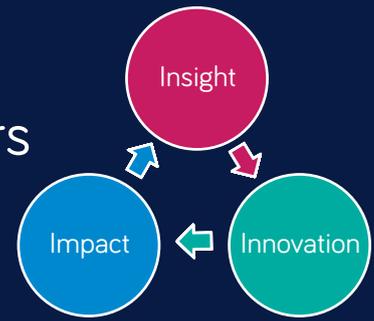


A flexible model of support to engage and enable recovery for women offenders with substance dependence: Learning from HMP Send



Pulse is a series of briefings from The Forward Trust for staff, partners, commissioners and stakeholders to communicate:

- **Insight** from our research team's analysis of client data and other findings
- Examples of **innovation** and continuous service improvement
- Evidence of our personal, social and economic **impact**

We also aim for these briefings to contribute to wider policy and practice debates.

The Forward Trust (Forward) came into being in July 2017, through the merger of two established organisations – RAPt and Blue Sky. We provide a range of care, support and employment services to people struggling with drug or alcohol dependence, or who have a history of offending. Despite our clients being amongst the most marginalised in society, we believe in everyone's ability to transform their lives and to achieve recovery from a lifestyle of addiction and crime.

Executive Summary

- Forward is one of the leading providers of substance misuse services for women offenders, now working in 25% of the women's prison estate in the UK and with nearly 20 years' experience of supporting women at HMP Send.
- In response to an external review and in the spirit of continuous improvement, in 2016 Forward adopted a new, more flexible, diverse and accessible model of support at HMP Send. The aim was to increase the numbers of women engaging with our service, as well as the number progressing to a structured recovery pathway (through *Stepping Stones* and *Footsteps in Recovery*, two Forward programmes of progressive intensity).
- Research over the last 12 months has shown a 12% increase in the number of clients engaging with clinical interventions at HMP Send and a 120% increase in the number of clients completing detox. 44 service users have engaged with *Stepping Stones* (a new programme introduced in 2016) with 95% completion rate, while completion of *Footsteps in Recovery* has increased by 25%.
- There are strong links between completion of Forward's structured programmes and reduced re-offending (a 65% reduction in the volume of crime committed by completers of our *Substance Dependence Treatment Programme* in male prisons, compared to less intensive programmes¹). Our initial research at HMP Send also shows significant impact on:
 - o *Mental health* - 30% of participants in *Footsteps in Recovery* were no longer experiencing depressive symptoms (compared to 18% at treatment start). The number experiencing symptoms of trauma also reduced by 5%.
 - o *Improvements in psychological functioning and reduced risk of relapse and re-offending* – participants showed stronger motivation to change, confidence in abstaining from drugs and alcohol, better social problem solving skills and improved attitudes towards crime.
- We will look to build on this work to further enhance and develop our service model at HMP Send and apply our learning to other women's prisons where we operate.

Context

Forward's mission is to help people break the cycle of crime and addiction. We provide a range of evidence-based care, support and employment services to people struggling with drug and alcohol dependence, or who have a history of offending.

We have a long history of working with women offenders and strive to empower the women we work with to believe in their capability to achieve lasting and transformational change.

A brief history of Forward's support for women offenders

1991: Forward (then known as the Addicted Diseases Trust before we changed our name to RAPt in 1995) opens the first intensive drug rehabilitation programme in a UK prison at HMP Downview (then a male prison) in Surrey.

2000: Forward wins a contract to set up a rehabilitation unit at HMP Send - the first 12-Step treatment centre to be set up in a women's prison in Britain.

2010: The Women's Substance Dependence Treatment Programme (WSDTP) gains full accreditation from the Correctional Services Accreditation and Advice Panel (CSAAP).

2015: HRH The Duchess of Cambridge visits Forward's substance misuse service at HMP Send.

2018: Forward delivers substance misuse services to women in 3 UK prisons (HMP Downview, HMP East Sutton Park, and HMP Send) representing 25% of the women's estate in the UK and also to women in 2 community services.



"I was born an addict and can honestly say that Forward has saved my life. I'd been in and out of prison for years and had heard about RAPt from my fellow inmates. I wrote to the manager at HMP Send and was accepted onto the programme. I completed the RAPt prison programme in 2008 at HMP Send and was released in 2014.

Since then, I've opened my own business and become a mother. Forward has given me more opportunities than I ever could have imagined and they are still here for me, still supporting me."

Lacie, former service user at HMP Send



Our work at HMP Send and other women's prisons closely aligns with national policies and guidelines; and with evidence on best-practice approaches in supporting female offenders:

- In 2007, The Corston Report called for wide-ranging reform in the treatment of vulnerable women involved in the criminal justice system, including a targeted approach to supporting women offenders in custody with mental health problems. 10 years on, the charity Women in Prison has found that very few of Baroness Corston's recommendations have been implemented and has identified the need for a joined-up approach to address the root causes of women's offending. Meanwhile, Forward remains committed to implementing the Corston recommendations in prison settings including a woman-centred approach to wellbeing.

- The Government's upcoming female offender strategy highlights the need to improve outcomes for female prisoners who are at risk of self-harm and suicide. Linked to this is the need for a skilled workforce who are trained to work with female offenders in a **trauma-informed** way. The principles of trauma-informed support (summarised in the diagram opposite) are central to Forward's delivery of services in women's prisons.

- Speaking at a Centre for Social Justice launch event in March '18 The Secretary of State for Youth Justice, Victims, Female Offenders and Offender Health, Dr Phillip Lee MP echoed the importance of a multi-agency 'whole system approach' in the care of women offenders. The need for a gender-informed workforce was highlighted, with trauma informed-training currently being rolled out to criminal justice professionals across the National Probation Service and CRCs, as well as to prison staff.



Insights & Challenges

Forward has a long-standing commitment to continuous improvement and service development. In March 2016, an external review was conducted to assess potential barriers to engagement with the substance misuse service at HMP Send, and to identify how the service could further improve care for the women within the establishment. At the heart of the service, and of the review, was Forward's accredited abstinence-based substance misuse treatment programme - formerly named the WSDTP (*Women's Substance Dependence Treatment Programme*). The programme combines a number of evidence-based approaches including Cognitive Behavioural Therapy (CBT), Seeking Safety, Motivational Enhancement Therapy and the 12-Step principles of Alcoholics Anonymous (AA).

At the time of the review, the WSDTP was delivered over 16-21 weeks within a dedicated residential unit. The review identified the following key insights and areas for improvement:

- **Duration of the WSDTP:** Only a small percentage of women at HMP Send were serving long enough sentences to complete the WSDTP. There was therefore a need to diversify Forward's wider service offer to include briefer interventions for those on shorter sentences.
- **Client location and proximity to family:** Linked to programme duration was the fact that women from prisons located far away from HMP Send were more reluctant to request a transfer to access the programme, as it would take them further away from their families and support networks for a long period of time.
- **Service user readiness:** Readiness to confront addiction was identified as crucial to service users' decisions to engage with the WSDTP. Some felt that enrolling on the programme and a commitment to abstinence was too big a jump in one go. There was also a need therefore to introduce interventions to prepare clients, step by step, for more intensive abstinence-based treatment.

• **Location and environment:** As the WSDTP was delivered in a dedicated residential wing, some participants felt isolated from the rest of the prison population; others said that moving to the residential unit deterred them from applying for the programme in the first place.

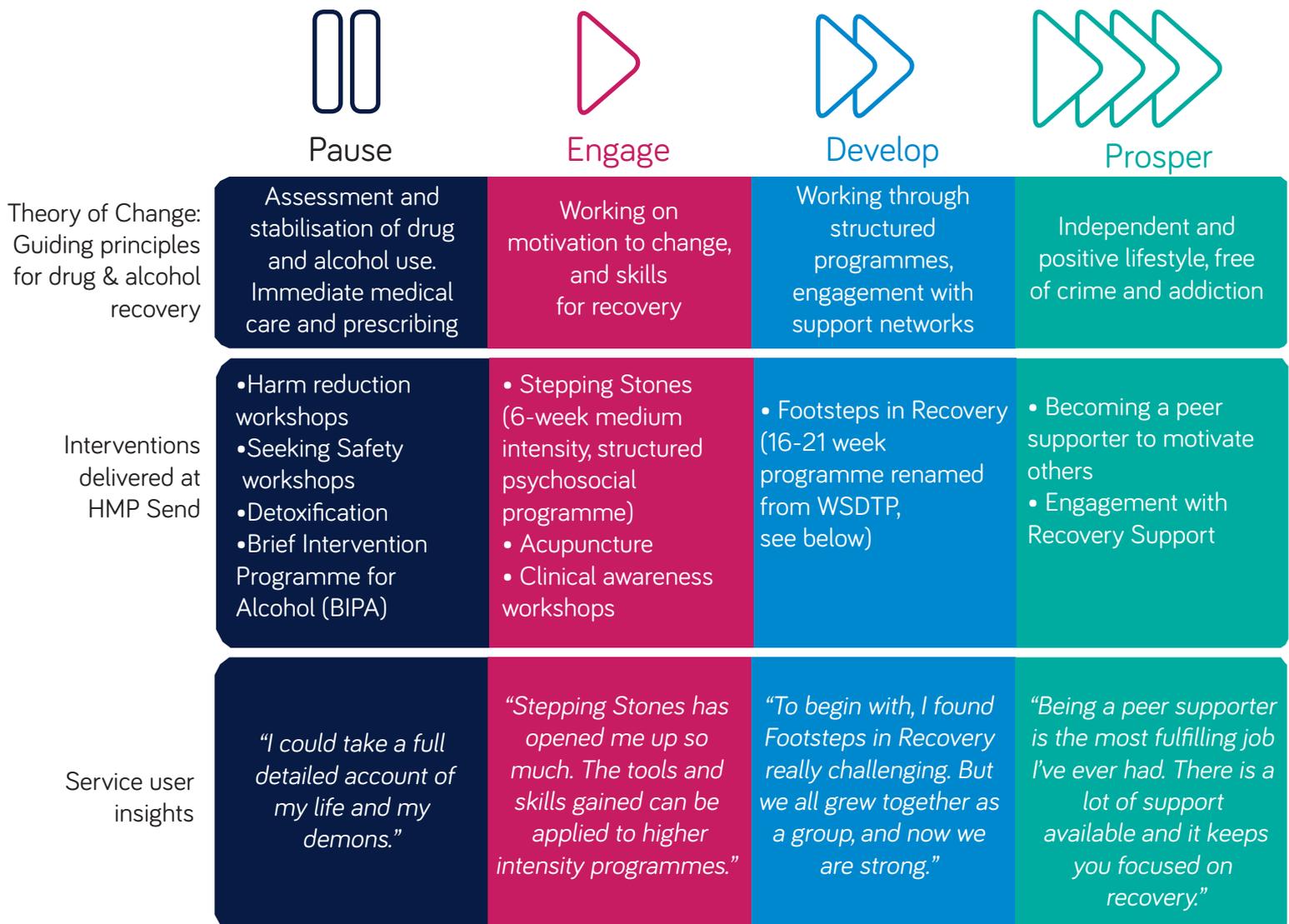
• **Awareness of services:** Many staff across the prison were unclear about the substance misuse treatment delivered by Forward at HMP Send.

Our Approach

In response to these insights, Forward developed a 3-point action plan, centred on 1) service re-design, 2) location and access, and 3) promotion and awareness.

1. Service re-design

We developed a wider range of interventions to appeal to women serving different sentence lengths and with varying degrees of readiness for engaging in structured treatment. Forward's Theory of Change (our service improvement framework emerging at the time of the response to the review) provided the structure for this re-design. Our Theory of Change sets out a range of interventions for service users with clear opportunities for progression, helping people to **'pause'**, think about their situation, build belief and motivation, **'engage'** in interventions and programmes to encourage new ways of thinking and behaving, then progress to **'develop'** personally in more in-depth ways, before ultimately moving forward with the capacity to **'prosper'** in life.



2. Location and access

Recovery wing

As outlined above, during focus groups for the service review, some women said they felt isolated from the rest of the prison population when services were delivered from a dedicated residential wing, or were put off from applying because of the location. In response to this, we decided that residence on a dedicated wing was no longer an essential requirement to enrol on the structured programmes. This change allowed women from across the prison to access treatment, increasing the visibility of recovery culture and allowing the message of recovery to be spread to those who might not previously have engaged with our services.

(Forward remains committed to the principle of Recovery Wings where they can be adequately resourced by trained staff – Recovery Wings can offer a therapeutic atmosphere for those who are motivated to change and who require intensive support, and offer consistent continuity of care from prison to community substance misuse services. However, we are also committed to service user involvement and to incorporating feedback into service design – offering choice on the location for access to treatment was clearly the right decision at HMP Send.)

Family services

In addition to the substance misuse team, there is also a dedicated family worker (charitably funded) at HMP Send, focussed on maintaining and improving service users' connections with family members – the need for which was a key insight from the service review. Interviews with service users engaging with the family service (now called *Connections*) said they had a better understanding of the impact of substance misuse on their family members and loved ones, and in some cases said it helped them rebuild fractured relationships. Service users also reported improvements in their ability to communicate with family and friends.

"For me, it's all about family on release, reconnecting with family. I need to keep on the right path"

(Service user accessing Family Services)



3. Promotion and awareness

A number of initiatives were introduced to promote the new service:

- Service users were central to rebranding the WSDTP as '*Footsteps in Recovery*', a name which was seen as a significant improvement by the women, and a natural progression from the newly introduced *Stepping Stones*.
- A competition was also organised across the prison to name the new treatment delivery wing and an open day held to give prisoners and staff a taster of the new service model.
- Bulletins about service changes were included in prison officer wage slips and Forward staff presented the new model at the 'all staff' meeting.
- All women prisoners received a guide which explained the wide range of interventions available and how they could access treatment.
- Word of mouth and promotion by peer supporters were also significant positive factors in raising awareness, as was promotional work at other prisons to encourage referrals (e.g. a 'recovery day' at HMP Bronzefield).

Impact

Forward has a dedicated Research team that measures the effectiveness of all our interventions. Following the implementation of our new service model at HMP Send, the Research team conducted quarterly reviews to assess impact. Findings from these reviews are summarised below:

Stronger engagement and completion rates

- Since the implementation of the new service model, there has been a 12% increase in the number of clients engaging with clinical interventions at HMP Send and a 120% increase in the number of clients completing detox.
- 44 service users have engaged with *Stepping Stones* (the new 6-week structured psychosocial programme introduced at HMP Send) with an impressive 95% completion rate.
- Completion rates for *Footsteps in Recovery* have increased by 25% due to more women accessing the programme when they are ready to do so; those who aren't ready can engage in other, less intensive interventions more suited to the stage they're at in their treatment journey, and then progress to *Footsteps in Recovery*.
- There has been a 27% increase in the number of service users accessing ongoing structured treatment in the community (key for those who have started their recovery journey inside prison but who are released before they have the opportunity to engage in structured treatment).

Improvements in mental health

Though not part of the initial recommendations from the review, we took the opportunity to assess the impact of our service on mental health, as it has been identified as a key issue for women offenders. The findings were significant. Far fewer service users were experiencing symptoms of depression and trauma following completion of *Footsteps in Recovery*, according to the analysis of 'pre' and 'post' treatment scores on the Comprehensive Addictions and Psychological Evaluation (CAAPE)² tool:

Depression

- On completing the programme, the proportion of participants experiencing the most severe symptoms of depression decreased by over a half (from 66% to 14%).
- At pre-programme assessment, participants met an average of 6 of the 7 criteria for depression; at post-programme assessment, the average number of criteria met had reduced to 1.5.
- A much larger group of participants fell into the 'no disorder' category for depression following treatment (18% vs 30%).

Trauma

- After taking part in the programme, the proportion who had experienced significant trauma symptoms within the last 3 months decreased by 5%.



Reduced risk of relapse & re-offending

There is strong evidence of a link between completion of Forward's structured programmes and reduced re-offending - a 65% reduction in the volume of crime committed by completers of our Substance Dependence Treatment Programme (SDTP) in male prisons, compared to less intensive programmes and an 18% reduction in reconviction rates within 1 year for SDTP completers.¹ A similar analysis has not yet been conducted with the Ministry of Justice for the female equivalent of the programme, *Footsteps in Recovery*.

However, using a different evaluation framework, for women completing Forward's *Footsteps in Recovery* and *Stepping Stones* programmes, promising improvements were shown in a number of measures linked to reduced risk of relapse and re-offending:³

- **Motivation:** Participants' motivation significantly increased, as shown by the shift from the 'pre-contemplation' phase in the cycle of change at the start of treatment to the 'contemplation' and 'action' phases following treatment completion.⁴
- **Abstaining from drugs and alcohol:** Following programme completion, participants' confidence in their ability to abstain from using drugs and alcohol in triggering situations significantly increased.⁵
- **Social problem solving skills:** Significant positive differences were shown in participants' social problem solving skills, a factor which is linked to positive emotional management skills.⁶
- **Attitudes towards crime:** Significant differences were shown in participant attitudes towards crime. After treatment completion, participants viewed crime as less favourable and worthwhile, had increased empathy for the victims of crime and were less likely to believe they would re-offend.⁷

Service user feedback

Service users were involved throughout the review process, through focus groups run by Forward, and also through an independent review conducted by User Voice of service user perceptions of all healthcare provision within the prison - Forward's substance misuse service scored highest of all services for accessibility and quality of provision.

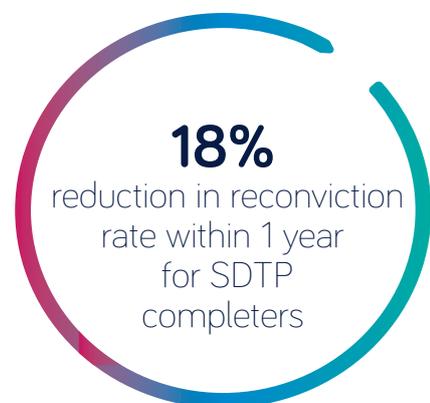
Feedback from Forward's focus groups is summarised below:

"I want to start life over, and this is the first step."
(Stepping Stones participant)

"It taught me about doing the next thing, having patience and getting it done."
(Stepping Stones participant)

"I have learnt a lot about my behaviours from others, have found it easier to open up and talk. I now have a better outlook." (Footsteps in Recovery participant)

"I'm staying connected and staying positive. The tools from the programme have really helped me to see things differently." (Footsteps in Recovery graduate)



Future development

To build on the positive outcomes we have seen at HMP Send, Forward has identified a number of areas for future development:

- We will look to implement our new service model in the other female prisons where we deliver substance misuse services (in HMP East Sutton Park and HMP Downview). This will aid treatment continuity for women who are transferred between prisons within the female estate (i.e. those who have 'paused' and 'engaged' within our Theory of Change at one prison can progress to 'develop' at another).
- We will look to develop a wider range of brief interventions and stand-alone workshops at 'engage' level to address barriers to progression with treatment – for example, anger management and impulsivity.
- We will enhance the interventions available to clients who remain in custody after completing a structured treatment programme - those at 'prosper stage' – to improve the continuity of care we provide:
 - o As a direct result of service user feedback we are currently developing a graduate support group for women who have completed treatment, which will be run monthly by Forward's Recovery Support team. The aim of the group is to provide ongoing support following treatment completion, allowing the women to keep focused on recovery and the assets they have to help them move forward and prosper in their lives.
 - o Based on service user feedback, we are seeking to build on the complementary therapies we offer (e.g. mindfulness, acupuncture) to further support women in their ongoing recovery.
- In the future we plan to deliver specialist trauma training for substance misuse practitioners and substance misuse awareness sessions for prison officers, reflecting our commitment to improving standards and quality of care in HMP Send and other women's prisons.

References

- 1) Kopak, Dean, Proctor, Miller & Hoffmann (2014). *Effectiveness of the Rehabilitation for Addicted Prisoners Trust (RAPt) programme*
- 2) Hoffman, N. G. (2000). *CAAPE Manual*. Smithfield, RI: Evinco Clinical Assessments
- 3) Disbury, Kopak, Dean, Moyes, Breedvelt, Thibaut, Cole & Heath. (2015). *Pre- to Post Treatment Differences in Measures of Risk of Relapse and Reoffending for Participants of RAPt's 6-week Programmes*
- 4) As measured by University of Rhode Island Change Assessment Scale (URICA)
- 5) As measured by Drug-Taking Confidence Questionnaire (DTCQ)
- 6) As measured by Social Problem-Solving Inventory-Revised (SPSI-R)
- 7) As measured by Crime Pics II

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