

JADD Strategic Plan

2019-2022

JOBSTOWN ASSISTING DRUG DEPENDENCY

JANUARY 2020

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Why do a Strategic Plan?

1. To set direction and priorities
2. To get everyone on the same page
3. To simplify decision-making
4. To drive alignment within the organisation
5. To communicate the message

JADD-OUR VISION

TO SUPPORT INDIVIDUAL SERVICE USERS AND THEIR FAMILIES WITH THEIR HEROIN AND RELATED POLY DRUG MISUSE PROBLEMS IN THE JOBSTOWN COMMUNITY

What is JADD?

JADD was established in September 1996 by 5 local people in response to the daily visual reality of the drug addiction problems in the Jobstown community. Today it is estimated that there are 15,000 homes in the Greater Tallaght community impacted by drug addiction.

It's mission is to empower service users who wish to return to a drug free lifestyle by providing a free, quality, holistic drug rehabilitation service of:

- Treatment, counselling and rehabilitation support, primarily to residents of the Jobstown and Greater Tallaght community who are heroin and related poly-drug use dependent
- Support for their families to counteract the multi- generational legacy of drug dependency.

What is JADD? Contd

The services it provides are:

1. Methadone Treatment Programmes in partnership with the HSE
2. In partnership with the HSE we operate a Needle Exchange and Harm Reduction service
3. Counselling
4. Key working and Case Management service
5. Family Support in the form of parenting support and crèche facilities for pre and after school for impacted children
6. Drop-in low threshold services
7. QQI accredited Education and NALA Literacy service
8. Treatment and Rehabilitation services
9. Evidence Based Group Programs

Context

JADD is mainly funded through government agencies i.e. HSE, Pobal, with some private donations. There have been cuts in the state agencies funding year on year for five years due to the recession.

The emerging drug culture of recreational and poly-drug use in the community demands a response to avoid:

1. Inter Generational addiction problems.
2. Affects on children's development and opportunities.
3. Violence, intimidation and exploitation of youths in the community.
4. Erosion of social fabric of community.

JADD VALUES & RESPONSIBILITIES.

1. Our first responsibility is to our service users, those who find themselves dependent on drug use yet wish to accept help from our Project and find a pathway to rehabilitation and a drug-free lifestyle.
2. Our second responsibility is to the families impacted by drug dependency, providing them with high support and protection for the children who can be severely impacted.
3. Our third responsibility is to the staff, volunteers and their families who support them, to empower them, treating them with respect, dignity and fairness.
4. Our fourth responsibility is to the Jobstown community to help make a difference to the social, moral and spiritual wellbeing of the community.
5. Finally, we have a responsibility with our partners (TDATE, HSE) to operate our Project with transparency, integrity and accountability.

SWOT Analysis- For agreement

STRENGTHS- *IMPROVE THESE*

Well established/located Knows how the system works

Hugely Committed staff/volunteers

Focused on supporting the family as well as addicts

Emphasis on education sets JADD apart

Johnson & Johnson link

OPPORTUNITIES- CAPITALISE ON

- Donations from non state agencies
- Be the experts on polydrug addiction management in Tallaght area
- Utilising Reports and building data to build JADD profile both locally and nationally
- Capitalise on community response research
- Invest in staff training to provide better service (s)

WEAKNESS- *ELIMINATE THESE*

Too reliant on state agency funding

Marketing itself

Corporate Governance standards

Is JADD trying to do too much?

THREATS- MONITOR THESE

- State Agencies Funding is cut drastically
- JADD gets subsumed into another project

OGSM

O: Objectives

G: Goals

S : Strategies

M: Measures

OBJECTIVE: TO CREATE A 2 TIERED SERVICE TO LOW THRESHOLD AND TREATMENT SERVICE TO SUPPORT SERVICE USERS IMPACT THEIR HEROIN AND RELATED POLY DRUG MISUSE PROBLEMS IN THE JOBSTOWN COMMUNITY

Progress 'low threshold' service users into further stabilisation programmes

Strategy:

- i. Develop a two tiered service of low threshold including assessment and care planning to treatment and rehabilitation as JADD' progression methodology for our service users' road to recovery

Measure: Monitor the progression of our service users along their journey through JADD services- two tiered approach

Increase service users in Treatment Rehabilitation

Strategy:

- i. Promote JADDs treatment and rehabilitation services to ensure more successful and long term positive impacts are made on service users substance misuse issues.
- ii. Utilise the skills and services in place within JADD and to create stronger and more effective pathways into long term recovery

Measure: Through our internal report systems we can identify more service users engaged in formal and structured quantifiable outcomes

Focus on Family Support

Strategy:

- i. For JADD to promote itself in the Jobstown area for rehabilitation on account of its education pathway
- ii. Build supports around students to ensure long term educational and rehabilitative changes

Measure: Monitor the % of JADD service users that are involved in education

Promote Education

Strategy: Generate awareness of the services & supports that JADD can provide to families

Measure: Monitor the % of users of JADD services are family members

Expand our funding base

Strategy: Secure alternative sources of funding through awareness building of JADD both nationally and locally i.e. business/philanthropic donations

Measure: Have a target of X% of funding not coming from HSE and Govt department

Organisation Goals (Draft)

Needle Support	Treatment & Rehab	Education	Childcare	Family Support	Hospitality	Finance & Admin
<ul style="list-style-type: none"> •Better process of screening and brief interventions CRA •Create clear pathways into detox and stabilization beds •Training for staff in crisis management and newest health practices •Safe & clean environment •Opening Hours 	<ul style="list-style-type: none"> •Train existing and new staff in Community Reinforcement Approach •Develop clear model of treatment to ensure all departments are equipped for admin and therapeutic obligations •Create supervision model to develop professional growth in all areas 	<ul style="list-style-type: none"> •Provide training and occupational opportunities for the target groups •Develop better pathways in and out of education department •Develop better partnerships with other local agencies •Train education staff in therapeutic skills to enhance services • Increase relapse prevention supports for those in education 	<ul style="list-style-type: none"> •Provide safe and supporting environment to the children of service users •Up to date models developed with polydrug using families •Ensure staff are trained appropriately •Source adequate staff for all levels •Training plans for all staff management, leaders, trainees 	<ul style="list-style-type: none"> •Create more services offering Family Support •Develop training program for family members in Evening groups to ensure longevity of group •More respite, outings, activities for our most vulnerable children 	<ul style="list-style-type: none"> •Clean & Safe provision of facilities to all our service Users, and staff • Cost effectiveness •Ensure all staff are supported in progression plans into employment •Explore options of transferring into other departments /opportunities to develop skills •Work with XXX to ensure staff appropriately trained and follow ups are executed on a timely basis 	<ul style="list-style-type: none"> •Maintain accurate books and records of JADD •Maintain strong control environment •Ensure compliance with relevant Governance standards •Build Fundraising process and capability •Build better relationships with donors •Create new donation streams •Review better methods of funding new positions within service

Goal 1- Convert ‘low threshold’ service users into further stabilisation programmes

Why: JADD’s holistic approach to addiction is the reason why JADD is successful. Our focus was the provision of methadone and needle exchange but we now need to provide supports to polydrug users. We need to move all service users through a step by step approach to recovery which includes a comprehensive assessment, education, counselling and family supports.

Strategy: Develop a **two tiered service** of low threshold services including assessment and then move them into care planning and treatment/rehabilitation as JADD’ progression methodology for our service users.

Tactics:

1. Promote engagement in our Needle Exchange, Drop In, and Brief Intervention contact with service users to explore options to engage more effectively in our “High Threshold” services. Our “High Threshold” services include Formal treatment, education and group work.
2. Use “low threshold” care plans to build a clear understanding of service users needs. Engaging in brief interventions, crisis management, short term goal focused objectives-housing, health, harm reduction.
3. Using motivational enhancement techniques and integrating a Community Reinforcement Approach to treatment and recovery build service users readiness to engage in a drug treatment plan and build a broader recovery.

Goal 2- Promote Evidence based programmes as route to Treatment & Rehabilitation

Why: Evidence based programmes are recognised as the best practice in terms of outcomes for people with addiction. We can utilise the reports from these programmes for tangible outcomes for reporting to stakeholders

Strategy: Implement both group and individual interventions using best models of practice.

Tactics:

1. Train existing and new staff in the evidence based programmes methodology
2. Report the tangible outcomes from these programmes to stakeholders i.e. TDAF

Goal 3- Focus on Family Support

Why: Addiction destroys families as much as it destroys individuals. There is a lot of evidence to show that children and young people can be influenced by their parents' substance misuse and are much more likely to develop substance misuse problems themselves.

Strategy: Generate awareness of the support offerings within JADD for the families of addicts within the Jobstown community

Tactics:

1. Review of the programmes/supports we have for families of addicts to see if suitable/attractive
2. Awareness building campaign using the findings of the Community Response Research of the support that JADD can provide to the families of people with addiction and to help 'break the cycle' of intergenerational substance misuse

Goal 4- Improve outcomes in Education Service

Why: JADD promotes the efficacy for engaging in Education programs . As Jobstown is in a socio economic area where there is a high level of disadvantage and unemployment. There is also high levels of early school leaving.

Strategy: For JADD to promote itself in the Jobstown area for rehabilitation on account of its education pathway

Measure: Monitor the % of JADD service users that are involved in education

Build supports around students to ensure long term educational and rehabilitative changes .

Goal 5- Expand our Funding Base

Why: Expand JADD's funding base to be not so reliant on HSE and other Government agencies

Strategy: Secure alternative sources of funding through awareness building of JADD both nationally and locally

Tactics:

1. Develop a communications plan that highlights the activities and successes of JADD and ways to support it i.e. donations
 1. PR- Local and national using the Community Response Research
 2. Website- Companies to review JADD's offering
 3. Social media.
2. Develop a strategy for approaching local businesses highlighting JADD as a good CSR initiative with which to be involved.

Evaluating the plan

1. Evaluate our progress each month using a dashboard e.g.
 - Source of funding vs targets
 - % of JADD service users in education
 - % of family members that are availing of JADD services
 - % of the younger members of families that are availing of JADD services
2. Deliver monthly progress reports to our Board