Improving outcomes for Drug and Alcohol users in Hounslow

Hounslow Health & Wellbeing Board Thursday 30\textsuperscript{th} July

PHE Alcohol and Drugs Team
Background

In October 2013 Public Health England (PHE) identified Hounslow as 1 of 44 areas across England which could benefit from additional support to improve recovery outcomes for substance misusers.
Issues

• April 2012- Hounslow partnership re-designed its substance misuse treatment system, resulting in an integrated alcohol and drug service run in partnership between two agencies.

• While well designed, the system implementation had been problematic leading to a divided and demoralised workforce and deteriorating outcomes for service users.

• In addition the Local Authority had suffered rapid commissioning staff and Director of Public Health turnover and strategic oversight of the agenda from senior stakeholders was poor.

• The partnership lacked a champion who could influence and lead the agenda amongst senior leaders.
What did we do

- March 2014 - PHE briefed HWBB re the issues and Chief Executive Mary Harpley gave her assurances this would be addressed.
- May 2014 - Followed up with a 1-2-1 with PHE and senior leaders
- July 2014 - a new full time Director of Public Health, lead Commissioner for Substance Misuse, and a new manager of the substance misuse service all commenced in post.
- Immediate changes were made:
  - Commissioner changed service’s KPI’s to strict measures to drive improvement and oversaw performance improvement plan (monitored on a fortnightly basis)
  - PHE were welcomed to Hounslow to support improvement and work with commissioners and providers to implement evidenced-based best practice
  - Oct 2014 - Substance Misuse Board reviewed and refreshed as a strategic oversight body for the agenda
Improvement in rates of successful completion for Hounslow drug and alcohol users since October 2013

<table>
<thead>
<tr>
<th></th>
<th>Q3 13/14</th>
<th>Q4 13/14</th>
<th>Q1 14/15</th>
<th>Q2 14/15</th>
<th>Q3 14/15</th>
<th>Q4 14/15</th>
<th>Apr-15</th>
<th>May-15</th>
</tr>
</thead>
<tbody>
<tr>
<td>opiate</td>
<td>5.70%</td>
<td>5.30%</td>
<td>5.80%</td>
<td>6.30%</td>
<td>6.60%</td>
<td>7.80%</td>
<td>7.60%</td>
<td>7.60%</td>
</tr>
<tr>
<td>non opiate</td>
<td>25.90%</td>
<td>27.80%</td>
<td>25%</td>
<td>32.40%</td>
<td>37.60%</td>
<td>43.50%</td>
<td>50.90%</td>
<td>52.60%</td>
</tr>
<tr>
<td>alcohol</td>
<td>30.80%</td>
<td>28.50%</td>
<td>35%</td>
<td>36.80%</td>
<td>39.70%</td>
<td>45.80%</td>
<td>48.50%</td>
<td>52%</td>
</tr>
</tbody>
</table>
Levels of improvement to successful completions since October 2013

<table>
<thead>
<tr>
<th>Successful completion rates</th>
<th>October 2013</th>
<th>May 2015</th>
<th>Improvement</th>
</tr>
</thead>
<tbody>
<tr>
<td>Opiate</td>
<td>5.7%</td>
<td>7.6%</td>
<td>+1.9%</td>
</tr>
<tr>
<td>Non-opiate</td>
<td>25.9%</td>
<td>52.6%</td>
<td>+26.7%</td>
</tr>
<tr>
<td>Alcohol</td>
<td>30.8%</td>
<td>52%</td>
<td>+21.2%</td>
</tr>
</tbody>
</table>
Other notable improvements

• Rates of All clients (in treatment) receiving a Hepatitis C test has improved from 65.4% to 72.5% throughout 14/15
• Numbers in treatment have grown from 1229 to 1304 (+75)
• Strategic governance of the agenda has been strengthened, led by Substance Misuse Board under the leadership of the Director of Public Health and a strong Public Health Commissioner
• A reinvigorated up-skilled provider workforce led by an excellent manager and Consultant Addiction Psychiatrist
• Of all of the 44 areas supported by PHE across the country Hounslow had the highest rate of improvement of its successful completions
• Well Done!
Further challenges

• To sustain and continue improvement with the opiate-using cohort - supporting them to leave treatment and maintain their recovery when they do leave (currently 1 in 4 are returning to treatment within 6 months of leaving)

• To continue to inspire, up-skill and motivate the workforce and ensure there is engaging, wrap-around aftercare support to help service users to maintain their recovery

• To continue to improve and offer quality, easy to access services to all of those that require it with ever shrinking budgets and resources
Thank you

Alison.Keating@phe.gov.uk
Hannah.Lindsell@phe.gov.uk