



**ANA LIFFEY**

**DRUG PROJECT**

# **SAFER FROM HARM**

The Strategic Plan of the Ana Liffey Drug Project 2018-2020



## Chairperson's Foreword

Welcome to the Ana Liffey Drug Project's Strategic Plan for 2018-2020. The last number of years have seen significant and welcome changes in Ireland, both in terms of the general economic outlook for the country and in terms of broad drug policy trends.

In terms of the latter, 2017 saw the publication of a new National Drugs Strategy for Ireland. It includes, at a policy level, a number of the key issues which Ana Liffey has been vocal in promoting, such as the introduction of supervised injecting and the consideration of a harm reducing and rehabilitative approach to the possession of small amounts of drugs for personal use. As a strategy it is grounded firmly in the view that drug use is best addressed as a health issue. As an organisation, Ana Liffey strongly supports this position and we look forward to playing our part in contributing to actions under the new National Drugs Strategy in the years to come.

Our own strategic plan is ambitious, but realistic. In many areas, our own strategy relates to broader actions under the National Drugs Strategy, as should be the case – there is a need for everyone involved in service delivery to work together to make our national strategy a success. In others, the focus is on continuing to improve as an organisation. Fundamentally, all areas of the strategy reflect an important quality of the Ana Liffey. As an organisation, we want to be the best that we can be, and we want that to be apparent in everything we do. We want to provide a high quality service to those who come to us for support on the issues they are facing in their lives. We want to be an active and participative

presence in the communities for whom we work. We want everyone who is employed by us to be well supported and proud of what they do. We want to work hard and provide value for money to the taxpayer, who support our services.

I'll conclude with some words of thanks. First and foremost, to the people who use our services. It is a privilege that you choose to come to us and we are committed to working with you on the issues you face in ways that are based in evidence and which work for you. You are always welcome at the Ana Liffey. Second, to our Chief Executive, Senior Managers, Team Leaders and all our staff and volunteers, including my colleagues on the Board. The work of the Ana Liffey is not glamorous, but it is important – many thanks to all of you. We are committed to ensuring that Ana Liffey is a great place to work and volunteer.

Finally, to those who fund our services and projects or otherwise make significant contributions to our work – the Health Service Executive, the Mid-West Regional Drug and Alcohol Forum, the North Inner City Local Drug and Alcohol Task Force, Dublin City Council, An Garda Síochána, the Probation Service, the European Commission. We are committed to providing flexibility and value for money in everything we do.

## **Eddie Matthews**

Chairperson

Board of Directors

## **CEO's Report**

### **Introduction**

The Ana Liffey Drug Project is a national provider of psychosocial and health services to people who actively use drugs and to their families. We also have a role to play in broader society, through advocacy. Our strategic plan for 2018-2020 sets out ambitious, but attainable goals across a range of areas. Ultimately, delivering on it will strengthen the organisation and enable us to provide better services to those who need them and better value for money to those who support us.

### **Building on the 2015-2017 Strategic Plan**

Learning from the past and planning for the future is essential for any organisation. Having reviewed our performance, we can say that Ana Liffey has met 70% of our 2015-2017 strategic goals. This is great and it includes significant progress on many of our strategic goals, including one of the organisation's big audacious goals. The goal in question was "Secure stakeholder support, plan and pilot the provision of Medically Supervised Injecting Centres (MSIC)". In this regard, our work, in partnership with others, for the required legislative change is well documented. The imminent opening of the pilot Dublin MSIC is facilitated by the legislation. Ana Liffey will now continue to champion the provision of Drug Consumption Rooms where they are needed in Ireland, to meet the needs of people who use drugs.

Of course, there was much else achieved both internally and externally; and we are satisfied with the significant progress we have made.

### **Developing the 2018-2020 Strategic Plan**

So, the Strategic Plan 2018-2020 builds on the foundations of our last plan, reflecting a practical but still ambitious outline for activity over the coming three years. The new plan represents a synthesis of many contributions. There has been a consideration of the lived experience of the people who use our services and the challenges they face; a review of the sectoral context including economic, legislative and social issues; and a reflection on the various contributions made by stakeholder groups.

### **Consultation Process**

The Senior Management Team, led by myself and supported by an external consultant, oversaw the plan's development. This group established and managed a consultation process to ensure stakeholder input, and took responsibility for developing a draft plan for the Board of Directors and for the preparation of the final plan. Central to the process was ensuring that feedback from key stakeholders was sought and included. A draft of the plan was prepared and presented to the Board of Directors for consideration. The Board made further amendments before signing off at its meeting of 29th November 2017.

### **Measuring Achievement**

It is important to be able to effectively monitor delivery of the plan. Overall responsibility for delivery of the plan lies with the CEO. However, its achievement requires the focus and commitment of everyone in the organisation. Each goal in the plan is owned by a member of the senior

management team. Goals can be further broken down into more finely detailed tasks, each of which is also the responsibility of a staff member. The key issue is that at each level of the plan, named individuals are responsible for achieving SMART objectives relating to its delivery to facilitate easy monitoring and adjustment. An update on delivery of the plan is a standing item on the Board of Director's agenda, to ensure that its delivery is monitored at all organisational levels. An interim review will be conducted in July 2019.

### **Conclusion**

We are very busy in our everyday work, working with many people with many different needs. Our strategic planning process affords us the space to learn from our past, consider our present environment and plan for the future. This Strategic Plan is a renewed starting point - it says where we are going. We will work hard, we will work together internally as a unit and in partnership externally to achieve these goals and ensure that we continue to deliver on our mission to work with people affected by problem substance use and the organisations that assist them.

**Tony Duffin**

CEO



## About the Ana Liffey

The Ana Liffey Drug Project's primary activity is to provide 'low threshold - harm reduction' services to people who use drugs. By low threshold, we mean that the barriers to availing of our services are kept as low as possible. By harm reduction, we mean that we seek to reduce the harm that drug use causes to individuals, families and communities. In addition to our direct services, we also perform advocacy and support roles at an organisational level in the addiction sector in Ireland and beyond.

### **Vision**

Our vision is for a society where all people affected by problem substance use are treated with dignity and respect and have access to quality services.

### **Mission**

Our mission is to work with people affected by problem substance use and the organisations that assist them. We do this to reduce harm to individuals and society, and to provide opportunities for development of those individuals and organisations.

# Values

The Ana Liffey neither promotes nor denounces substance use but seeks to respond to problems associated with it.

## What this means:

- We support people to reduce harm.
- We respond to people's needs.
- We recognise the potential of the people we work with.
- We provide evidence based responses.
- We are innovative.

The Ana Liffey is pragmatic.

## What this means:

- We turn words into actions.
- What matters is what we do.
- We identify, take and manage risks.
- We are solution focused.
- We deliver on our commitments.

The Ana Liffey believes in rights and responsibilities.

## What this means:

- We support people to know their rights
- We encourage people to take responsibility
- We treat all people who come into contact with Ana Liffey with dignity and respect.

The Ana Liffey aims to make a positive contribution to society.

## What this means:

- We actively engage in the promotion of a partnership approach.
- We are open and accountable.
- We are a quality led organisation and a leader in good professional practice.
- We have a local, national and international perspective.

## Strategic Goals – 2018 to 2020

### **We will uphold our ethos, ensure good governance and deliver quality services.**

- Increase capacity to deliver case management for people who use drugs and who have complex and multiple needs in Ireland.
- Collaborate at the intersection between Law Enforcement and Public Health to address the health needs of people who use drugs and who have complex and multiple needs.
- Empower people who use drugs to actively participate in, and influence, civil society structures.
- Further develop organisational culture and team engagement to position the organisation as a lead employer.
- Optimize professional peer learning networks to improve staff learning and development.
- Further develop data collection and reporting.

### **We will ensure that we meet the changing needs of people who use drugs through progressive initiatives.**

- Advocate for the implementation of Drug Consumption Rooms in areas of need.
- Pursue adequate accessible referral pathways for people who use drugs and who have complex and multiple needs.
- Identify emerging drug & alcohol trends and respond, in collaboration, with harm reduction campaigns.
- Deliver harm reduction interventions, in collaboration, at relevant public events.
- Work in partnership towards ensuring the implementation of a Harm Reducing and Rehabilitative approach to the possession of small amounts of illegal drugs in Ireland by 2022.
- Continue to influence progressive, evidence informed, drug policy domestically and internationally.

## Range of Services

At Ana Liffey we provide contact, assessment, intervention, and referral services to a range of service users from various locations across Ireland. We also work with other services to support improvements in service delivery. Partnership is a key element of how we work; in all our services we seek to work together with other organisations to ensure that vulnerable people affected by problem substance use experience a seamless continuum of care. We currently provide services in the Dublin and Midwest Regions. Service delivery in each area is tailored to the presenting need. Examples of the types of intervention the Ana Liffey currently provide include:

### Key Working and Case Management

We provide one-to-one advocacy and support services, supporting our service users to make positive changes in their lives.

### Nursing and Medical Services

We provide nursing services on a fixed site and outreach basis.

We also facilitate access to weekly GP services through our partnership work with Safetynet.

### Group Services

We run a range of tailored groups in each local area focusing on harm reduction, relapse prevention and peer education and support.

### In-reach Services

In partnership, we work alongside other teams in their services to reach people who use drugs and who have complex and multiple needs; and we

welcome other agencies into our services to work onsite alongside our teams.

### Assertive Outreach

We provide street based outreach on a regular basis or in response to requests from stakeholders. There are a number of reasons people may not wish to or be able to access centre-based services; by conducting outreach we can ensure that these people are receiving a service.

### Needle and Syringe Programme (NSP)

We provide NSP services on an outreach basis to our service users.

### Prison Work

We provide groups and one-to-ones in prison. We also provide community based support to people leaving prison.

### Online and Digital Services:

We provide a range of online information and tools through two websites [www.aldp.ie](http://www.aldp.ie) and [www.drugs.ie](http://www.drugs.ie)

## Further information

We invite you to visit our website for further information [www.aldp.ie](http://www.aldp.ie), like us on Facebook or follow us on twitter.



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