

A photograph of three women smiling at the camera. The woman on the left has blonde hair tied back and is wearing a black jacket. The woman in the center is a Black woman with short dark hair, wearing a black jacket and a white face mask pulled down. The woman on the right has long brown hair and is wearing a black jacket with white stripes on the sleeve. They are standing outdoors on a paved surface.

CREATING INTEGRATED PATHWAYS

RECOVERY IN ACTION!

Collaborating to support people
affected by problematic drug
and alcohol use.

OUR STRATEGY 2022–2024





“

FAST is a life saver.
When you walk through the door
the clouds are dark and grey,
but when you walk out,
the sun is always shining.”

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Foreword



Amy Roche

Chief Executive
FAST

I am delighted to present FAST's new Strategic Plan 2022–2024 **Creating Integrated Pathways, Recovery in Action!** which sets out our key priorities and objectives for the next three years and marks a change in direction in our focus and service delivery.

The services that FAST delivers have evolved significantly in recent years, with many improvements accelerated as part of our response to the Covid-19 pandemic. Thanks to the enormous credit of our amazing management and staff, FAST continued to provide support services to people affected by problematic drug and alcohol use, and their families, who may have experienced the impact of societal lockdowns more acutely, creating increased need.

FAST management and staff have been at the centre of creating a user-led service, with an 'on-street' presence in Finglas and Cabra that is designed to ensure that no person affected by problematic drug and alcohol use slips through the safety net.

We have brought several support agencies together under a structured case management model of engagement providing an integrated pathway for people through their addiction to recovery and a managed lifestyle. This will be strengthened and reinforced in the years ahead.

Our vision is that every person experiencing drug and alcohol problems, and their families, will get the help they need, when they need it. The 2022–24 strategic plan will support us to take greater steps towards this through an intensification of the close-working approach where there is 'no wrong door' for people in our community living with and being impacted by problematic drug and alcohol use to seek help. We look forward to continuing to drive progress, further developing our quality services to support people through recovery to fulfilled lives.

Chairperson's Message



Mary Flanagan

Chairperson
FAST

In the 18 years since the Finglas Addiction Support Team was first established, the service has developed and evolved significantly. The founding members of FAST recognised a growing problem with drugs and alcohol in the Finglas Cabra community and knew they had to take action. To see the scale of growth and resilience that has developed across the service enabling us to expand our services from drop-in centres to crisis intervention, counselling, recovery social groups and more, is a true credit to all the staff and volunteers who dedicate themselves to this work.

The Board and Management at FAST have committed the organisation to adapt to changes in population needs and the emergence of contemporary working models for addressing community-based problematic drug and alcohol use. The launch of **Creating Integrated Pathways, Recovery in Action!** marks both a consolidation and intensification of this new integrated approach, working more closely than ever with the Health Service Executive and non-statutory health and social services in the local community for the benefit of people living with and being impacted by problematic drug and alcohol use.

The key accomplishments of our last strategic plan 2017–2021: *Delivering our Ambition, Recovery for a Better Life* were underpinned by a robust corporate and financial governance framework. This work has created a solid foundation from which to launch our new strategy and deliver our objectives over the next three years.

We look forward to further enhancing our services while also increasing our public profile as innovative leaders in the sector, finding new opportunities to provide support while breaking down stigmas. We thank our stakeholders with whom we continue to work closely, and we look forward to their continued support.



Very happy to be part of such a vibrant organisation.”

I have been employed by FAST for the last seven months and every day has been a delight to come to work.”

Delighted to be part of FAST.”

Staff Survey 2021

Vision, Mission and Values

Our Vision

Every person experiencing drug and alcohol problems, and their families, will be offered the help they need, when they need it.

Our Mission

We will provide fair and inclusive access to high quality care delivered in a professional and seamless way to every person experiencing problematic drug and alcohol use.

We will support every family impacted by problematic drug and alcohol use, so that everyone has an equal opportunity for recovery and to lead a fulfilled life.

Our Values

At FAST we have a set of five core values that shape and inform everything that we do:

Dignity:

We create a respectful, supportive and confidential environment for people who use our services, for our staff and for our volunteers.

Integrity:

We demonstrate integrity, transparency, and accountability in our practices, organisational systems and structures.

Empowerment:

We support individuals to achieve their personal recovery goals and to connect positively with their families and their communities.

Quality:

We are committed to evidence-based practice and continuous improvements in service delivery.

Compassion:

We listen carefully, have empathy and act with positive intent.

About FAST

Finglas Addiction Support Team (FAST) is the community addiction and support team in the Finglas Cabra area, providing help, support and treatment for people experiencing problematic drug and alcohol use.

FAST was established in 2004 by a group of local people who were experiencing at first-hand the devastating impacts of a growing problem with drugs and alcohol across the Finglas community.

The service has progressed from a drop-in facility for drug users and their families to now providing comprehensive evidence-based support services delivered through an integrated care model to all members of the population, regardless of their circumstances.

FAST's aim is to engage as many people as possible experiencing or impacted by problematic drug and alcohol use into treatment services at the earliest opportunity.

Our Range of Services

FAST is funded under the Health Service Executive Social Inclusion and Addiction Services. We also work with the Finglas Cabra Local Drug and Alcohol Task Force. Although used almost exclusively within the healthcare field in Ireland, Social Inclusion is multidimensional. It goes beyond the issue of addressing material poverty encompassing social disadvantages such as lack of regular and equal access to education, health care, social care and proper housing.

FAST's innovative and adaptable approach, which puts the service-user at the centre of focus, has the capacity and competences to provide a range of appropriate responses to people in the area who are experiencing and are impacted by problematic drug and alcohol use.

FAST Outreach Services:

- Contact and Assessment
- Assertive Case Management
- Social Inclusion Outreach
- Homeless Inreach
- Mobile Addiction and Health Promotion service (MAHPS)

FAST Treatment Services:

- Key-working and Case Management (12 weeks)
- Pre-entry for Recovery Pathways programme
- Recovery Pathways Day Service
- Weekly Health choices group – low threshold support
- Counselling and Psychotherapy
- Reintegration and Aftercare
- Cocaine & Alcohol support group – The 'Resonance Factor' Model
- Recovery Social Group
- Recovery Garden Project
- Recovery Café – Sober Space
- Women's Programme

FAST Family Support Service:

- One to one key-working and case management
- Counselling and Psychotherapy
- Family Support Group: Peer-led Graduate Group
- 5 step method: Brief Psycho-social-educational group intervention

In 2021, over 790 people accessed our services.
One third of these were new to FAST.

Our Progress

FAST made significant progress over the course of our last strategic plan, *Delivering our Ambition, Recovery for a Better Life*. This work has created strong foundations from which to launch our new strategy.

Some of the highlights in our achievements include:

Governance

- Maintained current and developed new key relationships with statutory and non-statutory funders
- Secured FASTs financial position and increased funding support for new and responsive service delivery
- Achieved Corporate and Clinical Governance compliance obligations
- SORP, Charities Governance code, company law and Quality in Alcohol and Drug Service Standards (QuADS)

Culture & Structure

- Established an organisational structure to ensure suitability into the future
- Delivered a robust training programme across all disciplines, including a training bursary programme in 2020

Innovation & Growth

- Increased counselling service provision to support increasing need
- Collaborations with City of Dublin Education and Training Board (CDETb) and the Dublin North West area partnership established to support re-integration and Aftercare
- Established interagency case management support with Novas and De Paul at the Abigail's Women's centre
- Developed an Outreach service to address harder to reach groups across seeking to access treatment supports
- Developed a 3 day-a-week Treatment pathways programme

Service User Led Approach

- Established as a key partner in the roll out of the CARE Pilot Project in collaboration with stakeholders to address the need of those presenting with problematic Alcohol use and related health/mental health issues
- Employed a mental health specific role to support people presenting with Dual diagnosis and supporting women with complex needs in a homeless service in Finglas

Best Practice

- FASTs was a lead collaborator with the Finglas Cabra Local Drug and Alcohol Task Force, Dublin City University (DCU) and the Health Service Executive (HSE) in developing and launching a Community research report 'Dual Diagnosis – A Community Perspective', informing the development of a National Clinical Programme care model

Collaborations & Communications

- Influencing attitudes and behaviours locally to reduce Stigmatisation and marginalisation of people with addiction and mental health issues
- Established the *Finglas does Recovery / Finglas Cabra Recovery* month campaign – now an annual calendar of Recovery orientated events and awareness raising activities in partnership with local, national and Global stakeholders in the Recovery movement
- Updated and launched a new website
- Increased our social media presence to enhance external engagement



Our Priorities

The primary aim of all FAST's interventions is to engage people with problematic drug and alcohol use in treatment and support services to develop their skills in managing their addiction.

To support this and to drive our progress, we have identified four Strategic Priorities that provide a roadmap for FAST to realise our vision and mission over the next three years to 2024.

1

Delivering quality – enhancing core services

Enhancing our services and increasing our capacity to help more people impacted by problematic drug and alcohol use

2

Developing services – responsive and innovative

Being innovative leaders, finding new opportunities to provide support while breaking down stigmas

3

Organisational sustainability – managing and growing

Develop our culture, systems, operations and income opportunities to support growth

4

Fostering awareness – advocacy and communications

Raise our profile and share our successes to demonstrate our impact

STRATEGIC PRIORITY 1:

Delivering quality – enhancing core services

Enhancing our services and increasing our capacity to help more people impacted by problematic drug and alcohol use

OBJECTIVE 1:

Enhance FAST's continuum of care, ensuring attainable recovery pathways that are client centred and evidenced based practise

We aim to achieve this by

- 1: Implement a Recovery Orientated System of Care (ROSC) model
- 2: Structure & resource an integrated case management system in line with the National Drug Rehabilitation framework, strengthening our care pathway management
- 3: Further develop FASTs Recovery Pathways programme to 5 days per week, enhancing our capacity to meet participant needs and create inclusive access to evidence based treatments
- 4: Support and further assist in the implementation of the community response to Dual Diagnosis by maintaining a 'No Wrong Door' approach and establishing an integrated care pathway with the HSE's National Dual Diagnosis Clinical programme – commencing 2022.
- 5: Increase our capacity to support individuals to build their Recovery capital and management of their long-term sustainable recovery goals
- 6: Review and develop FAST family support services in line with presenting needs and establish interagency partnerships with children and family focused groups

OBJECTIVE 2:

Develop FAST's service delivery to and within specified priority target locations to improve and ensure accessibility and equal access to services for people who are in under-served areas and are at greater risk

We aim to achieve this by

- 1: Expand our resources and develop crucial working relationships to establish a focused, agile Assertive Outreach approach to provide 'identify and engage', low threshold and pre-treatment service delivery elements in identified priority localities
- 2: Increase our capacity and interagency collaboration to deliver service provision to accommodate the needs of people with problematic drugs and alcohol use from the Traveller community, their family members and concerned persons affected
- 3: Seek to establish an Early Intervention Working Group to plan the provision of services targeted at people within an earlier onset stage of problematic drug and alcohol use

STRATEGIC PRIORITY 2:

Service development – responsive and innovative

Being innovative leaders, finding new opportunities
to provide support while breaking down stigmas

OBJECTIVE 3:

Champion and support the development
of inclusive recovery oriented activities
and the establishment of a Recovery
Café in the community

We aim to achieve this by

- 1: Develop a model and implement a Recovery café social enterprise in the Finglas Cabra area in partnership with key stakeholders in social enterprise, social inclusion and the local business community
- 2: Establish and resource inclusive 'sober spaces' in FAST that are accessible across all stages of the continuum of care utilising our purpose-built facility and our therapeutic outdoor garden space

OBJECTIVE 4:

Build FAST's Low Threshold and Harm
Reduction Services to meet the
treatment and associated health needs
of greater risk and homeless individuals

We aim to achieve this by

- 1: Address the harms caused by drug / alcohol use in the Finglas and Cabra area by providing Harm reduction services while promoting further treatment and recovery options
- 2: Seek to establish a multidisciplinary support offering local and fairer access to essential health services for low threshold groups by co-locating in the FAST premises, commencing with GP, Nurse and Mental Health services.

STRATEGIC PRIORITY 3:

Organisational sustainability – managing and growing

Develop our culture, systems, operations and income opportunities to support growth

OBJECTIVE 5:

Review and improve organisational systems and streamline operations to optimise processes, increasing efficiency and environmental sustainability

We aim to achieve this by

- 1: Implement a robust IT infrastructure and transition to a cloud-based solution
- 2: Reduce our carbon footprint in line with Government policy
- 3: Develop the processes and quality of data captured with particular emphasis on outcome measurement

OBJECTIVE 6:

Develop current funding support and establish a fundraising strategy to enhance our capacity to meet growing demand for services

We aim to achieve this by

- 1: Establish a fundraising committee and develop a 3 year strategy
- 2: Continue to develop relationships with statutory funders
- 3: Develop ongoing corporate engagement and establish impactful corporate social responsibility partnerships
- 4: Develop unrestricted funds to resource and support a planned preventative maintenance programme

OBJECTIVE 7:

Maintain a positive work culture of a highly skilled and dedicated workforce in FAST, optimising retention and the effectiveness of the team to achieve our strategic objectives

We aim to achieve this by

- 1: Invest in FASTs employee and volunteer training and development plan
- 2: Develop and implement an employee health and wellbeing strategy
- 3: Implement an effective performance management system

OBJECTIVE 8:

Commitment to further developing our clinical and corporate governance

We aim to achieve this by

- 1: Complete assessment and implement the National Standards for Safer Better Healthcare, the quality standards framework developed by Health Information and Quality Authority (HIQA)
- 2: Maintain and achieve annual compliance reviews, monitor and implement improvement plans
- 3: Establish a clinical governance advisory group

STRATEGIC PRIORITY 4:

Fostering awareness – advocacy and communications

**Raise our profile and share our successes
to demonstrate our impact**

OBJECTIVE 9:

**Maximise our external communications
practices to raise FAST's profile**

We aim to achieve this by

- 1: Develop and resource a communications strategy to regularly share and disseminate organisational developments, information, events and successes
- 2: Continue to provide leadership and champion recovery across Dublin, enhancing stakeholder engagement and playing a key role as a valued and experienced recovery service provider

Developing this Strategy

In developing **Creating Integrated Pathways, Recovery in Action!** we have consulted extensively with staff and key stakeholders to ensure a robust and informative process to help shape and inform our thinking. We met face-to-face with many of the integral bodies involved across our work such as the HSE Social Inclusion and Addiction Service Team at HSE Dublin North City & County. We spoke to board members, management, staff and volunteers, and conducted a consultation questionnaire as part of the process.

Extraordinary times

It must be acknowledged that this plan was developed during the prolonged and irregular circumstances of Covid-19 restrictions.

The social restrictions of lockdown presented increased challenges, but none more so than the challenges faced by some of our service users and their families affected by problematic drug and alcohol use, which were heightened due to the crisis.

The pandemic accentuated the need for us to accelerate our progress and to create a new strategy that will enable us to give more people the best chance of successfully re-integrating back into their families and communities and to enjoy improved lifestyles by managing their addiction.

Our thanks

Special thanks goes to the many partners who make our work possible and will continue to be integral to the success of FAST over the next three years:

HSE Addiction and Social Inclusion • Dublin City Council • City of Dublin Education and Training Board (CDETb) • Recovery Academy of Ireland • Dublin North West Area Partnership (DNWAP) • Finglas Cabra Local Drug and Alcohol Task Force • The LOFT • The Voyages Programme • CDETb (City of Dublin youth services board) • Crosscare Finglas Youth Services 'The Den' • Sankalpa

Conclusion

FAST delivers crucial drug and alcohol services that are grounded in contemporary, evidence-based models of practice. By putting the needs of service-users at the heart of everything we do, and by professionally case-managing people with problematic drug and alcohol use, we are confident that we can continue to support more people to enjoy improved lifestyles by managing their addiction.

This plan sets out four clear priorities. By maintaining our dedicated focus on each of the detailed actions and overarching objectives, we will achieve our priorities and successfully enhance our core services, deliver quality, strengthen the organisation and deliver greater impacts.

We are ambitious for the future of our service. We want to be able to engage as many people who need our help as possible, and we know the sooner we can provide people with problematic drug and alcohol use with help, the better.

Creating Integrated Pathways, Recovery in Action! will support us to take progressive steps in achieving our vision that every person experiencing drug and alcohol problems, and their families, will get the help they need, when they need it.



“

Only for outreach services
I would not have made it
out of addiction.”

Jason, FAST service-user



SF HEATING
PLUMBING

Run for
Recovery
100K



FINGLAS
ADDICTION
SUPPORT
TEAM

TO SEE OUR FRIENDS
AFTER SO LONG
BUILDING BRIDGES

STRENGTH
CARRYING ON

CHASING THE DREAM

IT'S TAKING
FOR ME

Honesty

understanding
family



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