

MAT STANDARDS IMPLEMENTATION PLAN

This MAT Standards Implementation Plan has been produced to set out actions being taken in the Integration Authority area:

East Lothian Health and Social Care Partnership

The lead officer/post holder nominated to ensure delivery of this Implementation Plan is:

Name	Position/Job Title
Fiona Wilson	Chief Officer East Lothian IJB

This Plan is intended to ensure that services in the Integration Authority area are meeting the standards and the respective criteria for each standard as set out in the Drug Deaths Taskforce report: [Medication Assisted Treatment standards: access, choice, support](#) published in May 2021.

This Plan has been developed by partners and has taken account of the voices of lived and living experience. The Governance arrangements for local oversight of progress against this Plan, including the role of lived and living experience in this is as follows:

The plan has been developed alongside all ADP partners. East Lothian will continue to engage and involve People with Lived Experience to ensure their experiences and feedback informs delivery of treatment and support. We are in the process of implementing user experience which will be led by peers, part of this will be meeting with individuals, families and staff on the implementation of MAT and their experience. People with Lived experience were fully involved in successful workshops to discuss and agree actions to implement the MAT standards and localised tests of change. Their involvement will continue through the implementation stages and they are also engaged as part of the project charter we have drawn up.

Governance arrangements

- East Lothian HSCP and partners will meet monthly as part of the Substance Use Business meeting to deliver actions identified against each MAT standard and criteria. This group will then report to a new MAT Implementation Meeting which will review progress against the agreed actions and will ratify a quarterly report which will highlight risks to delivery.
- Monthly meetings will be held with MELDAP, ELHSCP Operational Strategic Managers, Head of Service and Chief Officer

- 2 monthly update report will be presented by Operational Strategic Managers to the MH/SUS Change Board
- The quarterly report will be presented to East Lothian Senior Management Team for comment, to note progress comment and to address any risks to delivery.
- The report will be presented to the Chief Executive of East Lothian Council and NHS Lothian for agreement and sign off prior to submission to Scottish Government.

Timelines will be established once Scottish Government have confirmed submission dates.

This Plan has been signed off on behalf of the delivery partners by:

Name	Position	Delivery Partner	Date signed
Fiona Wilson	Chief Officer	East Lothian HSCP	Agreed in principle 2/10/22
Callum Campbell	Chief Executive	NHS Lothian	Agreed in principle 2/10/22
Monica Paterson	Chief Executive	East Lothian Council	Agreed in principle 2/10/22
Peter Murray	Chair of IJB	East Lothian HSCP	Agreed in principle 2/10/22
Iain Gorman	Head of Service/ Chair of MELDAP	East Lothian HSCP	

Appendices:

- Appendix 1: Key Delivery risks
- Appendix 2: Summary of recruitment plans:
- Appendix 3: Summary of developmental/ QI projects:
- Appendix 4: Glossary of abbreviations:

Background reading:

Evidence-based assessment of progress, MAT standards 1–5. April 2022, East Lothian [Supplementary information for the national benchmarking report on implementation of the Medication Assisted Treatment \(MAT\) standards. 2021/22 p375-390](#)

High Level Actions relating to the implementation of MAT within ELHSCP

Service Area	Jun 22 Status	Sept 22 Status	Key Deliverable – Name & Description	Key Milestones	Progress Against Deliverables – End Jun 22	Progress Against Deliverables – End Sept 22	Lead Delivery Body	Key Risks	Controls/ Actions	Outcome (s)	Major Strategies/ Programmes the Deliverable Relates to	Impact of Deliverable on Health Inequalities
ELHSCP	N/A	Green – on track	MAT Standards Implementation Plan	End of September 2022, achieve signed timed, specific and published Improvement Plans for implementing the standards. Also, identify a senior leader for each Integration Authority area as the single point of operational responsibility.	N/A	Signed Implementation plan submitted to the Scottish Government by the deadline of 30 September 2022. Plans taken to the 5th of October 2022 NHSL Board for approval. Senior nominated lead identified: General Manager for Learning Disability, Mental Health and Substance Use. Chief Officers and Chief Executives, supported by the nominated Senior Lead in each area, will include reports on progress as part of the regular Board quarterly reporting against Annual Delivery Plans.	ELHSCP	There are no specific impacts on the risk register at this point as plans have just been developed and submitted. Risks will be monitored in the programme. Programme level risks noted in the Implementation plan: Implementation, Performance management and governance Workforce expansion and development Premises and facilities Resources and capacity Reporting and data gathering Inaccurate predictions of demand National Care Service	Chief Officers and Chief Executives have taken shared and visible responsibility for delivering the standards (with the Chief Officer in each Lothian HSCP being responsible for overall delivery, and the Chief Executives committing to support them).	That services in the Integration Authority area are meeting the standards and the respective criteria for each standard as set out in the Drug Deaths Taskforce report: Medication Assisted Treatment standards: access, choice, support published in May 2021.	Drugs mission	Many of the people who require Medication Assisted Treatment are amongst the most deprived and disadvantaged in our communities. Delivery of those standards should help support them.

MAT Standard 1	All people accessing services have the option to start MAT from the same day of presentation.	April 2022 RAG status: Amber. Implement changes agreed with MIST teams as part of TOC
		September 2022 – Initially East Lothian were able to offer clinics three times a week, however, we are currently able to offer appointments slots each day for ORT/MAT assessment and treatment start/prescribing and from 31/10/2022 we will have increased capacity to offer same day access, 5 days for people who present or are referred from other agencies.
Actions/deliverables to implement standard 1		Lead
Timescales to complete		
Increase capacity of ESK Centre clinic to offer same day access, open 5 days a week, expanding to include outreach		
Recruitment of staff to East Lothian Substance Use Service (ELSUS)		
Funding confirmation		MELDAP
First round of Advertisement		30 th April 2022
Recruitment to all posts		ELSUS
		31 July 2022
		ELSUS
		31 October 2022
Expansion in voluntary sector partner's (MELD) capacity		
Funding confirmation/ contracts in place		MELDAP
		31 August 2022
First round of Advertisement		MELD
		30 September 2022
Second round of advertisement (if needed)		MELD
		31 Dec 2022
Test of Change – Contact Centre and Clinics		
Continue to develop single point of contact service model and robust pathways/protocols to ensure same day access if indicated or advice/guidance for other services/professionals.		MELD/ELSUS
		31 October 2022
Standard operating procedures, improved pathways are in place, including outreach support for those people who can't access Esk Centre clinic		ELSUS/MELD
		30 November 2022

Increased capacity at ESK Centre, 5 days a week clinic operational, supporting existing and self-referrals/new patients.	ELSUS	31 October 2022
Quality improvement charter agreed	NHL PH/ ELH&SCP/ MIST	31 October 2022
Monitoring and oversight		
Monthly Meetings with Chief Officers and Head of Service in EL	ELH&SCPMELDAP	31 October 2022
MAT 1 reporting submitted to SG/ PHS	NHSL PH	28 Feb 2023
Six month progress report	ELH&SCP/ NHSL PH	30 June 2023
Community Justice		
Ensure that those identified in police custody or courts as needing treatment have access to assessment and treatment start in situ, a direct pathway for continuity of prescribing and outreach to support continued engagement	MELDAP and various local partners alongside MIST	31 March 2023
Ensure, treatment can be initiated in HMP Edinburgh and that all people returning to East Lothian from any prison have continuity of care, this is managed through our current transform meeting/pathway	ELSUS and Community Justice	31 March 2023

MAT Standard 2	All people are supported to make an informed choice on what medication to use for MAT and the appropriate dose.	<p>April 2022. RAG status: Amber The key development in this area is roll out of Buvidal and evidence of people being involved in the type of medication that best meets their needs.</p> <p>September 2022 – within East Lothian, many elements of this standard have been met and buvidal is now considered as a treatment option for both new and existing/conversions within a primary and secondary care setting. Main priorities are to identify local community pharmacies within East Lothian to support with dispensing arrangements</p>	
Actions/deliverables to implement standard 2		Lead	Timescales to complete
Improve access to Buvidal			
Recruitment to ELSUS team			
Funding confirmation		MELDAP	31 December 2021
First round of Advertisement		ELHSCP	30 September 2022
Second round of advertisement (if needed)		ELHSCP	31 December 2022
Recruitment in place			
Clinic set up and pathway development			
Service procedures, pathways and protocols further developed and implemented and will include a pathway for those who do not wish psychosocial support in addition to MAT		ELSCP	31 Dec 2022
Clinics will continue to develop and expand to create additional capacity to accommodate new patients and ongoing reviews/administration of medication.		ELSCP	31 Dec 2022
Establish arrangements for community pharmacy Dispensing			
Pilot sites to be identified and set up within in East Lothian		REAS	31 March 2023
Evaluation of Pharmacy Buvidal dispensing		REAS	31 December and 31 March 2023
Systematically offer choice to existing patients in primary and secondary care			

Whilst pathways in place, they will be further developed to create additional capacity within both primary and secondary care	ELSUS	31 December 2022
Monitoring and oversight		
eAnnual MAT 2 reporting submitted to SG/ PHS	NHSL PH	Feb 2023
Ensure that those identified in Police custody or courts as needing treatment or those on DTTO have access to the full range of medications	MELDAP and various local partners alongside MIST	31 March 2023
Ensure that treatment options in HMP Edinburgh include all medications	MELDAP and various local partners alongside MIST	31 March 2023

MAT Standard 3	All people at high risk of drug-related harm are proactively identified and offered support to commence or continue MAT.	<p>RAG status: Amber East Lothian SUS Team and MELD have established an agreed approach involving outreach nurse and peer worker who will reach out to people who are identified as being in crisis and at high risk of drug related death and harms and those who have experienced NFO. Subject to the outcomes of the performance monitoring exercise, it is anticipated that the current work plus planned actions (including additional investment) will deliver the standard before April 2023.</p> <p>September 2022 – Existing approach/pathway continues to be developed to ensure robust follow-up within 72 hours timescale and now involves partners across East Lothian including housing and community justice. Priorities are recruitment to peer worker post and the development of outreach clinics.</p>	
Actions/deliverables to implement standard 3		Lead	Timescales to complete
Pathway development and standardising practice:			
Service procedures, pathways and protocols further developed across partners.		NHSL PH	30 Nov 2022
Existing EL NFO working group to make recommendation on practice including development of related performance metrics		MELDAP	30 Nov 2022
Develop package of support including Naloxone, IEP, mobile phone (with key contact numbers) for people including those experiencing NFO who do not want to engage with treatment services at point of follow-up.		ELSUS	30 Nov 2022
Expanding capacity and securing funding			
On-going recruitment of MELD worker to support outreach model			October 2022
Reaching high risk individuals in specific environments:			
Explore and agree a standard to improve joint working and training offer with homeless and other relevant services to support MAT 3 delivery in these settings		ELSUS/MELD	31 Dec 2022
Develop as test of change the use of Low Threshold Café's in areas of high DRD/NFO to engage with people at high risk of harm (Pennypitt)		ELSUS/MELD	31 Dec 2022

Develop and implement clear joint protocols (rapid response) for disengagement	ELSUS/MELD	31 Dec 2022
Continue transition meeting for People Prison Liberation	ELSUS/Housing and CJ	30 October 2022

MAT Standard 4	All people are offered evidence-based harm reduction at the point of MAT delivery.	RAG status: Amber: most interventions are available in most settings and it is anticipated that the current work plus planned actions will deliver the standard before April 2023. September 2022: all clinical staff have or will be trained in IEP, DBST and staff continue to offer naloxone training and awareness across East Lothian.	
Actions/deliverables to implement standard 4		Lead	Timescales to complete
BBV testing			
Survey to identify the proportion of staff trained (nursing and vol sec)		ELSUS/MELD	30 October 2022
Action plan for each team to bring it towards 100%		ELSUS/MELD	30 Nov 2022
Audit of case notes underway by BBV specialist to proactively identify those at risk of BBV's who have not recently been screened and to identify patient lost to follow-up. Themes to be identified and action plan to be developed		ELSUS/MELD	March 2023
Assessment of injecting risk (IEP)			
Survey to identify the proportion of staff who have completed injecting training (nursing and vol sec)		ELSUS/MELD	30 October 2022
Action plan for each team to bring it towards 100%		ELSUS/ REAS	30 Nov 2022
Naloxone and overdose awareness training			
Collate existing data re training offered and delivered and identify and prioritise target groups across East Lothian.		ELSUS/MELD	31 March 2023
Wound Care			
Set up a local clinic within East Lothian due to increase in demand		ELSUS/NHS Lothian	31 March 2023
Pathways			

Update pathways including documentation to ensure all patient is offered harm reduction at point of assessment, reviews and follow-up	ELSUS/MELD	31 Jan 2023
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MAT Standard 5, & 7 and Treatment target:	All people will receive support to remain in treatment for as long as requested and will have the option of MAT shared with Primary Care; increase by 9% the numbers on Opiate Replacement Treatment by April 2024	RAG status: Amber Current caseloads within ELSUS are 256 in core service and 255 in primary care. The assertive outreach support in GP practices already in place should continue to transfer people to primary care. East Lothian will work to engage an increase in 9% of individuals in to treatment by April 2024, within the core service, which is an average 23 new individuals.
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Actions/deliverables to implement standard 5, 7 and Treatment Target	Lead	Timescales to complete
Expand and diversify workforce in locality teams		
Recruitment in ELSUS		
Funding confirmation	MELDAP	31 August 2022
First round of Advertisement	ELSUS	30 September 2022
Second round of advertisement (if needed)	ELSUS	31 Dec 2022
Expansion in voluntary sector partner's (MELD) capacity		
Funding confirmation/ contracts in place	MELDAP	31 August 2022
First round of Advertisement	MELD	30 Sept 2022
Second round of advertisement (if needed)	MELD	31 Dec 2022
Develop new models of care through tests of change		
Consider ORT review clinic similar to buvidal clinic for those individuals who do not want access to psychosocial element of treatment and support.	ELSUS	31 December 2022

Develop as test of change the use of Low Threshold Café's in areas of high DRD/NFO to engage with people at high risk of harm (Pennypitt)	ELSUS/MELD	31 Dec 2022
QI charters/ baseline measures	ELSUS with support from NHSL PH and MIST	30 November 2022
QI charters/ baseline measures	ELHSCP with support from PCFT, NHSL PH and MIST	30 November 2022
Improved throughput, case management and role delineation		
QI charters/ baseline measures	ELHSCP with support from NHSL PH and MIST	30 November 2022

MAT Standard 6	The system that provides MAT is psychologically informed (tier 1); routinely delivers evidence-based low intensity psychosocial interventions (tier 2); and supports individuals to grow social networks.	NHS Lothian Psychology have developed an implementation and delivery plan and policy to ensure all staff receive appropriate training to deliver psychologically-informed care and structure psychosocial interventions. A number of actions are already complete eg local steering group established and an implementation plan is in place across NHS Lothian.
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Continue to implement plan developed by NHS Lothian Clinical Psychology as noted below:

Actions/deliverables to implement standard 6	LEAD	Timescales to complete
Establish required MAT 6 strategic leadership/steering group with appropriate membership and function	NHSL Clinical Psychology	Complete
Develop an overall MAT 6 delivery plan for ELHSCP	NHSL Clinical Psychology	Complete

Develop service specific delivery plans for East Lothian HSCP (including a framework for evidencing and reporting implementation progress)	NHSL Clinical Psychology	31 Dec 2022
To carry out a baseline audit of current service delivery in relation to the key elements of Mat 6. This includes: a) Staff survey b) Service user survey c) Trauma informed walk round – Esk Centre	NHSL Clinical Psychology	Complete 31 October 22
Initiate ongoing process of service development/ improvement to ensure the service culture and environment is psychologically-informed	NHSL Clinical Psychology	31 March 2023
Develop a workforce development plan clearly outlining MAT 6 training and supervision requirements and plans for delivery.	NHSL Clinical Psychology	Complete
Make available training, coaching and supervision for staff in key evidence-based MAT 6 psychosocial interventions	NHSL Clinical Psychology	Complete
Make available regular reflective practice space for staff working across all service areas	NHSL Clinical Psychology	31 Dec 2022
Ensure appropriate staff have psychosocial interventions delivery, with protected time to deliver (and attending coaching/supervision)	NHSL Clinical Psychology	31 Dec 2022
Develop resources (tools, manuals etc) to support staff to deliver MAT 6 psychosocial interventions	NHSL Clinical Psychology	31 Dec 2022
Establish a collaborative MAT 6 care planning process which has the service users' views at the centre.	NHSL Clinical Psychology	31 Dec 2022

Continue to work with third sector providers who support families, carers and children who are affected by substance use to ensure that they receive appropriate psychological support and to address any associated trauma.		ELHSCP and third Sector Organisations	31 March 2022
MAT Standard 7	All people have the option of MAT shared with Primary Care.	Within East Lothian, the primary care substance use service was implemented in May 2019 and this model is well established within 12 out of 14 GP practices across East Lothian MIST are to support East Lothian to write this up to promote good practice. Up and running and to write up model with support from MIST/ finalise SOP etc/ commenced May 2019. Ormiston – look to develop more rural areas/outreach.	
With support from MIST, write up model and promote good practice		ELSUS with support from MIST	28 Feb 2022
Further develop model to develop more rural areas/outreach and encourage x 2 GP practices who chose to opt out of model to engage		ELSUS	31 March 2023

MAT Standard 8	All people have access to independent advocacy and support for housing, welfare and income needs.	
Actions/deliverables to implement standard 8		Timescales to complete
Continue provision of Independent Advocacy through CAPS and Access to Industry, access to income maximisation services in locality teams and primary care; continue to offer voluntary sector case management to all secondary care patients; provide support for families (through CIRCLE/COEL/MELD)		Ongoing
Publish leaflet detailing MAT rights and the organisations who will advocate and support patients to receive them		Feb 2023
Undertake development with treatment teams to ensure that pathways to these services are understood by all frontline practitioners		March 2023

MAT Standard 9	All people with co-occurring drug use and mental health difficulties can receive mental health care at the point of MAT delivery.	People have the right to ask for support with mental health problems and to engage in mental health treatment while being supported as part of their drug treatment and care.
Within East Lothian, as part of the Adult MH review, the interface between SUS and MH was identified as an area for improvement and this pathway is being reviewed and developed to improve service delivery and access to MH care at point of MAT delivery.		31 March 2023

MAT Standard 10	All people receive trauma informed care.	
Continue to Implement plan developed by NHS Lothian Clinical Psychology as noted below:		
Actions/deliverables to implement standard 10	LEAD	Timescales to complete

Establish required MAT 10 strategic leadership/steering group with appropriate membership and function	NHSL Clinical Psychology	Complete
Develop an overall MAT 10 delivery plan for Mid HSCP	NHSL Clinical Psychology	Complete
Develop service specific delivery plans for East Lothian HSCP (including a framework for evidencing and reporting implementation progress)	NHSL Clinical Psychology	31 Dec 2022
To carry out a baseline audit of current service delivery in relation to the key elements of Mat 6. This includes: d) Staff survey e) Service user survey f) Trauma informed walk round – Esk Centre	NHSL Clinical Psychology	Complete Dec 2022 31 October 22
initiate a process of continuous quality improvement underpinned by the principles of trauma informed care	NHSL Clinical Psychology	31 March 2023
Initiate a process where service users are continually asked for their views on service delivery and areas for improvement	NHSL Clinical Psychology	31 March 2023
Offer appropriate training supervision for all staff to work safely and effectively with trauma	NHSL Clinical Psychology	31 March 2023
Develop a wellbeing planning tool and activities (e.g. staff mindfulness groups) to support staff health and wellbeing	NHSL Clinical Psychology	31 March 2023
Appropriate screening tools to be identified for use routinely (as appropriate) so that trauma is recognised	NHSL Clinical Psychology	31 March 2023

Develop resources (tools, manuals etc) to support staff to deliver MAT 6 psychosocial interventions	NHSL Clinical Psychology	31 Dec 2022
Establish a collaborative MAT 6 care planning process which has the service users' views at the centre.	NHSL Clinical Psychology	31 Dec 2022

Appendix 1: Key Delivery risks

Implementation, Performance management and governance

Implementing the plan requires rapid decision-making and sufficient management capacity to change services quickly. Mitigations for this risk will include strong management support and direct oversight by senior managers, incorporated into the monthly managers meetings.

Workforce expansion and development:

The key professional groups needed to deliver the expansion plan are Mental Health Nurses, Prescribers (medical and non-medical) and recovery practitioners and Peer support workers and peer development peer workers. Mitigations for this risk might include engagement with wider workforce development processes within partner organisations, if recruitment poses challenges.

Premises and facilities

Challenges created by the current premises include:

- Insufficient office space for expanding staff and insufficient delivery space for patient numbers – limited room capacity restricts how flexible services can be (essential for our patient group)

Resources and capacity:

Although the recently allocated £224,500 (MIST £156,115 MELDAP £68,385) is a welcome expansion (and, as noted above, probably as large an increase in capacity as could be implemented immediately), it is not clear that this will be sufficient to relieve current pressures and meet increased expectations. Mitigation will require ongoing monitoring of progress and pressures.

Reporting and data gathering:

A system of quarterly reporting has been put in place. It requires evidence of continuous improvement toward MAT standards 1-5 and towards the target of increasing numbers of people in ORT. Mitigation would include investment in systems improvement and/ or admin attached to teams on a non-recurring basis. Potential addition of a data analyst within MELDAP to support

Inaccurate predictions of demand: the plan represents a significant lowering of the threshold for entering treatment. This is exactly the intended effect and is very necessary. However, there is the risk that improving access will result in greater numbers coming forward than can be safely treated. Conversely, the additional capacity may not result in additional presentations (risking inefficient use of resources and less public health impact). These risks have been mitigated by planning and will be carefully monitored, with additional measures to engage patients if needed.

National Care Service:

Consideration should be made in relation to the NSC Bill which is likely to be finalised in the summer in 2023 and how this may impact the delivery of local services and plans as the NCS is established.

Appendix 2: Summary of recruitment plans:

Permanent additional recruitment:

Professional group	Number to be Recruited (WTE)	Number recruited Oct 2022
Expanding capacity		
B7 Clinical Nurse Specialist NMP	1	1
Band 5 RMN	2	2
MELD staff	1.5	0
Band 3 admin	0.5	0.5
Total	5	3.5

Additional non-recurring funding

All of the core posts are to be advertised through a single recruitment process (in each organisation) by September 2022, readvertised as needed in December 2022.

Additional non-recurring funding for staffing or other uses is available within the MELDAP budget. All partners, particularly East Lothian HSCP are able to have requests for this funding considered where it would achieve MAT standards.

Appendix 3: Summary of developmental/ QI projects:

All of these are to be delivered alongside the expansion of staffing numbers and reported through the ?

Key developmental projects:	Lead operational team(s) delivering	Lead QI support
Same day access	East SUS MELD	MIST
Implementation of the Buvidal pathway	EAST SUS	
Increasing capacity		
<ul style="list-style-type: none"> Improved throughput, case management and role delineation 	EAST SUS MELD	MIST/ project manager
Improving access to physical healthcare for patients of the hubs	All teams	MIST

Appendix 4: Glossary of abbreviations:

Abbreviation	Description
CJ	Community Justice
DTTO	Drug Treatment and Testing Order
East SUS	East Lothian Substance Use Service
DBST	Dried Blood Spot Testing
ELHSCP	East Lothian Health and Social care Partnership
MELD	Mid and East Lothian Drugs
MELDAP	Mid and East Lothian Drugs and Alcohol Partnership
MIST	MAT standards Implementation Support Team (Public Health Scotland)
ORT	Opiate Replacement Therapy
QI	Quality Improvement
REAS	Royal Edinburgh and Associated Services
PCFT	Primary Care Facilitation Team
RGN	Registered General Nurse
RMN	Registered Mental Nurse

Lead Contacts of organisations involved in implementation:

Organisation	Contact
MELDAP	Martin Bonnar <Mbonnar@eastlothian.gov.uk
Head Service	Iain Gorman <Iain.Gorman@nhslothian.gov.uk >
General Manager	Gillian Neil <gneil@eastlothian.gov.uk>
MIST	Dave Taylor <david.taylor28@nhs.scot>
NHSL PH	James Shanley <James.Shanley@nhslothian.scot.nhs.uk>;
REAS (HRT)	Jim Sherval <Jim.Sherval@nhslothian.scot.nhs.uk>;
REAS (PCFT)	Judith Craven <Judith.Craven@nhslothian.scot.nhs.uk>; David Ewart <David.Ewart@nhslothian.scot.nhs.uk>
MELD	"Dave Gasparini" <davegasparini@meld-drugs.org.uk>
Clinical Psychology	Peter Littlewood ,peter.littlewood@nhslothian.scot.nhs.uk>