 6-month care plans per Addiction Practitioner – 50% intensive and 50% medium intensity.	240	480	480	Target is based on service users implementing one-to-one, 6-month care plan (all have exit plans) for each of the 8 Addiction Practitioners.	Complete care plans for existing service users over six months and engage new entrants
3 Implement Community Reinforcement Approach as working model of practice – assess training need and deliver	●			All Addiction Practitioners	
4 Activity Groups to be establish with identify & engage aims and objectives i.e. pre-treatment and stabilisation group with full engagement the outcome	●	●	●	Frontline Addiction Team	Complete engagement of current service users in groups that do not meet the specification outlined
5 Re-profile the Drop-in Service to meet identify & engage objectives only i.e. access remains open but assertive motivational interviewing to be applied to encourage access to treatment options	●	●	●	Frontline Addiction Team	<ol style="list-style-type: none"> 1. Drop-in open access timetable to be promoted throughout the area 2. Drop-in access frequency & open times should meet assessed demand need of service users for maximum impact 3. Drop-in should also be located at different venues at regular times
6 Liaise with Probation Service and DoJ on referrals to Frontline through implementation of Community Services Project	20	35	45	Frontline Addiction Team & Frontline Bikes & Frontline Children's Services	<ol style="list-style-type: none"> 1. FB is committed to 100 trainees (with addiction need) over three years (2022–24) 2. Validated training to be in place by Q3 2022
7 Training Supervisor to be appointed to Frontline Bikes	●			The Scheme involves a relatively heavy remuneration function involving DSP and other Government Departments providing individual and family financial	Recruit from DSP CE Scheme possibly
8 Employment Placement Manager to be appointed to Frontline Bikes		●			Recruit from DSP CE Scheme possibly
9 Newly appointed corporate finance post to seek further opportunities for the establishment of social enterprises which can benefit people impacted by problematic drug and alcohol abuse	●	1	1	One in 2023 and another in 2024	Liaise with DoJ and Probation Service
10 Review data capture methodology and practice and implement system that reflects the correlation of outcomes with work done	●	●		Data Controller	
11 Recruit at least one new Board member who has experience of the healthcare sector and Health Service Executive in particular	●	●		Board and CEO	Headhunt and seek assistance from Boardmatch
12 Recruit Board member with formal legal background	●	●		Board and CEO	Headhunt and seek assistance from Boardmatch

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