

Strategic Plan  
Ballyfermot  
Advance Project  
2020 – 2023



# Content

<b>Message from Chairperson</b> .....	<b>1</b>
<b>Executive Summary</b> .....	<b>2</b>
<b>Glossary</b> .....	<b>3</b>
<b>1 Introduction</b> .....	<b>4</b>
Ballyfermot Advance Project.....	4
Key Achievements from 2017 – 2019 .....	5
Our Organisational Statements .....	7
Our Structure .....	7
<b>2 Our Service Provision</b> .....	<b>8</b>
Our Catchment Area.....	8
Our Programme Structure .....	8
Our Services.....	9
<b>3 Overview of Strategic Planning Process</b> .....	<b>12</b>
<b>4 Strategic Objectives and Actions 2020 – 2023</b> .....	<b>13</b>
Objective 1: Expand our outreach service for engaging vulnerable, hard-to-reach people in Dublin 10 .....	14
Objective 2: Develop needle and syringe exchange service .....	15
Objective 3: Improve community awareness of Ballyfermot Advance Project .....	16
Objective 4: Undertake an impact measurement approach and evaluation .....	17
Objective 5: Support staff with ongoing professional development in low threshold work.....	18
Objective 6: Improve referral and progression pathways for service users entering and exiting Ballyfermot Advance Project .....	19
Objective 7: Develop a community detoxification programme for individuals using drugs harmfully in Dublin 10 .....	20
<b>5 Appendix - Board of Management, Staff and Funders</b> .....	<b>21</b>
<b>6 Appendix – Year-by-Year Implementation Plan</b> .....	<b>22</b>



## Message from Chairperson

At Ballyfermot Advance Project, we are committed to continual improvement so we can offer the best possible support to the local community. We help achieve this through our governance framework, which is compliant across a range of regulatory requirements and based on best practice. Our Board is made up of highly skilled individuals that are experienced in clinical governance and as a board we are fully compliant with governance code and code of conduct with the Charity Regulator. As part of that good governance we developed a new three-year strategic plan.

The purpose of this plan is to detail the services provided by Ballyfermot Advance Project (BAP) and set-out the goals of the project over the next 3 years. In consultation with our service users, HSE, other local services including the Local Drug Alcohol Task Force, our staff and board members we have developed actions to improve our service for service users, adding value to the community and being accountable for the funding the project receives. I'd like to thank everyone who has taken part in the process, especially from the board Stephen Harding who has put considerable amount of time in ensuring the plan is easy to read and also Philip Isard from Quality Matters who was instrumental in developing the plan.

Now comes the hard work, the implementation of the plan! We have a very dedicated team working at Advance led by Mick Mason who are doing a fantastic job. The team and board will be tracking its progress and I look forward to seeing the results over the coming years.

**Joy Harris MBA**  
**Chair of Board of Directors**



# Executive Summary

## About Ballyfermot Advance Project

Ballyfermot Advance Project is a low threshold drug and alcohol service working with individuals and family members affected by substance misuse. Our service is open to all people in Dublin 10 and surrounding areas. Ballyfermot Advance Project was established in 2003 and was re-launched in 2017. The main focus of the service is to provide low threshold supports and engagement with the most hard-to-reach people using drugs and alcohol, as well as provide support to concerned persons

## Background to strategic plan

In 2019 a process was initiated for the purpose of exploring ways to improve and expand the services offered by the Ballyfermot Advance Project. This involved widespread consultations with key stakeholders including Staff, Management, Board of Directors, Health Services Executive, Local Drugs and Alcohol Task Force as well as local Agencies and Organisations. Following this process, The Management and Board of Directors have been facilitated in devising a three-year strategy 2020-2023 as detailed in this report.

## Summary of our objectives for 2020 – 2023

**Objective 1: Expand outreach in Dublin 10 area** - To engage vulnerable, hard-to-reach target groups for the purpose of removing barriers to access Ballyfermot Advance Project or other addiction agencies, our Outreach Services will expand the level of engagement with people who are using drugs and/or alcohol in a problematically or harmfully manner.

**Objective 2: Develop needle and syringe exchange programme** - Through working in cooperation with the HSE Addiction Outreach Team, our objective is to explore ways of developing and expanding needle exchange services in the Dublin 10 area.

**Objective 3: Improve community awareness of Ballyfermot Advance Project** - Our aim is to continue to raise awareness of Ballyfermot Advance Project and to further engage with the local community to try and ensure that people who are affected by problematic drugs and/or alcohol use and are not aware of the service are made more aware of our project.

**Objective 4: Undertake an impact measurement approach and evaluation** - Our goal is to develop an impact measurement approach that will clarify both the intended and unintended outcomes of our work.

**Objective 5: Support staff with ongoing professional development in low threshold work** – As part of the ongoing commitment to adhering to best practices in low threshold services, Ballyfermot Advance Project will continue to support staff development and training.

**Objective 6: Improve referral and care pathways for services users attending Ballyfermot Advance Project** - The team will continue to explore ways of improving access to our services as well as developing pathways to recovery

**Objective 7: Pilot a community detoxification programme for individuals using drugs harmfully in Dublin 10** - The team plans to explore the feasibility of piloting a local detoxification programme in association with local GP's and other key stakeholders.

## Glossary

<b>Care Pathway</b>	Used in health and social care settings to describe a sequence of interventions or activities with an aim to support clients with achieving better health and wellbeing outcomes.
<b>Concerned Person</b>	A 'concerned person' refers to a family members or individuals who are concerned about another individual's drug and/or alcohol use.
<b>Community Detoxification</b>	A community detoxification is a treatment option for individuals to reduce or stop their use of illicit or prescribed drugs while living in their local community. Community detoxification can be a preferred option for individuals who do not want to attend detoxification in an in-patient or residential setting.
<b>Five Step Method</b>	The Five -Step Method is a brief psychosocial intervention and is an original method of working with family members of substance users. It presents a straightforward method for working with family members and seeks to support them in their own right as people negatively affected by a loved one's substance use. The method is grounded in rigorous research and a clear theoretical model which underpins the intervention.
<b>Four Tier Model</b>	<p>The four tier model of care acts as the overarching framework for the provision of rehabilitation pathways.</p> <ul style="list-style-type: none"> <li>- Tier 1 interventions include the provision of drug-related information and advice, screening and referral to specialised drug treatment services. They are delivered in general healthcare</li> <li>- Tier 2 interventions are delivered through outreach, primary care, pharmacies, and criminal justice settings as well as by specialist drug treatment services, which are community based. The interventions include information and advice, triage, referral to structured drug treatment, brief interventions and harm reduction e.g. needle exchange programmes.</li> <li>- Tier 3 interventions are mainly delivered in specialised structured community addiction services, but can also be sited in primary care settings. The interventions consist of community based specialised drug assessment and coordinated, care-planned treatment which includes psychotherapeutic interventions, methadone maintenance, detoxification and day care.</li> <li>- Tier 4 interventions are provided by specialised and dedicated inpatient or residential units or wards, which provide inpatient detoxification (IPD) or assisted withdrawal and/or stabilisation.</li> </ul>
<b>Low Threshold</b>	A 'low threshold service' refers to the pre-requisites and criteria related to accessing a service. This means, the service is accessible, there are few constraints imposed on individuals using the service and a high degree of tolerance for an individual's associated needs and behaviour.
<b>Service User</b>	Individuals who attend any of Ballyfermot Advance Project's interventions, activities or group programmes
<b>NDTRS</b>	Refers to the National Drug Treatment Reporting System managed by the Health Research Board.
<b>Benzodiazepines</b>	Benzodiazepines are a sedative ('downer'). You can get them as a tablet, capsule, injection or suppository. They are prescribed to reduce anxiety or stress, encourage sleep or to relax muscles. They are sometimes used to ease the comedown from stimulant drugs ('uppers') such as ecstasy, cocaine and speed or with other 'downer' drugs such as alcohol and heroin.



# 1 Introduction

## **Ballyfermot Advance Project**

Ballyfermot Advance Project was established in 2003 to support people in the local community with problem drug and alcohol use. In 2017, the service was relaunched and restructured following a strategic review of the project. After this review, Ballyfermot Advance Project renewed its main focus of providing low threshold supports and engaging with the most hard-to-reach people using drugs and alcohol, as well as providing support for concerned persons.

In our consultations with staff, local services, statutory agencies and with the Ballyfermot Local Drugs and Alcohol Task Force, a clear need was identified for greater low threshold supports in the local area. In the coming years, an important challenge for Ballyfermot Advance Project will be engaging with people using drugs or alcohol harmfully who have little to no previous engagement with addiction services. Our main interest is to achieve better health and wellbeing outcomes for people using drugs and alcohol problematically and for our service to be a model of best practice for low threshold work in the Dublin 10 area.

Our strategic plan for 2020-2023 shows how Ballyfermot Advance Project is focused on enhancing and extending our low threshold support and services for all service users.

### **Key objectives**

- Extending contact with people who are not engaged in any service by expanding our detached outreach service and offering an out-of-hours service to make our staff more available and accessible in the community
- Our team will be enhancing the range of our work by piloting a street-based needle exchange service in conjunction with the HSE Addiction Services.
- Continue to raise awareness of the Project and its services within the Dublin 10 community making people more aware of our project through working closely with other local community services and statutory agencies.
- The Project will undertake an impact evaluation of all program's effect on participants using appropriate measurement tools to include changes in awareness, knowledge, attitudes, behaviours, and/or skills of service users and staff.
- Continue to support the Project's staff in the professional development of their roles and expertise while working in a low threshold addiction service including working from a Trauma Informed Care perspective.
- Continue to maintain the national standards and requirements related to the National Drug Rehabilitation Committee (NDRC), Safer Better Health Care (SBHC) and Quality in Drugs and Alcohol Services (QuADS) are being met while working closely with local services and statutory agencies to provide a range of treatment and referral options for people to choose what options would best serve their needs;
- Explore the feasibility of running a community detoxification programme over the next three years;



## Key Achievements from 2017 – 2019

In the past three years, Ballyfermot Advance Project have made significant achievements as an organisation:

### 2017

Following an HSE service audit, Ballyfermot Advance Project initiated a full review of its services and structure.

The main objective was to redevelop services, complete a restructuring of the project and to work towards a relaunch of the project.

#### **Key achievements for organisation:**

- A new Board of Management was appointed to undertake a full re-structuring of Ballyfermot Advance Project
- The Board of Management initiated a comprehensive review of governance structures, policies and procedures as well as financial regulations and policies
- New staff were recruited including a service manager, team leader and addiction practitioners
- A new company secretarial service was recruited by the Board of Management to assist the new Manager with implementing changes to the service

#### **Key achievements for service development:**

- A full review of internal practices was completed, including the referral and assessment process, record keeping and data protection procedures
- Renovation of the Drop-In space was completed, including building new laundry facilities, wheelchair accessible toilets and a kitchen space for service users

### 2018

Ballyfermot Advance Project continued to redevelop its service with an emphasis on high-quality service delivery and evidence-based practices.

#### **Key achievements for organisation:**

- New addiction practitioners and outreach workers were appointed to bring the project to a full staff complement.
- Staff completed training in a range of courses, such as a post-graduate certificate in Women and Substance Abuse (UCD, Addiction Studies Lv. 7), Level 7 NUIM Addiction Studies course, Five Step Method for brief interventions with family members (NFSN), Child Protection training (HSE), restorative practice, first aid, STORM and many more.

#### **Key achievements for service development:**

- Established a new Assertive Outreach Service to engage with hard-to-reach target groups living in the wider Ballyfermot area and employed a Traveller-specific worker.
- A significant achievement was starting a new Needle and Syringe programme (NSP), in collaboration with the HSE Addiction Outreach team, to operate alongside our Open Access Drop-In service.
- Successfully expanded the Open Access Drop-In service by increasing the number of new clients from 61 for 2017 to 145 from January to December of 2018, resulting in a higher uptake of the laundry and shower service, especially among people who did not previously engage in our services.
- In partnership with the HSE, established a new Hepatitis C screening service to support clients to access viral infection tests, especially individuals who engage in risky drug use behaviour.

- Established new group-based programmes including SMART Recovery groups with young people (aged 18 to 25 years old) and Adults (25+ years old), an art therapy group, counselling service for people interested in Tier 4 referral and auricular acupuncture.
- With support from the HSE, completed further renovation of our facilities including building new one-to-one rooms, group and meeting room, needle and syringe exchange room, client shower wet room and upgrading the flooring and lighting throughout the building.
- The renovation was completed on a very limited budget and the service remained open to our clients through the build.

## 2019

A major achievement has been the opportunity to engage all levels of our organisation in developing a new strategic plan.

Our main objective is to achieve better health and wellbeing outcomes for our clients and to be a model of best practice for low threshold work in the Dublin 10 area.

### **Key achievements for organisation:**

- Completed a full financial internal audit undertaken by Cantor Services
- Ballyfermot Advance Project joined the Detached Outreach Service (DOS), an interagency initiative involving local service providers, such as Ballyfermot Social Integration Initiative, Familibase Youth Initiative and Cherry Orchard Youth Service
- Staff and Board members were involved in developing a new strategic plan, which has strengthened our commitment to continuing with further service improvements and developments to our service

### **Key achievements for service development:**

- Established a Restorative Practice group involving our staff, local Garda and local community representatives. This process was viewed as extremely positive by all members involved
- Piloted a six-month out-of-hours Outreach Service in collaboration other local service providers, to engage with hard-to-reach target groups who may be interested in harm reduction information or referral to an appropriate service provider



## Our Organisational Statements

The three key statements underpinning Ballyfermot Advance Project's approach are our vision, mission and values.

### Our Vision

Our vision is to give everyone in the catchment area access to help and support when affected by their own or someone else's drug and alcohol related issues and to empower them to make the changes they identify.

### Our Mission

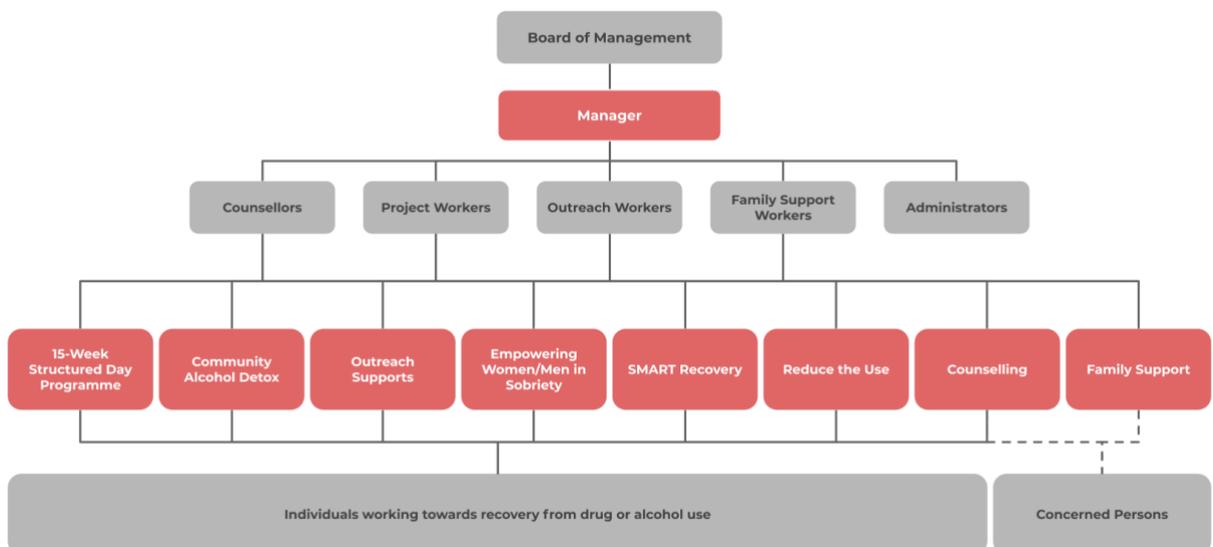
Our mission is to provide a safe, therapeutic environment offering the latest in evidence-based care for our service users and their families and to offer a professional, client-centred and high-quality addiction service that is welcoming, inclusive and accessible for everyone affected by drug and alcohol related issues in the catchment area.

### Our Values

Our staff and management team are committed to:

- Non-judgmental** Providing a friendly and non-judgemental space for all service users
- Confidentiality** Offering a confidential service to discuss issues and challenges related to problematic drug and/or alcohol.
- Respectful** Respecting everyone who comes to our service and not to discriminate anyone based on their background, ethnicity, religion or personal situation.
- Supportive** Offering support to clients in reducing drug and alcohol use tailored to specific needs.
- Transparency** We will operating in a way that creates openness between staff and service users which will insure high levels of accountability and trust among service users and staff.
- Empowering** Supporting clients with achieving their personal goals and empower them to take charge of their recovery journey

## Our Structure



## 2 Our Service Provision

### Our Catchment Area

Ballyfermot Advance Project works with all people from across the Dublin 10 area, which includes Ballyfermot, Cherry Orchard, Chapelizod and Palmerstown. According to the latest census data, Ballyfermot's wider geographical areas has a population of 33,215 people

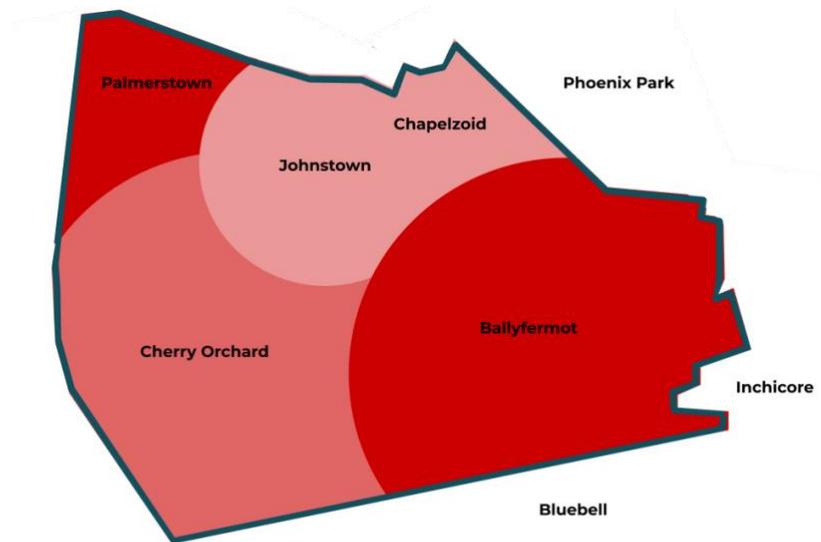


Figure 1 Map of our catchment area

### Our Programme Structure

Ballyfermot Advance Project offers a range of programmes and services for any individual who is interested in getting support for their drug or alcohol addiction and individuals who are affected by another's drug and/or alcohol use. Clients attending the project will be assisted to find the most appropriate service for their needs.

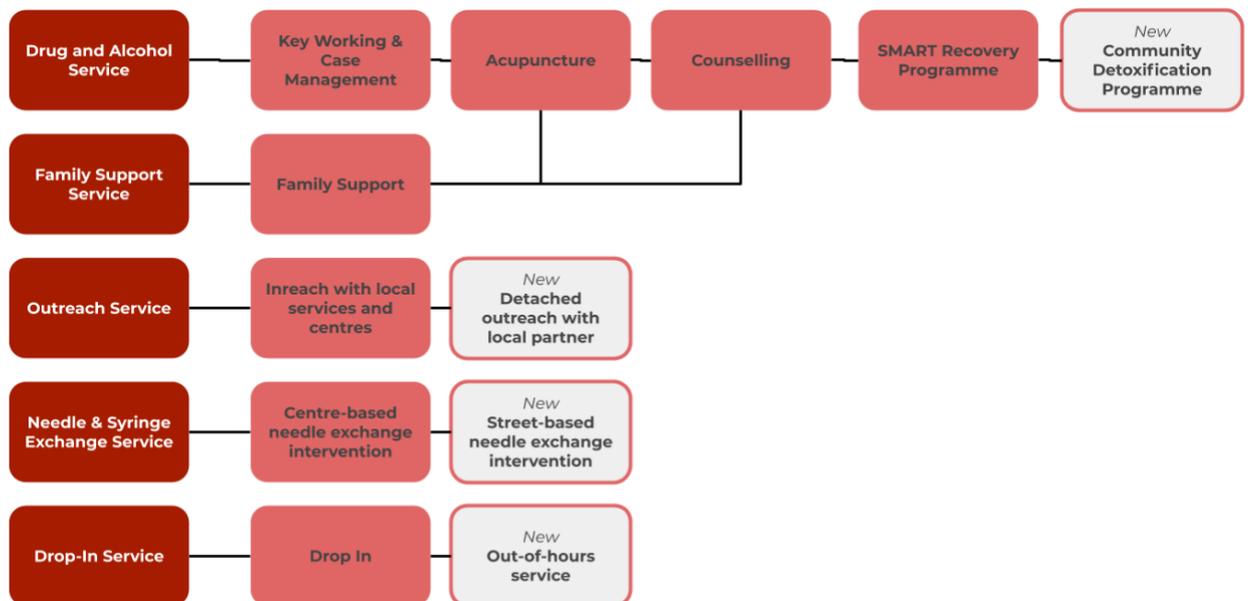


Figure 2 Map of Services and Programme



## Our Services

### Drop-In Service

For many people, their first contact with Ballyfermot Advance Project is visiting our Drop-In service. People can visit our service for any reason or at any stage of their drug use. Our Drop-In service is a confidential and anonymous space for people to discuss their drug or alcohol issues or difficulties and meet with our Addiction Practitioners about advice or support.

There are a several free services available for anyone who visits our Drop-In service, including laundry facilities, shower facilities, food and telephone access. Anyone who visits our service will be offered an appointment with our staff to complete an assessment and discuss what options are available.

#### Target Group

- People who are actively drinking or using drugs
- People interested in accessing information about Ballyfermot Advance Project

#### When is the service available?

- Our Drop-In service is open from 9:30 AM to 5:00 PM from Monday to Friday, except on Tuesday when it runs from 2:00 to 5:00 PM.

### Needle and Syringe Programme (NSP)

This service is open to anyone using needles or syringes to receive safe injecting equipment. This is an anonymous service; clients are only asked to give their initials and date of birth. The service provides sterile injecting equipment and equipment for smoking drugs and health promotion advice for safer drug use and injecting techniques.

#### Target Group

- Individuals who are injecting drugs
- Individuals who are sharing needles, syringes or drug paraphernalia
- Individuals who smoke drugs
- Individuals interested in learning about safer drug use and safer injecting techniques

#### When is the service available?

- The needle exchange service operates Monday to Friday during our regular opening hours (i.e. 9 AM to 5 PM) and from the outreach teams.

### Outreach Service

People using drugs or drinking alcohol may not be aware of our services or not comfortable visiting our centre. Through our outreach service, our staff can provide support to people on the street, in the community or a safe, familiar location.

Our staff also offer what is termed an in-reach service, where we visit local services and centres to familiarise their clients with the range of services provided by BAP.

#### Target Group

- Problematic Alcohol and Drug Users.
- People who are unaware of the services offered by BAP and do not engage with other services locally.

#### When is the service available?

- Our street outreach runs Monday to Friday during our regular opening hours



### **Out-of-Hours Service**

As an extension to our outreach service, Ballyfermot Advance Project started an Out-of-Hours service to target clients who experience difficulty in attending during normal working hours.

#### **Target Group**

- People who are actively drinking or using drugs and are looking for support
- Individuals who are not able to attend our Drop-In or Key Working and Case Management Service during our regular opening hours

#### **When is the service available?**

- Currently, this service operates two weekday evenings per week and one evening at the weekend.
- It is planned this service will extend to three evenings per week and continue with one evening at the weekend.

### **Key Working and Case Management Service**

Key working is a weekly structured appointment for individuals to work with our Addiction Practitioners. This is a structured service, by appointment only, whereby clients are afforded an opportunity to agree a shared Care Plan with BAP staff and other agencies that is tailored to suit their needs at any particular time in their drug/alcohol use and recovery.

#### **Target Group**

- Clients with complex needs who need more structured support

#### **When is the service available?**

- Weekly appointments are available and care plans are reviewed every three months or as necessary.

### **SMART Recovery**

SMART Recovery is an evidence-based and abstinence orientated peer support programme that uses tools and techniques grounded in cognitive behavioural principles. This programme is focussed on building an individual's motivation, coping with cravings, problem-solving and maintaining a balanced lifestyle. The programme aims to gradually support clients with improving their independence and self-efficacy as they adjust to life without drugs or alcohol.

#### **Target Group**

- People who are committed to achieving abstinence and who would benefit from having greater peer support.
- People living in the wider community whether they are attending Ballyfermot Advance Project or another service

#### **When is the service available?**

- Our SMART Recovery group for adults (over 25 years old) is held every Thursday from 5:00 to 6:00 PM
- Our SMART Recovery group for young people (18 to 25 years old) is held every Thursday from 3:30 to 4:30 PM



## Counselling

Our counselling service is a confidential service for individuals who experience mental health difficulties or stress associated with their recovery from problematic alcohol or drug use.

### Target Group

- People who are experiencing emotional distress, anxiety or depression

### Who is the service for?

- This service is available to all clients who are presently attending Ballyfermot Advance Project
- This service is available for people who are interested in a referral to a Tier 4 residential treatment programme, detoxification from drugs or alcohol or a community-based detoxification programme.

### When is the service available?

- Counselling is available every Tuesday morning by appointment.

## Acupuncture

Auricular Acupuncture is a specialised complementary therapy where stress points are treated by using acupuncture needles. Acupuncture has been found to be effective at helping clients with managing their drug or alcohol cravings and supports relaxation. The service can be delivered individually or in group settings.

### Target Group

- All clients attending any service at Ballyfermot Advance Project, especially those experiencing cravings or emotional distress.

### When is the service available?

- Group sessions are held regularly most Mondays and Fridays.
- A one-to-one session can also be arranged by appointment.

## Family Support Service

The Family Support service offers a confidential and non-judgemental space for parents, siblings or any concerned person affected by another family members drug or alcohol use. Staff use the 5-step method, which is a brief intervention approach to assist attendees with making positive changes in their own lives while also affording an opportunity to discuss some of the harm that addiction related issues are having on the family.

### Target Group

- Parents, grandparents, guardians, partners, siblings or any concerned person over 18 years of age affected by a family member, relative or close friend's drug and alcohol use or gambling problem.

### When is the service available?

- An individual can access our one-to-one support sessions, by making an appointment with our Family Support Worker
- For crisis support or assistance, people can contact any member of our staff team by phone or by visiting our service during normal operating hours.

### 3 Overview of Strategic Planning Process

This strategic plan has been developed by the team and board of Ballyfermot Advance Project with significant input from our key stakeholders such as partners and funders.



Figure 3 Summary of strategic planning process

Ballyfermot Advance Project would like to thank our funders, HSE and the Ballyfermot Local Drug and Alcohol Task Force, for their support and contributions to the development of this three-year strategic plan.

We would like to acknowledge the time and input of our Board of Management and staff, who were responsible for developing this plan. A special thanks to Quality Matters, who assisted with facilitation and development of the plan.

Finally thank you to all the service users of our project for the learning they have imparted in helping us to devise a plan that is realistic and tailored to the needs of the community.



## 4 Strategic Objectives and Actions 2020 – 2023

Over the next three years, the Board of Management and staff at Ballyfermot Advance Project have many ambitious goals to improve our work. Overall, our goal is to improve our engagement with individuals who are using drugs and/or alcohol problematically and harmfully and to ensure clients are offered a range of treatment options to support with their recovery.

Our seven objectives to advance and improve service provision at Ballyfermot Advance Project in the coming years are:

**Objective 1:** Expand outreach in Dublin 10 to engage vulnerable, hard-to-reach target groups

**Objective 2:** Develop needle and syringe exchange programme

**Objective 3:** Improve community awareness of Ballyfermot Advance Project

**Objective 4:** Undertake an impact measurement approach and evaluation

**Objective 5:** Support staff with ongoing professional development in low threshold work

**Objective 6:** Improve referral and care pathways for services users attending Ballyfermot Advance Project

**Objective 7:** Explore the feasibility of piloting a community detoxification programme for individuals using drugs harmfully in Dublin 10



## **Objective 1: Expand our outreach service for engaging vulnerable, hard-to-reach people in Dublin 10**

### **Description**

Over the last two-years Ballyfermot Advance Project has focused on making sure people are aware of our low threshold and outreach services but there is agreement that we need to expand the service to better engage with the most hard-to-reach people living in Dublin 10. Our team recognises some people are reluctant to attend any addiction service and it may be easier to meet some clients in the community.

### **Rationale**

To remove barriers with people who may be reluctant or apprehensive of engaging with Ballyfermot Advance Project or other local drug and alcohol services. To provide low threshold supports to people with problematic drug and/or alcohol use.

**Action 1: Agree on a local plan to further engage with hard to reach groups –** Ballyfermot Advance Project will work with the Ballyfermot Local Drugs and Alcohol Task Force, Ballyfermot Chapelizod Homelessness Forum and other local addiction services to review our outreach work and explore ways to further engage with hard-to-reach groups in Dublin 10. As a low threshold service in the community, this first step is important to reviewing our current approach and making sure there is a coordinated approach to engage vulnerable individuals locally.

**Action 2: Partner with local services to provide detached outreach in Dublin 10 -** To respond to the wide range of presenting needs in the community, our outreach staff will partner with local projects to deliver a detached outreach service. Detached outreach refers to street-based interventions that operate without the use of a centre and aims to engage with people who are street-based drug users or drinkers. This approach is considered effective for engaging "hard to reach" or "unattached" individuals.

**Action 3: Develop an out-of-hours outreach service pilot for six months –** Staff recognise that the service may not presently be accessible for all people with drug and alcohol issues due to restricted opening hours. Ballyfermot Advance Project will be piloting an out-of-hours service that is open and available in the evenings and weekends to make it easier for people to make contact with our addiction practitioners.

**Action 4: Improve awareness of drug and alcohol-related harm with key target groups –** Through our detached outreach, Ballyfermot Advance Project will engage with different groups who might not have heard about our service or are reluctant to engage in an addiction service. As part of this step, our Outreach staff will arrange visits with local projects, services and centres to share information about our work and how they can access advice anonymously.

**Action 5: Outreach review meetings held with local service providers –**The outreach team will check-in with local service providers who also engage with low threshold populations to determine how Ballyfermot Advance Project can support their service users. This will be an opportunity to further promote our low threshold work and minimise any barriers that may prevent someone from visiting our service.

### **How We Measure Success**

- Increased number of street-based contacts made in Dublin 10 area
- Increased referrals made to local services or agencies and number of presentations to Ballyfermot Advance Project



## Objective 2: Develop needle and syringe exchange service

### Description

Ballyfermot Advance Project will explore the feasibility of expanding our needle exchange service in partnership with the HSE Addiction Outreach team. While we offer static needle exchange, Ballyfermot Advance Project and the HSE Addiction Outreach Team understand that there is a need for a mobile or street-based needle exchange service that will meet people who are injecting or sharing drug paraphernalia on the street but not engaging with services

### Rationale

A street-based needle exchange service can be useful in building relationships and trust that may eventually lead a person who is presently not in contact with drug services to engage in drug treatment at our service or another local project. The service aims to reduce the harm of injecting and to prevent the spread of HIV, Hepatitis C, vein damage and overdose, as well as to provide harm reduction information

**Action 1: Staff in conjunction with the HSE addiction services outreach team will conduct a safety audit for the outreach needle and syringe exchange programme** – After the completion of the safety audit Ballyfermot Advance Project will determine the sustainability of the street-based needle exchange programme. In this audit there are a number of important questions that we will explore. Staff safety is an important consideration for everyone concerned, as well as how we can work collaboratively with other services or agencies to deliver this programme effectively and that it is a safe effective service for our service users. Staff will consider what additional policies or protocols are needed to deliver a high-quality service.

**Action 2: Pilot street-based needle and syringe exchange programme** – Ballyfermot Advance Project will undertake a six-month street-based needle exchange service. As part of this step, our team will explore questions about the sustainability and impact of this programme by. Recording the number of street-based contacts, number of needles and syringes dispensed and number of unique individuals who engaged in this service every month.

As part of this step, we will work with HSE Addiction Services and local GPs to help any individuals who may need to access HIV and Hep C screenings or medical treatment.

As part of this step, our team will undertake an annual review of the programme with our funders and local addiction services working with the population. The purpose of this review is to assess if any emerging needs exists for this population and to review any barriers that may prevent people from accessing this important service.

### How We Measure Success

- A six month street-based needle exchange pilot is established
- A review is undertaken on the number of contacts made and material dispensed
- Gaps and barriers preventing access to the needle exchange service are removed



## **Objective 3: Improve community awareness of Ballyfermot Advance Project**

### **Overview**

As the Strategic Plan evolved the Board of Management and staff agreed that further work was needed to promote local awareness of Ballyfermot Advance Project in Dublin 10

### **Rationale**

We will continue to raise awareness of Ballyfermot Advance Project and engage with the local community to promote the services that are available for those affected by problematic alcohol and drug use.

**Action 1:** The launch of Ballyfermot Advance Project's strategic plan 2020-2023 affords an opportunity to highlight the significant re-structuring that has occurred over the last two years as well as outlining plans for improved and expanded services going forward.

**Action 2: Update the website and visual branding of the project** – We will be engaging an external organisation to help us with designing a brand-new website and visual brand for our organisation. Our website is the first way many people and organisations learn about our work.

**Action 3: Develop new methods for increasing community awareness for our work** – The Board of Management and staff are committed to raising awareness of the services provided through various networking opportunities and engagements including social media

### **How We Measure Success**

- A new website developed leading to an increase in visits and time spent on pages
- Increased Facebook or social media activity
- Increased awareness of Ballyfermot Advance Project in the community
- Increased number of community events and open days

## Objective 4: Undertake an impact measurement approach and evaluation

### Description

Since Ballyfermot Advance Project was re-structured in 2017, our staff has focused on improving our low threshold service provision, engaging with the most 'hard to reach' groups and strengthening links with local projects, services and agencies.

To accomplish our goal, we must start by gathering meaningful data that will help us evidence the impact of our work. We plan to undertake an impact evaluation of our service to highlight what is working effectively and ways we can increasingly enhance our service in years to come.

### Rationale

An impact measurement approach will help our staff to clarify both the intended and unintended outcomes of our project. To gather evidence to demonstrate that Ballyfermot Advance Project is a model of good practice for low threshold supports.

**Action 1: Attend training on impact measurement** – The starting point is providing some staff with an opportunity to attend training on impact measurement. Important to this process is making sure that our staff have a clear understanding of how to successfully and effectively measure the outcomes of our work. Once staff have attended this training, we will find opportunities to share this learning within our team and discuss how staff will dedicate time to implementing an impact measurement approach.

**Action 2: Develop an outcome measurement framework for our service and adapt measurement tools** – Our staff will develop an outcome measurement framework by identifying the short-term and longer-term outcomes for our service users. Our staff will hold a series of focus groups with clients to gather their input on the outcomes they hope to achieve at our service. Ballyfermot Advance Project will engage with relevant agencies and consider recruiting an external consultant.

**Action 3: Gather outcome measurement data for a full-year** –The intention is that information gathering will be incorporated into our routine as a two way process between staff and clients and that a quarterly review will be scheduled to aid continuity and address issues that may arise.

**Action 4: Undertake an impact evaluation** – It is expected that Ballyfermot Advance Project will need to engage an external consultation or researcher to undertake an impact measurement evaluation of our service. Using the data gathered from our service users and findings from the evaluation, we will produce an impact report that highlights our positive effort and clarifies what areas could benefit from further improvement or changes.

**Action 5: Review our impact measurement approach and mainstream changes** – Once we have completed our impact evaluation, we will invite our service users who participated in this evaluation to attend a lunch event. As part of this step, we will explore how this information can be used to support our team to drive continual improvements in both the quality of our work and towards improving outcomes for our clients.

### How We Measure Success

- Outcome measurement framework is developed for the project
- Pre- and post-test outcome data is gathered for projects
- Impact evaluation is complete and launched



## **Objective 5: Support staff with ongoing professional development in low threshold work**

### **Description**

Targeted and ongoing training are an essential part of team capacity building as well as personal and professional development.

### **Rationale**

It is important that staff continue developing their skills and capacity to further develop our low threshold services. Our team recognise that ongoing training is vital to the growth of our service, such as trauma informed care and impact measurement training.

**Action 1: Agree on an annual training budget for the project** – Ballyfermot Advance Project management and Board must agree on an annual budget available for staff training.

**Action 2: Targeted annual staff training days** - Each year the Project will dedicate time and resources to specific and targeted training for all staff. This may involve reduced or cancelled services on days that training occurs. Topics and issues for these training days will be agreed at staff meetings and currently include dual diagnosis, naloxone and overdose training and responding to trauma.

### **How We Measure Success**

- An annual professional development day is held once per year
- Changes in practice are incorporated into work practices
- Maintain a log of all training attended by Ballyfermot Advance's Board of Management and staff team



## **Objective 6: Improve referral and progression pathways for service users entering and exiting Ballyfermot Advance Project**

### **Description**

For some individuals, Ballyfermot Advance Project is the start of their recovery journey. Working with local services and agencies, our staff will identify ways to make sure clients are quickly referred into our service and accessible for people seeking a low threshold service. Also, we will work to develop clear pathways for people to progress in their recovery journey and to access support for other challenges in their life, such as mental health issues, physical health needs, accommodation supports, as well as education, training and employment needs.

### **Rationale**

By planning and delivering services in a co-ordinated manner there will be a decrease in service duplication and elimination of gaps in service delivery. This will assist service user progression within the service and also referral onwards by facilitating a continuum of care. It is envisaged that NDRIC will provide a framework for this to happen and as a core element of an integrated HSE service model this will improve the co-ordination of service delivery for service users.

**Action 1: Review our referral and progression pathways for Ballyfermot Advance Project** – While a high number of clients will self-refer to our service, some clients are referred by other local services and projects. By updating our referral form and meeting with project workers in other services or agencies, we aim to make sure there is a clear and easy process for referring clients into our project. Our staff will also work on developing a client-friendly resource to introduce the range of local services and projects that clients can access for further support.

**Action 2: Remove barriers to access services by improved networking with key stakeholders**  
The Ballyfermot Local Drugs and Alcohol Task Force has agreed to support our service in identifying barriers and service deficiencies that will improve access for all service users in the Dublin 10 area. This is an important step to ensuring that barriers are documented and responded through our interagency work to support better health and wellbeing outcomes for our clients.

**Action 3: Identify three partners to develop Memorandum of Understanding** – We will agree a memorandum of understanding (MOU) with key services or organisations to reinforce our interagency relationship and case management protocols. Our team will identify three organisations who share a high number of clients presenting with complex needs and are also engaged with our service for the purpose of developing a new MOU to help cement this liaison.

**Action 4: Review MOU with partners every three years** – MOU's will be reviewed every three years with our partner organisations. This will be an opportunity to review our relationship and agreement to ensure both parties are satisfied with our interagency work and the outcomes for clients.

### **How We Measure Success**

- Increased low threshold referrals from local services and agencies
- Develop a client-friendly resource illustrating referral pathways for service users
- Up to three MOUs are agreed with key partner organisations

## **Objective 7: Develop a community detoxification programme for individuals using drugs harmfully in Dublin 10**

### **Description**

Residential treatment is not a "one-size fits all" option and other day care services need to be available for clients working towards recovery or a drug-free lifestyle. One such option that has been used in other areas is to develop a Community Detoxification Programme in tandem with local General Practitioners.

### **Rationale**

For people with problematic drug use who would like to reduce or cease their substance misuse, and cannot or do not want to attend a residential detoxification service, a community detoxification programme can be an effective alternative. This service can also serve as a first step towards helping someone to prepare or meet criteria for entry into a residential detoxification service if they choose.

### **Action 1: Develop a feasibility study into a Community Detoxification programme in the local area**

– Before embarking on developing a new programme to complement our existing service provision, Ballyfermot Advance Project will undertake a feasibility study to examine the conditions needed to deliver a community detoxification programme.

This feasibility exercise will support our service with determining what exact partnerships, policies and adaptations to our current approach are required to successfully deliver a community detoxification programme in our local area. As part of this step, we will undertake consultations and service visits with other drug and alcohol services, outside of Ballyfermot, who already deliver a community detox programme, such as Novas Community Detox in Limerick and Addiction Response Crumlin.

**Action 2: Undertake further research into community detox protocols** – Ballyfermot Advance Project will adapt the community detox protocols to our project. During this process, we will endeavour to establish partnerships with local GPs and pharmacists who are willing to engage with Ballyfermot Advance Project to look at how we can support the community detox process locally.

**Action 3: On completion of the pilot**– Once the pilot is completed BAP in cooperation with key agencies who were involved will carry out a review to see how sustainable the Programme might be going forward based on resources available.

### **How We Measure Success**

- A community detox pilot is developed and implemented in partnership with local GPs and other voluntary and statutory services.
- Service users engage in the process.

## 5 Appendix - Board of Management, Staff and Funders

### Our Board of Directors

Name	Sector Represented
Joy Harris, Chairperson	Voluntary
Claire Colfer, Company Secretary	Private
Brian McGloughlin	Voluntary
Annette Norton	Voluntary
Delores O Neill	Voluntary
Stephen Harding	Community
Lisa Larkin	Community
Lorcan Brennan	Voluntary
Paula Wynn	Voluntary

### Our Staff

Name	Role/Position
Mick Mason	Service Manager
Lisa Kennedy	Administrator
Chantel Herbert	Lead Family Support Worker / Support Worker
Jacqueline Sheehy	Lead Drop In Worker / Addiction Practitioner
Graham Mc Namara	Lead Outreach Worker / Addiction Practitioner
Elaine O'Donnell	Addiction Practitioner (Youth)
Alison Doyle	Outreach Worker / Peer Support Worker
John Devoy	Out-of-Hours Outreach Worker
James Gonzales	Out-of-Hours Outreach Worker

### Our Funders



## 6 Appendix – Year-by-Year Implementation Plan

This timeline has been developed as an internal document for Ballyfermot Advance Project's staff to monitor and track the implementation of its Strategic Plan. This implementation plan was co-developed and agreed with both Management and staff in the second strategic planning session. Finally, this strategy was approved and endorsed by the Board of Management.

Each objective has been assigned a lead staff person, who has been assigned responsibility for achieving this action, and support staff, who are responsible for working with the lead staff to accomplish this action. The staff assigned to each strategic action are:

Strategic Objectives, 2020-2023	Lead Staff Appointed	Support Staff Appointed
<b>Objective 1:</b> Expand outreach in Dublin 10 area to engage vulnerable, hard-to-reach people	1. Graham Mc Namara 2. Alison Doyle	1. Jacqueline Sheehy 2. Elaine O'Donnell 3. Chantel Herbert
<b>Objective 2:</b> Develop a needle and syringe exchange programme	1. Alison Doyle 2. Graham Mc Namara	1. Jacqueline Sheehy 2. Mick Mason
<b>Objective 3:</b> Improve community awareness of Ballyfermot Advance Project	1. Lisa Kennedy 2. Mick Mason	1. Graham Mc Namara
<b>Objective 4:</b> Undertake an impact measurement approach and evaluation	1. Elaine O'Donnell 2. Graham Mc Namara	1. Mick Mason 2. Lisa Kennedy
<b>Objective 5:</b> Support staff with ongoing professional development	1. Mick Mason 2. Lisa Kennedy	1. Full Staff
<b>Objective 6:</b> Improve referral and progression pathways for service users entering and exiting Ballyfermot Advance Project	1. Jacqueline Sheehy 2. Alison Doyle	1. Mick Mason 2. Chantel Herbert
<b>Objective 7:</b> Develop a community detoxification programme for individuals using drugs harmfully in Dublin 10	1. Mick Mason 2. Elaine O'Donnell	1. Jacqueline Sheehy 2. Graham Mc Namara



Action	2020				2021				2022				2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Strategic Goal 1: Expand outreach in Dublin 10 area to engage vulnerable, hard-to-reach people</b>																
Action 1: Improve awareness of drug and alcohol-related harm with key target groups			2020 Q3 L: Graham S: Alison													
Action 2: Develop an out-of-hours outreach service pilot for six months		2020 Q2 - Q3 L: John S: Graham														
Action 3: Partner with local services to provide detached outreach in Dublin 10					2021 Q1 L: Elaine S: Alison											
Action 4: Agree a local plan with to further engage with hard to reach groups				2020 Q4 L:Graham S: Alison and Jacqueline												
Action 5: Outreach review meetings held with local service providers					2021 Q1 – Q2 L: Graham S: Chantel and Elaine											

**Who is assigned to this strategic action?** Graham Mc Namara and Alison Doyle (Leads) Elaine O'Donnell, Jacqueline Sheehy and Chantel Herbert (Support)

**Key review date:** 2021 Q4



Action	2020				2021				2022				2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Strategic Goal 2: Pilot a street-based needle exchange service</b>																
Action 1: Staff attend training on street-based needle exchange provision				2020 Q4 L: Mick												
Action 2: Agree a plan for a street-based needle exchange service					2021 Q1 L: Alison S: Graham											
Action 3: Pilot street-based needle exchange service						2021 Q2 - Q3 L: Graham S: Alison										
Action 4: Review pilot and make adaptations to needle exchange service								2021 Q4 L: Mick S: Graham								

**Who is assigned to this strategic action?** Alison Doyle and Graham Mc Namara (Leads) with Jacqueline Sheehy and Mick Mason (Support)

**Key review date:** 2022 Q1



	2020				2021				2022				2023			
Action	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Strategic Goal 3: Improve community awareness of Ballyfermot Advance Project</b>																
Action 1: Hold open day event for re-launch of Ballyfermot Advance Project			2020 Q2 L: Lisa S: Chantel													
Action 2: Develop new methods for increasing community awareness for our work				2020 Q3 L: Mick S: Lisa												
Action 3: Update the website and visual branding of the project					2020 Q4 L: Lisa S: Chantell											

**Who is assigned to this strategic action?** Lisa Kennedy and Mick Mason (Lead) with Graham Mc Namara and Chantel Herbert (Support)

**Key review date:** 2021 Q2



	2020				2021				2022				2023			
Action	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Strategic Goal 4: Undertaken an impact measurement approach and evaluation</b>																
Action 1: Attend training on impact measurement					2021 Q1 L: Elaine S: Mick											
Action 2: Develop an outcome measurement framework for our service and adapt measurement tools						2021 Q2 L: Elaine S: Full Team										
Action 3: Gather outcome measurement data for a full-year							2021 Q3 - 2022 Q3 L: Elaine S: Full Team									
Action 4: Review our impact measurement approach and mainstream changes							2021 Q4 - 2022 Q4 L: Mick S: Full Team									
Action 5: Undertake an impact evaluation													Not yet scheduled			
Action 6: Hold a launch event with service users													Not yet scheduled			

**Who is assigned to this strategic action?** Elaine O Donnell and Graham Mc Namara (Lead) with Mick Mason and full team (Support)

**Key review date:** 2023 Q1



Action	2020				2021				2022				2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Strategic Goal 5: Further support staff with ongoing professional development</b>																
Action 1: Agree an annual training budget for project	2020 Q1 L: Mick S: N/A				2021 Q1 L: Mick S: N/A				2022Q1 L: Mick S: N/A							
Action 2: Agree topics for annual staff training	2020 Q1 L: Full Staff				2020 Q1 L: Full Staff				2022Q1 L: Full Staff							

**Who is assigned to this strategic action?** Mick Mason (Lead) with full team (Support)

**Key review date:** 2020 Q4, 2021 Q4 and 2022 Q4



Action	2020				2021				2022				2023			
	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Strategic Goal 6: Improve referral and progression pathways for service users entering and exiting Ballyfermot Advance Project</b>																
Action 1: Review our referral and progression pathways for Ballyfermot Advance Project				2020 Q4 L: Jacqueline S: Alison												
Action 2: Reduce any gaps and blocks in-partnership with the Local Drug and Alcohol Task Force				2020 Q4 L: Jacqueline S: Yvonne												
Action 3: Identify three partners to develop Memorandum of Understanding						2021 Q2 L: Mick S: Chantel										
Action 4: Review MOU with partners every three years						2021 Q2 L: Mick S: Jacqueline				2022 Q2 L: Mick S: Jacqueline				2022 Q2 L: Mick S: Jacqueline		

**Who is assigned to this strategic action?** Jacqueline Sheehy and Alison Doyle (Lead) with Mick Mason and Chantel Herbert (Support)

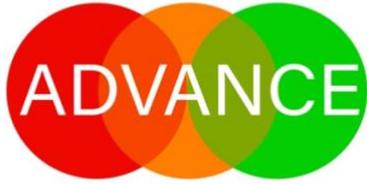
**Key review date:** 2020 Q2, 2021 Q2, 2022 Q2 and 2023 Q2



	2020				2021				2022				2023			
Action	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4	Q1	Q2	Q3	Q4
<b>Strategic Goal 7: Develop a community detoxification programme for individuals using drugs harmfully in Dublin 10</b>																
Action 1: Undertake a feasibility study and explore partnership with other local service providers							2021 Q3 - Q4 L: Mick S: Elaine									
Action 2: Undertake research into community detox protocols									2022 Q1 - Q2 L: Mick S: Elaine							
Action 3: Pilot community detoxification programme											2022 Q3 - 2023 Q3 L: Mick S: Elaine					
Action 4: Review pilot and make adaptations to Community Detox programme															2023 Q3 - Q4 L: Mick S: Elaine	

**Who is assigned to this strategic action?** Mick Mason with Elaine O'Donnell (Lead) and Jacqueline Sheehy (Support)

**Last Review Date:** 2023 Q4



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Prepared by

