



ANA LIFFEY
DRUG PROJECT

Who We Need To Be...

**The Strategic Plan of
Ana Liffey Drug Project
2024 to 2029**

Introduction from the Chair of the Board

The organisations ambition for this strategic plan is to be more transformational than any of our previous strategies. We want to transform who we are; we want to be better at how we serve the people who come to us for help. This won't happen overnight; it will require focus and hard work. By 2029 Ana Liffey Drug Project will be an organisation that meets the complex and multiple needs of the people we serve through the delivery of Low Threshold services that are co-designed and co-delivered by people who use Ana Liffey's services. More people will know of Ana Liffey, and everyone who knows us will be clearer on who we are and what we do. We will have consolidated our service provision through the consultation of our team members, service users and other stakeholders. Our staff will include people who have living and lived experience of the issues that impact upon the people we serve. Our organisation will be made up of a diverse range of people that will represent the breadth and depth of society. As now, people will be treated equally, with dignity and with respect; and we will have worked hard to be even better at this. We will have achieved our strategic goals by commissioning research and ensuring that all relevant stakeholders are consulted.

We know from the independent consultation process undertaken to develop this strategic plan that there is an overwhelming amount of support amongst stakeholders for the ethos and focus of Ana Liffey. The staff were applauded for their commitment, work ethic, flexibility, and innovation; and for their agility and ability to adapt to the needs of the clients, and the environment, was recognised by all.

“Ana Liffey is the most empathetic and least judgemental service”¹

Service users praised the positive staff attitude and their caring nature; and they attributed their well-being, and in some cases their very existence, to the staff members.

“They have been by my side throughout most of my journey and put me in contact with everyone I need and made me feel heard and supported”²

Funders provided positive feedback about Ana Liffey as an important partner. Nationally, the organisation was described as a thought leader in the response to the ongoing challenge and growing complexity of the needs of the people we serve.

“Exceptional, they are real leaders in the sector, they are collaborators and pathfinders”³

Ana Liffey was described as 'collaborators and pathfinders' and I'm pleased to say that this is true of all the team. It is our ethos; our partnership approach; and our creativity that people appreciate. We look forward to achieving the goals within this strategic plan utilising all of these attributes.

Eddie Matthews
Chair of the Board

¹ Stakeholder quote
² Stakeholder quote
³ Stakeholder quote

Building on the 2021-2022 Strategic Plan

In 2020, due to the COVID-19 global pandemic we planned for a shorter, two year, period - as at that time it was difficult to know what would unfold. The pandemic had thrust change upon us and we had responded definitively. Much of our work had altered and our immediate priorities shifted to supporting the COVID-19 response. Whilst we had made significant progress on many of our strategic goals in 2021 & 2022, we extended the strategic plan into 2023 and allowed ourselves more time to consider and plan a new five-year strategy.

Developing the 2024 to 2029 Strategic Plan

The Strategic Plan 2024 to 2029 builds on the foundations of our last plan and is designed to be transformational. The new plan represents a synthesis of many contributions. There has been consideration given to feedback from our service users and the challenges they face; attention has been paid to the sectoral context including economic, legal and social issues; and reflection on the various contributions made by stakeholder groups.

Consultation Process

An external consultant designed and managed a consultation process to ensure internal and external stakeholder input. The CEO took responsibility for leading the Senior Management Team in developing a draft plan in conjunction with the HR and Governance Subgroup of the Board. A draft of the plan was prepared and presented to the Board of Management for consideration. The Board gave their input before finalising the strategic plan.

Central to the whole process was ensuring the views of those who use our services, and those of other key stakeholders, were included and were taken on board.

Measuring Achievement

It is important to be able to effectively monitor delivery of the strategy. Its achievement requires the focus and commitment of everyone in the organisation. All key tasks in the strategy are owned by either the CEO or a Senior Manager. The plan can be further broken down into more finely detailed tasks, each of which is the responsibility of an identified team 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's agenda.

Conclusion

Ana Liffey is a home-grown response to the harms caused to the person who uses drugs, the family who loves them and the community they live in. Ana Liffey was the first Harm Reduction service in Ireland and we are proud of this fact. However, we have always understood two issues. Firstly, that drug use is only one element of a person's life and that we must work with people to help them address many complex matters in their lives. Secondly, that we are one part of a wider response and we are honoured to work alongside all our colleagues, State and NGO, providing treatment and rehabilitation, housing and other services to the people we all serve.

Adapting is about more than just surviving it is essential for any organisation to excel. Ana Liffey has always been good at reflecting and changing; and much innovative work has been born out of Ana Liffey since our establishment in 1982.

The strategic planning process affords us the space to learn from our past, consider our present environment and plan for the future. The feedback from the stakeholders (service users, staff members, Board members, funders and others) was tremendously positive. For that we are all grateful. Much has been done and there is always more to do – with the help of others Ana Liffey will serve, adapt, develop and excel.

Ana Liffey's Ethos

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.

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

<p>Ana Liffey neither promotes nor denounces substance use but seeks to respond to problems associated with it.</p> <p><i>What this means:</i></p> <ul style="list-style-type: none"> • 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. 	<p>Ana Liffey believes in rights and responsibilities.</p> <p><i>What this means:</i></p> <ul style="list-style-type: none"> • 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.
<p>Ana Liffey is pragmatic.</p> <p><i>What this means:</i></p> <ul style="list-style-type: none"> • 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. 	<p>Ana Liffey aims to make a positive contribution to society.</p> <p><i>What this means:</i></p> <ul style="list-style-type: none"> • 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 2024 to 2029

For Ana Liffey there are some actions that are a given, like continuing to develop and deliver high quality services; continuing to play a lead role in influencing policy; ensuring that we have the capacity to deliver our strategic goals; and further developing sustainable funding. These are things that we will do; however, we have developed strategic goals that will further transform Ana Liffey.

<p>1. Improve people’s understanding of who we are and who we need to be.</p>	<p>1.1 We will review our Vision, Mission & Values to ensure that they continue to reflect who we are and who we need to be.</p> <p>1.2 We will identify, and articulate, what are our core services and what are our ancillary services.</p> <p>1.3 We will build upon, and resource, information sharing internally and externally.</p>
<p>2. Improve our systems and structures to better support our service users and teams.</p>	<p>2.1 We will apply the Theory of Change model across the organisation.</p> <p>2.2 We will define our model of outreach work and our model of low threshold nursing.</p> <p>2.3 We will evaluate clinical governance and management structures of nursing and medical services; and we will implement the recommendations.</p> <p>2.4 We will commission research to develop a formal ‘People and Culture Strategy’; and implement it.</p> <p>2.5 We will increase our capacity to further attract philanthropic funding and charitable donations.</p>
<p>3. Implement service user co-production across all services.</p>	<p>3.1 We will commission research on co-designing and co-delivering our services with our service users; and we will implement the findings.</p>

Range of Services and Further Information

At Ana Liffey we provide a range of services in a variety of locations. Partnership is a key element of how we work; in all our services we seek to work together with other organisations to help people who have complex and multiple needs. We currently provide services in the Dublin and Midwest Regions. Service delivery in each area is tailored to the presenting need of the people we serve.

Examples of the types of services 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.

Law Engagement & Assisted Recovery (LEAR)

The LEAR project is a case management service that works in direct partnership with An Garda Síochána.

Nursing and Medical Services

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

We also facilitate access to weekly GP services.

Group Services

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

Inreach Services

We work in partnership with other organisations to bring services to people. 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.

Overdose Prevention & Needle and Syringe Programme (NSP)

We provide overdose prevention and NSP services on an inreach and 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.

In addition to our direct services, we also engage in policy advocacy.

For further information about Ana Liffey, we invite you to visit our website aldp.ie, or follow @AnaLiffey on social media platforms.



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