



EMPOWERING PEOPLE TO MAKE A CHANGE

# STRATEGIC PLAN 2017 - 2020

**Sankalpa**<sup>®</sup>  
Addiction Services

## VISION

“That all presenting drug & alcohol issues can be individually supported.”

## MISSION STATEMENT

“To empower people to address their individual drug & alcohol issues, by providing low threshold access services, day stabilisation programmes and targeted training and employment placements for those in recovery, through advocacy and partnership, leading towards the development of both individual and social recovery, in Finglas & Cabra.”

## VALUES

Respect & Dignity

Empowerment

Accountability & Transparency

Quality & Improvement



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# CHAIRPERSON'S FOREWORD

As Chair of Sankalpa I am pleased to welcome our Strategic Plan covering the period 2017 – 2020. I have been a director in Sankalpa since June 2013 and was elected as Chair in December 2015. Sankalpa has successfully undertaken a number of important strategic and organisational changes over the last strategic period and this next period is about further embedding these changes and fine tuning the models and services to ensure maximum impact for service users and the local community.

Sankalpa is an organisation that has re-developed over the years in order to meet the changing needs of problem drug and alcohol users and implement programmes and interventions to meet the needs of those across the continuum of care. This would not have been achieved without the ongoing commitment and dedication of the Board members and the staff team. I would like to take this opportunity to thank our previous Chair, Mr Colm MacCarvill, who supported Sankalpa through a very difficult and challenging 3 years. His professionalism and passion for the vision of Sankalpa allowed the organisation to exceed all service obligations and targets during a time of significantly reduced funding and a changing context for government funded charities. To this end, Sankalpa will be forever grateful for his invaluable contribution.

2016 has also seen substantial change within Sankalpa with the appointment of a new manager and new staff team members. Aoife

Patterson joined the team as Manager in June 2016 and with her long history of working frontline and managing services for people who use drugs we are delighted to have her expertise, her leadership skills and her passion for those who are most marginalised in society on board.

Despite signs of economic recovery in Ireland, community addiction services are seeing increased demands on services with service users presenting with more complex needs such as long term addiction, homelessness and dual diagnosis. This has placed extra demands on service providers in a time of significantly reduced funding. The pressure on community based projects to also meet the administrative demands of funders to show outcomes, outputs and value for money has also had implications for service delivery in many projects. We are operating in a changing policy context where we frame our drug problem as an individualised issue rather than one that is situated in the context of poverty, inequality and social exclusion. This has had devastating effects on communities such as Finglas / Cabra where year on year we have seen the drug related death numbers increase, we have a housing crisis that has huge negative implications for those with alcohol or drug problems and we are seeing tighter restrictions on our ability to respond.

However, Sankalpa has continued to grow and develop as an organisation and continues to prioritise the changing needs of those who access our services. Part of this ongoing development in 2016 was to systematically review current service delivery in a changing context and utilise the resources of knowledge, skills and experience in our own and in partner organisations to inform and drive a process of continuous improvement and strategic planning within Sankalpa.

Fundamental to our Strategic Plan is that all those who access our service must be respected and supported and deserve high quality services that are underpinned in a

On behalf of the Board, I would like to thank Aoife Patterson (Manager) and her team of professional staff as their commitment to Sankalpa and service users is admirable. And last but not least, a very special acknowledgment to all those who have accessed Sankalpa and will do so in the future; for taking that very courageous first step to make positive permanent change in their life – we wish you a rewarding journey.

## MANAGER'S SUMMARY

human rights approach. Quality programmes delivered using a strengths based perspective empowers those who use drugs to live self-determined lives, which in turn supports better individualised outcomes.

None of this can be achieved without the active support of our funders, the Health Services Executive and the Department of Social Protection, as our services would just not exist without them and I would like to take this opportunity to thank them for their continued support. I would also like to thank the Finglas / Cabra Local Drug and Alcohol Task Force and other local service providers for their ongoing commitment to a partnership approach.

Sankalpa Addiction Services



Jennifer Clancy

**CHAIRPERSON**

Sankalpa runs three core programmes, which are underpinned by a commitment to evidence based interventions, professionalism and quality services. The needs of the service users being referred to ACCESS, Turning Point and Connect are complex and challenging. The average service user attending Sankalpa day services is an educationally disadvantaged early school leaver, who is unemployed, has experienced homelessness, time in prison and has been using drugs for more than ten years, is a poly drug user and may have injected and maybe at risk of developing Hepatitis C, all indicators to complex trauma.

Presenting to Sankalpa, they are seeking support to reduce their current substance usage, stabilise on their prescribed medications and move forward in their lives. However, assessment usually highlights a history of mental health difficulties, poor social attachments, experiences of trauma, low self esteem and confidence and poor coping skills.

As this population ages, it is difficult for many of them to remain hopeful in the benefits that stability would offer them, and the real challenges of overcoming the stigma that many of them have lived with for most of their lives, as a result of being addicted to an evolving cocktail of chemicals and drugs.

In Sankalpa we continue to respond to the challenges presented by the service user group, by developing more effective programmes and case management systems in collaboration with our partners in the D7/11 Network, the Local Drug and Alcohol Task Force, the HSE, DSP and the wider network of services. We continue to seek quality improvements in service design and delivery with an increasing focus on assessing and measuring the impact of our programmes. Working in collaboration with other services through effective case management presents both challenges and opportunities. It involves shifts in our thinking and changes to the way we work with service users and other professionals involved in each case.

New challenges present new opportunities for learning and development within the service. We are embarking on implementing and delivering this new Strategic Plan that will map out further quality improvements. All of this work has been and will continue to build on good governance structures of accountability, empowerment, dignity & respect, transparency and responsibility, to deliver the best possible service that meets the needs of our service users, our funders and our key stakeholders.



Aoife Patterson

# ACHIEVEMENTS OVER THE LAST STRATEGIC PERIOD

The last three years were marked by a number of significant developments and achievements in Sankalpa. Overall the goals of the last Strategic Plan were achieved. Sankalpa further developed their continuum of care model and engaged in significant promotion of the service to ensure that as many service users as possible could benefit from the high quality programmes provided by Sankalpa.

As with many state funded services, this period was also defined by a retraction in funding. Despite the challenges this brought the team focused on improving their offerings to service users and in developing programmes that

# SANKALPA IN ACTION

## THE PRINCIPLES OF WHAT WE DO

**Sankalpa is a drug and alcohol addiction rehabilitation centre, providing a range of high quality, non-residential day services to men and women with problematic substance use. Sankalpa remains focused on maintaining a evidence based service provision to clients for the D7 /11 catchment area.**

### **EVIDENCE BASED PRACTICES**

Sankalpa deliver a low intensity evidence based psychosocial model encompassing structured interventions aimed at stabilising and/or reducing the harm associated with illicit substance use.

The model is informed by Cognitive Behavioural Therapy (CBT), Motivational Interviewing (MI), Community Reinforcement Approach (CRA), Adult Education, Creativity (art, film, music), complementary therapies and social activities.

There are clearly defined referral pathways into and out from Sankalpa and our services form part of a wider continuum of care. Best practice inter agency protocols, case management and coordination are at the core of our service provision.

The model works with individuals; however, it recognises that the wider community is affected

by the issues surrounding addiction. In that we aim to build both individual and social rehabilitation and recovery, capital among our service user group and progress them towards greater social inclusion and re-integration within the wider community.

Our outcome indicators include the Outcome Star, CRA tools and the use of eCASS, and service user satisfaction surveys. These provide clinical data to verify reduced substance use, evidence and participation and overall progression rates.

### **ACCESSIBLE SERVICES**

Sankalpa believes in having accessible services that meet the service users presenting needs. We offer low threshold ACCESS, day stabilisation programmes and post treatment therapeutic specialised CE work placements.

We are committed to working with our sister services to support service users on a clear and progressive treatment and rehabilitation pathway catered to their individual needs. This is evident through our partnership approach in the Dublin 7 / 11 catchment area and with services like the Voyages programme, FAST, The LOFT, the HSE, DSP and the Local Drugs and Alcohol Task Force.

### **QUALITY ASSURANCE**

Sankalpa has various systems and audits and ensure that we as an organisation are in compliance with best practice standards, legislation and governance. We have rigorous financial monitoring bodies, external accountants, clinical governance and supervisions, organisational governance,



QuADS for case management and DSP regulations for education and training services.

Sankalpa Addiction Services

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## CONTINUUM OF CARE

Like most agencies, we have identified that addressing the whole person and not just the addiction is at the core of successful rehabilitation. This includes areas such as childcare, education, health, mental health, housing and training. To support this understanding of the service users' full needs, we are committed to working in an inter agency approach to maximise the positive outcomes for our service users. We work in partnership with statutory, voluntary and community based agencies alike.

## QUALITY STANDARDS

Sankalpa adhere to Quality in Alcohol and Drug services (QuADS) and are looking at the feasibility and implementation of "Better, Safer Healthcare Standards" over our strategic planning period.

# OUR PROGRAMMES OUTLINED





**The Access programme acts as the first port of call for many of our service users, both past and present. It has a dual function in regards to assessments and crisis management. For many service users Access is the portal through which they can access the brief intervention needed in times of unforeseen stress, relapse and/or family issues.**

It also acts as the place where many of our service users undergo the brief screening and the initial assessment to identify immediate need and to develop the appropriate progression routes, whether that is on to Turing Point, Connect or indeed to further external addiction treatment.

Access supports service users to develop foundational skills such as attendance, engagement and goal setting and to get programme ready to engage in our Turning Point stabilisation programme. In addition, it provides the crisis intervention for past service users who have become drug free but who have encountered a stressful life event that is putting strain on their recovery.

The programme is underpinned by Community Reinforcement Approach (CRA), Motivational Interviewing (MI) and Cognitive Behavioural Therapy (CBT) and works with service users to realise their motivation to make changes in their life and/or to address the temporary strains that they are facing post treatment.

Access runs for up to 12 weeks, but supports service users on their individual presenting needs. Service users can join this programme on a rolling basis. Access aims to give participants the skills and motivation they need to engage with the next steps on their rehabilitation journey.



**Turning Point is a 9 - 12 month, addiction stabilisation programme for those service users experiencing poly-substance addiction issues, with placement priority for those service users residing in the Finglas & Cabra areas.**

Turning Point focuses on providing a therapeutic environment, addiction awareness skills and substance misuse understanding, to support service users in developing their motivation and resilience to make lifestyle changes in relation to their individual rehabilitation pathway.

The programme involves a focused group work programme, reduce the use initiatives, dedicated one to one key working sessions with project workers, health and well-being initiatives, art & music programmes and social initiatives.

The 9–12 month programme aims to create positive and meaningful change through an integrated programme of therapeutic, psychosocial and education programmes, with a focus on key skills, such as addiction awareness, managing cravings, reduce the use initiatives, developing honesty, communication skills, health and wellbeing, substance awareness, as well as lapse and relapse awareness and personal development.

Participants engage in a personalised and individually formed care plan that includes, group work, one to one key working sessions, inter agency working, GP and medical liaison, social initiatives and further external referrals. This component of the programme is provided in line with the National Drug Rehabilitation Framework. As part of this, with the service user's permission, Sankalpa will engage with other agencies to ensure an integrated care pathway is designed to address each individual service users' needs. This is developed in line with the National Protocols.

The therapeutic model is based on evidence based therapeutic tools; this includes the Community Reinforcement Approach (CRA), Motivational Interviewing (MI) and Cognitive Behavioural Therapy (CBT) and reduce the use initiatives.



**Our Connect programme is up to two years in duration and is a specialised therapeutic community employment work placement programme funded through the Department of Social Protection and specifically for people who have become substance free.**

Connect matches people to work experience opportunities in a field in which they wish to progress to full time employment.

The programme involves developing strong relationships with a range of local employers. A 2015 survey found that 100% of employers would recommend the programme to other businesses. The programmes provide the participants with work readiness development and therapeutic supports to help them regain self confidence, work related skills, communication skills, CV development, interview preparation, placement supports, advocacy and individual educational needs assessed and addressed.

Sankalpa also provides supports to the employer and placement provider to ensure a positive and sustainable experience for all involved. Connect aims to engage employers where work placements have the potential to develop into full time or part time employment where there is a good match between the participant service user and employer.

We have developed the reputation of providing high quality placements with good external employers who are interested in social recovery and wish to support our participants in maintaining their rehabilitation and to enhance the local community through the provisions of understanding placements for participant service users who are managing many complex traumas from their experience of addiction and subsequent difficulties arising from this.



# OUR STRATEGIC GOALS 2017 - 2020

This Strategic Plan has a central focus on continuous quality improvement and consolidating the structural developments made over the last number of years by developing and embedding change and ensuring the highest levels of sustainable quality across all elements of the programme.

This strategy is a rolling plan and three years in duration starting in January of 2017 to the end of 2020. Annual reviews will be conducted to ensure that we are still aligned to the presenting needs of the service user group and the sector.

OBJECTIVE	KPI
<p><b>ACCESS</b></p> <p>To review and amend the current ACCESS programme with a view to changing it from a groupbased programme to a one to one based, low threshold service for all service users from either end of the spectrum of the continuum of care (in active addiction vs in recovery and struggling with a potential lapse) from the D7/11 area.</p> <p>Staff will manage an active case load of up to 14-service users at any one given time. (*active means in assessment or engaged with keyworker.)</p>	<ul style="list-style-type: none"> <li>• 75% capacity is achieved.</li> <li>• Programme capacity is up to 20 active service users at any one given time.</li> <li>• Evidence of service users experiencing positive reengagement into addiction treatment services.</li> <li>• All service users have named case manager / key worker.</li> <li>• All service users have an assessment and care plan within one month of starting programme.</li> <li>• Care plan reviews take place every two months.</li> <li>• There is ongoing work in relation to outcome reporting using eCASS.</li> </ul>

OBJECTIVE	KPI
<p><b>TURNING POINT</b></p> <p>Develop organisational structure and staff skill sets so that all key working staff can operate in the role of Case Manager, where required. This will have the impact of increasing staff responsibilities, clearer case management more effective shared care coordination. To support this objective staff would benefit from more training on key working and case management.</p> <ol style="list-style-type: none"> <li>1 Provide training to staff in key working and case management, CRA, SMART and emotional regulation training, person centred care planning.</li> <li>2 Review and update internal key working and case management policies, procedures and guidelines to reflect new processes.</li> <li>3 Develop a complete PPG master list and set out timeframes for full documentation reviews.</li> <li>4 Develop staff action plans that are derived from the strategy and align with a performance appraisal system.</li> <li>5 Devolve case management of cases to key workers where Sankalpa is the appropriate lead agency</li> <li>6 Audit and review process to ensure staff have the supports required to implement in line with NDRIC and internal policy guidelines. Engage service users in a formal review at 12 months.</li> </ol>	<ul style="list-style-type: none"> <li>• 85% capacity of achieved.</li> <li>• Programme capacity is up to 14 active service users at any one time.</li> </ul> <p>All service users have named case manager / key worker.</p> <ul style="list-style-type: none"> <li>• All service users to have a completed assessment and develop a care plan in line with the National Protocols.</li> <li>• Care plan reviews take place as per National Protocols.</li> <li>• Staff are trained in care and case management, CRA, SMART Recovery, and emotional regulation training and person centred care planning.</li> <li>• All programme documentation is aligned with the National Drugs Rehabilitation Framework and National Protocols</li> <li>• There is ongoing work in relation to outcome reporting using eCASS and/or Outcomes Star</li> </ul>
OBJECTIVE	KPI

## CONNECT TO THE WORKPLACE

By the end of 2018 the programme aims to be working with 16 service users and over 20 employers.

### OVERVIEW

By ensuring that service users receive real workplace experience in a field in which they are interested, the programme creates a unique development opportunity. The programme aims to increase its impact over the next two years by increasing the engagement of employers and service users.

- Develop a promotion plan targeted at the two stakeholder groups: service users and employers.
- Engage additional service users in strategic period to meet target of 16 engaged service users,
- Engage three additional employers in areas where service users have work interests each year,
- Engage with DSP in relation to extending programme numbers and increasing programme supports in alignment with increased service user numbers,
- Capture additional data on the benefits of the programme to employers,
- Undertake a review of long term employment and drug use outcomes,
- To consolidate the aftercare support package for service users and businesses that have employed a participant from the Connect Programme.

- 90% service user target and capacity reached.
- Programme capacity is up to 16 service users on CE placement at any one given time.  
10 new placement opportunities developed and secured through the year.
- Annual preparatory audit undertaken.
- Annual audit undertaken and compliance achieved, documentary evidence in place to support this.
- Change to Develop basic IT training package for Connect participants in Sankalpa.
- Delivery of boundaries training for Connect service users.

## OBJECTIVE

## KPI

## MENTAL HEALTH

Service users who are experiencing mental health difficulties will be referred to the appropriate agency.

Counselling to be provided for those with mental health issues that meet the criteria.

- Proposal for a sessional counsellor to the Finglas / Carbra LDATF.
- Baseline data to be collected in relation to numbers of service users presenting with mental health issues who require counselling supports.
- Baseline statistics established of presenting needs through eCASS.
- Assist training updated / STORM training.
- The development of counselling provision within Sankalpa to meet the needs of those in active drug and alcohol use.
- Clearer pathways developed with mental health service providers

OBJECTIVE

KPI

## MODALITIES OF WORK

Develop and introduce evidence based modular programmes and workshops.

This goal will have the impact of raising quality, offering diversity and addressing current challenges in relation to programming.

Review all evidence based programmes currently in use within Sankalpa's programmes in order to assess whether they are appropriate and whether they should be kept, adapted or no longer used. Identify any gaps in service provision.

- Train all new staff and refresh all current staff in CRA and implement the Community Reinforcement Approach and all relating toolkits.
- Train all staff in trauma in formed environments funded through the Local Drugs and Alcohol Task Force.
- Deliver in house training on complex and compound trauma to develop a better understanding of presenting needs in order to support appropriate referrals and an integrated care pathway for the service user.
- Deliver in-house training on boundaries and debriefing.
- Deliver in-house training on stigma and mental health.
- Attend Dual Diagnosis training provided by LDATF.
- Group programme to be developed and structured in accordance with evidence based models.
- Group manual to be developed and documented.
- Therapeutic art class to be further developed and guidelines for delivery to be developed and implemented.
- All evidence based programmes will be reviewed by the team against agreed criteria to determine whether these should be trialled within the service.
- Child protection training.
- Data protection training.
- Manual handling.
- First aid and fire safety training

OBJECTIVE

KPI



## CLIENT INFORMATION SYSTEMS

### OVERVIEW

The team will continue to develop their eCASS integration(?) and to improve use of eCASS to support high quality and consistent service user work and maintain high quality record keeping and reporting. To engage with the eCASS development process. The team will continuously develop the programme in consultation with participants, with the aim of introducing new and exciting short courses, including, although not limited to: nutrition, including the opportunity to share meals; up-cycling; gardening; and other topics of interest to participants. To review all policies, procedures and guidelines to ensure that these are in line with recommended quality standards

- Implement practice guidelines for eCASS.
- eCASS is completed after all service user one to one sessions
- All service users have up to date care plans in eCASS.
- All HRB forms are completed through eCASS.
- 90% paperless system in place.
- Biannual audit on eCASS and support for staff provided where required.
- Additional developments to eCASS where required to support new programme development.
- Redevelopment of dashboards.

## OBJECTIVE

## KPI

### EXTERNAL COMMUNICATIONS PROJECT

To review and implement the branding for Sankalpa Addiction and Rehabilitation Services – this would include external and internal presentations and the realignment of all documentation and branding.

- Service presentation developed.
- External presentations delivered to key stakeholders.
- Align all documentation with Sankalpa branding. Update the website bi annually.

OBJECTIVE	KPI
<p><b>STRATEGIC AND ORGANISATIONAL PLANNING</b></p> <p><b>OVERVIEW</b></p> <p>Board and staff to meet at least once a year for a planning and social event to strengthen relationships. Streamlining all processes to achieve Strategic Plan and to meet the organisational goals in as connected and coherent manner as possible, i.e., performance indicators for Board, CEO and staff; reports; meetings and use of data.</p>	<ul style="list-style-type: none"> <li>• Departmental action plan developed.</li> <li>• All staff work plans developed and implemented.</li> <li>• Quarterly reports on strategic goals using scorecards for key programmes and key strategic goals.</li> <li>• Full departmental annual planning day undertaken.</li> <li>• Annual staff and Board meeting to discuss plan.</li> </ul>

OBJECTIVE	KPI
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## INTRODUCE A PERFORMANCE REVIEW PROGRAMME

### OVERVIEW

A performance review programme would have the impact of setting clear goals for staff, acknowledging and rewarding achievement of goals as well as supporting staff when required.

### KEY STEPS

- New process developed, implemented.
- Management and staff to review after 18 months.

- Departmental action plan developed and in place.
- Staff action plans developed and in place.
- Monthly supervision undertaken.
- Annual appraisal undertaken.
- Annual staff survey results.

## OBJECTIVE

## KPI

### HEALTH AND SAFETY

- Ensure that organisational safety statements and risk assessments are in place and up to date.
- Ensure that the organisation meets full fire regulations
- Work with the receivers in relation to outstanding building needs and the renewal of our lease.
- Ensure that the organisation has a fire officer and safety officer and that appropriate training is up to date.
- Ensure that the organisation is fully IT proficient and protected through the setup of IT support.

- Statement developed and in place.
- Risk assessment developed and in place.
- Building needs communicated and addressed.
- Fire standards met and certified.
- Fire and safety officers in place and trained as needed.
- IT needs identified and addressed. IT support contract in place to support organisational IT needs.

OBJECTIVE	KPI
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### QUALITY

- Development of expected clinical and operational outcomes and KPIs, etc. for Access, Turning Point and Connect and any other new service initiatives (Low threshold counselling service).
- Review of current quality standards and implement recommended changes such as Better Safer Health Care Standards.
- Ensure the development of the organisations PPG master list and ensure that this is targeted against SMART timeframes for review.
- Ensure key working, care planning and case management are in full compliance in line with the National Protocols.

- Define and implement the appropriate quality standard (QUADS / Better Safer Health Care).
- Review and develop the outcomes measurement tool to be used (e.g., Outcomes Star/ TOPS, etc.).
- Develop service KPIs master list and timeframes for review.

### OBJECTIVE

#### IMPLEMENT AN ANNUAL HEALTH AND WELLBEING WEEK

In order to support health and wellbeing in the workplace and we will develop a wellness programme using mindfulness, complementary health.

Bi annual team building events to take place.

#### KEY STEPS

- Plan developed in consultation with staff.  
Implemented and reviewed.

### KPI

- Plan developed and communicated.
- Plan implemented.
- Annual week undertaken within Sankalpa.

# BOARD OF DIRECTORS AND OTHER INFORMATION

## BOARD OF DIRECTORS

Jennifer Clancy (Chairperson)

Paul Duff (Vice Chairperson)

Michael Quilligan (Secretary)

Tara Brown (Treasurer)

Sandra Kernan (Director)

Rita O Sullivan (Director)

## MANAGER

Aoife Patterson

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## THANK YOU TO OUR FUNDERS



## OUR PARTNERS

- Finglas Cabra Local Drugs and Alcohol Task Force
- CDETB Adult Education Finglas
- The Fingal Centre
- The Loft
- FAST
- Dublin North West Area Partnership

