

VOLUME: D

Management of Drug Dependence Treatment Services



Module 1

SETTING DIRECTION & PLANNING



**Vision, mission
and values**



**Policy and
strategy**



**Business &
financial planning**



Workshop 2

POLICY AND STRATEGY

Training objectives

At the end of this workshop you will be able to:

- ▶ Define policy and strategy
- ▶ Identify and have knowledge of international and national drug policies that impact local policy and improve quality of service delivery
- ▶ Discuss a practical example of a drug treatment programme structure



Policy vs Strategy

Policy

- Basic principles by which a government is guided
- Declared objectives that a government seeks to achieve and preserve in the interest of national community

Strategy

- A plan chosen to achieve a desired future, such a goal or the solution to a problem
- The art and science of planning and marshalling resources for their most efficient and effective use

Policy vs Strategy

- ▶ A **policy** is defined as a course of action whereas a strategy is an educated method/plan or a series of maneuvers dedicated to a specific result
- ▶ **Policies** tend to be a requirement dictated by a higher order, while strategies may be used in an attempt to follow a policy
- ▶ **Policy** offers guidelines for managers to take appropriate decisions. It is a general course with no defined time limits
- ▶ **Strategy** deals with strategic decisions that decide the long term goals. It is a comprehensive plan of action designed to meet certain specific goals
- ▶ A **strategy** is a means of putting a policy into effect within certain time limits

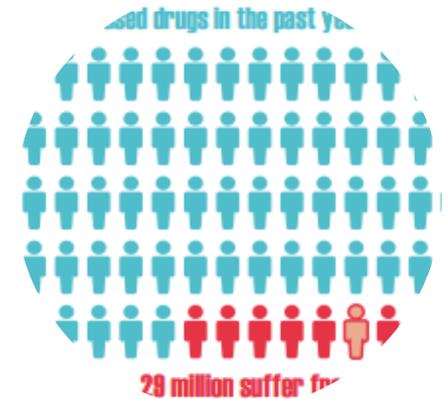
A grayscale image showing two hands shaking in a firm grip. The hands are positioned over a world map, which is centered on the Atlantic Ocean. The background is a cloudy sky. An orange rectangular box is overlaid on the center of the image, containing white text.

**Addiction policy and
strategy:
International**

International addiction policy and strategy

International

- ▶ Addiction problems and associated health related and psychosocial consequences are major issues worldwide
- ▶ International policies on drug treatment are stipulated in the three International Drug Conventions and the outcome document adopted in the UN General Assembly Special Session in 2016



UNGASS 2016

- ▶ The UN General Assembly held a Special Session (UNGASS) on drugs in April 2016
- ▶ The adopted outcome document of UNGASS 2016 is entitled:

“Our joint commitment to effectively addressing and countering the world drug problem”

What would be necessary for your country to comply with the International policies?

UNGASS 2016 outcome document

We recognize drug dependence as a **complex, multifactorial health disorder characterized by chronic and relapsing nature** with social causes and consequences that can be prevented and treated...

(General Assembly Resolution 19-04-2016, page 6, i)



Let's think!



International drug policies

- ▶ Analyze the extracts from international drug policies and identify key messages
- ▶ Discuss with your colleagues how they are reflected in the work of your organization

Selected elements of UNGASS 2016

- Drug dependence should be regarded as **preventable and treatable disease**
- **Non-discriminatory** access should be ensured
- **Broad range of services** include: psychosocial, behavioural and medication-assisted treatment, rehabilitation, social reintegration and recovery-support programmes
- **Access** should be ensured for prisoners, and people released from prison
- Special attention should be given to **special needs of children, women and youth**
- Efforts of the **Civil Society** should be encouraged to develop **support networks** for prevention and treatment, care, recovery, rehabilitation and social reintegration in a balanced and inclusive manner



**Addiction policy and
strategy:
National**

National addiction policy and strategy

National

- ▶ National health **policies** should have national drug **strategies** as an important component
- ▶ There is a need to develop and influence national drug strategy and advocate in the departments of justice, health, social services, employment, education and other relevant departments
- ▶ National drug strategy consists of drug supply reduction, drug demand reduction (prevention, treatment, rehabilitation and reintegration) and harm reduction. A **balanced approach** is recommended.

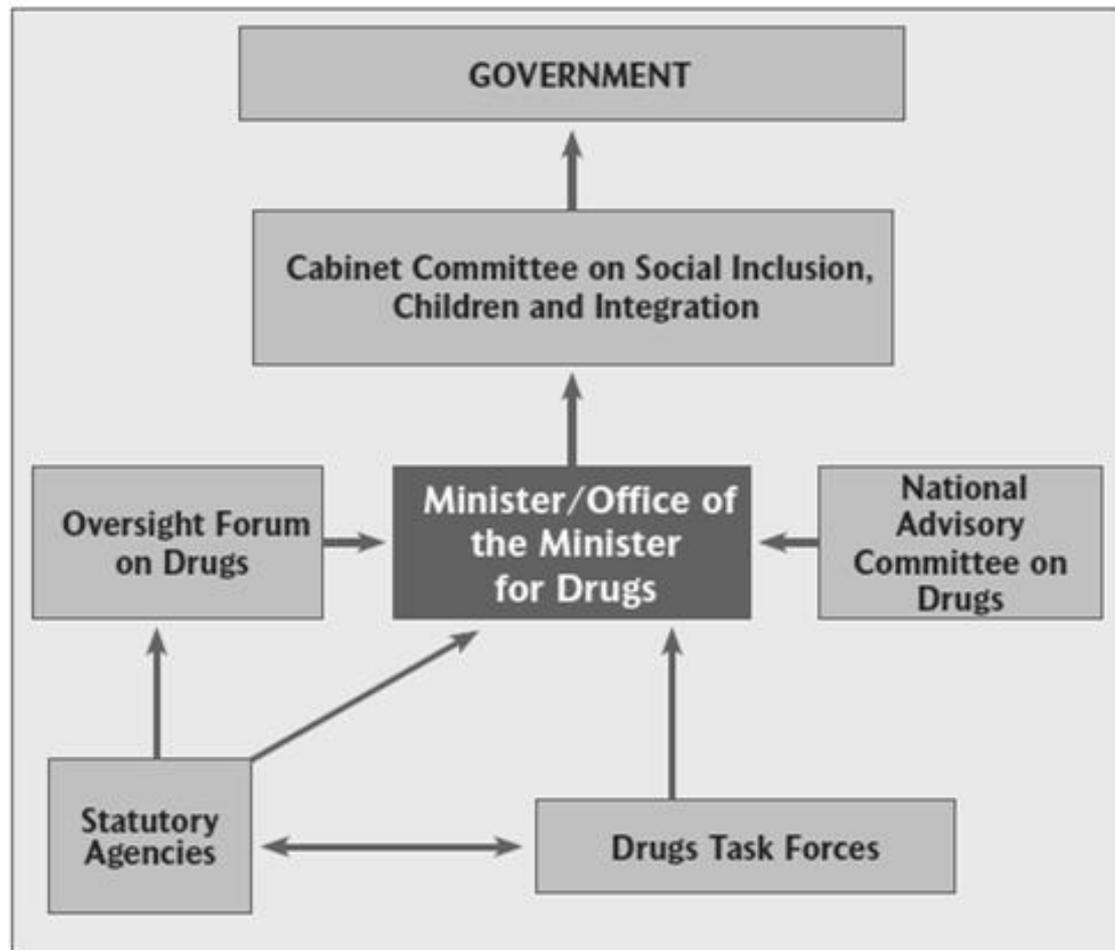
Let's think!



National drug policies

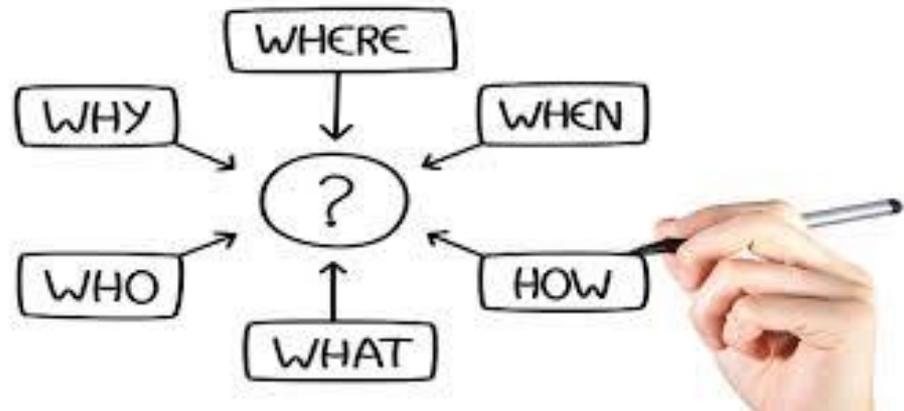
What are the key elements of the National Drug Strategy of your country regarding drug treatment?

National Drug Strategy 2009-2016, Republic of Ireland



Drug policy

Drug policy needs to be translated and adapted to the needs and work of local services. It is a platform for planning and improving the quality of drug dependence treatment service provision.



Let's think!



- ▶ Using National Drug Policy of your country as an example: How would it be adapted and implemented in your setting to address the key challenges you are facing regarding:
 - Partnership working
 - Management of financial and human resources

- ▶ What should be the advocacy message to address these challenges bringing in the voices of people who use drugs and their families?



**From national drug
policies to substance
dependence treatment**

From national drug policies to substance dependence treatment

- ▶ The responsibility for the delivery of substance dependence treatment is the domain of the country's public health
- ▶ In many countries, drug treatment remains the domain of the Ministry of Justice or equivalent
- ▶ Irrespective of the government lead agency, all relevant ministries should take responsibility for an aspect of drug treatment with the participation of civil society organizations and people affected by drugs

Example of a US National Policy that became a treatment program

- ▶ **Policy:** Women face different obstacles when struggling with substance abuse, (therefore) additional programmes are needed to address these female-specific challenges – ONDCP

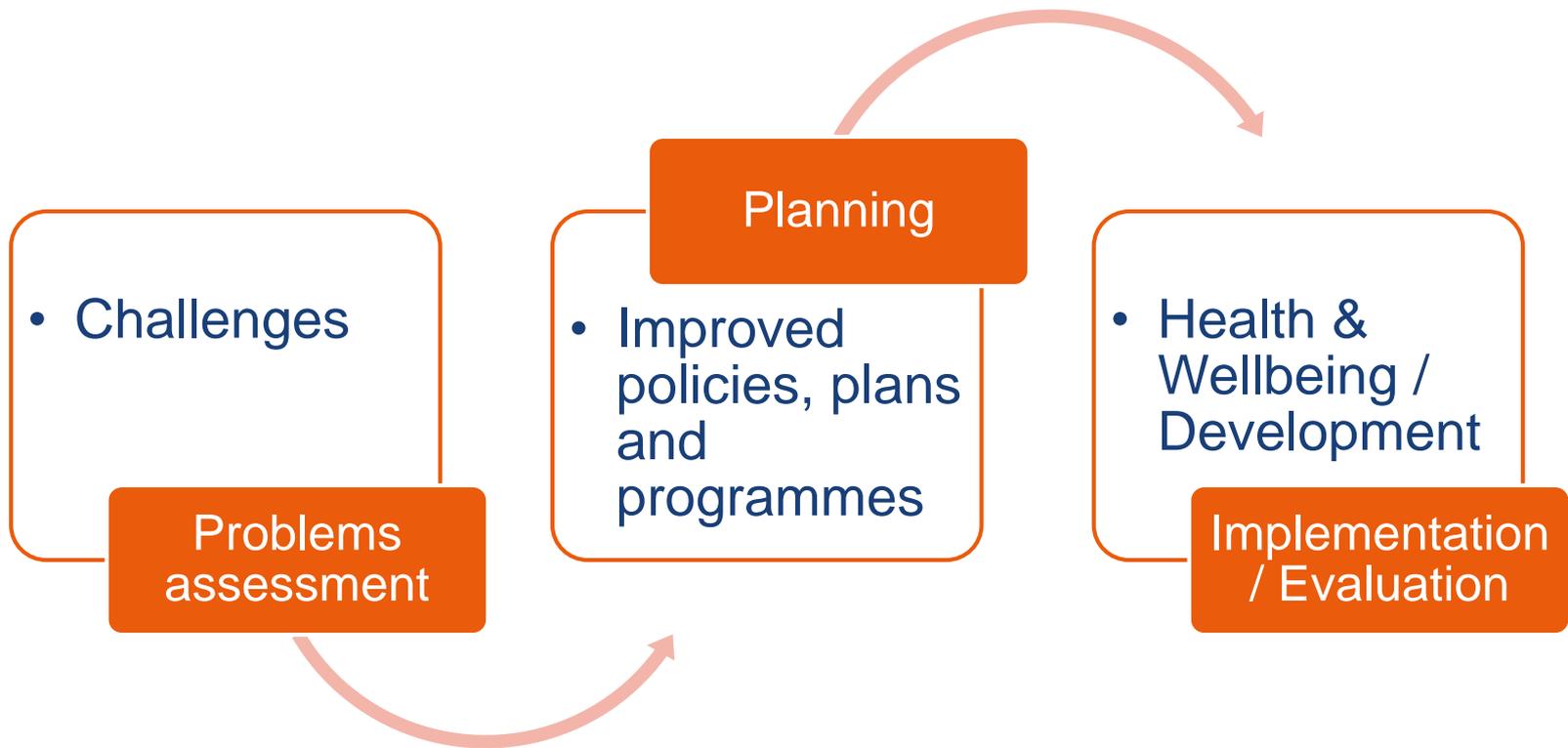


- ▶ **Strategy:** Fund demonstration projects through SAMHSA for pregnant and post-partum women



- ▶ **Treatment Programme:** Funded through SAMHSA, a 4 year demonstration programme for residential treatment for pregnant women and children located in Rhode Island





Policy and strategy



Take-home messages

- 
- ▶ Be aware of your National Drug Strategy
 - ▶ Identify the key challenges in translating your National Drug Strategy into relevant service improvement
 - ▶ Leadership and management skills are key in the task to address the identified challenges in service delivery

References for further reading

▶ UNGASS 2016

<http://www.un.org/Docs/journal/asp/ws.asp?m=A/RES/S-30/1>

▶ Drug-related treaties

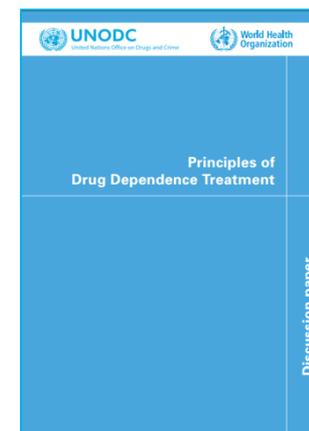
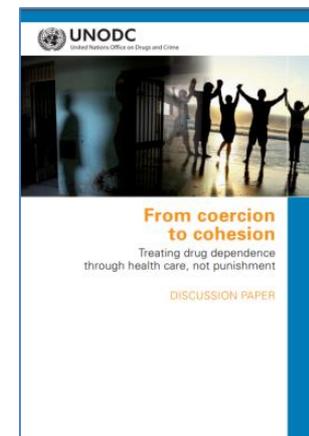
<https://www.unodc.org/unodc/en/commissions/CND/conventions.html>

▶ From Coercion to Cohesion

https://www.unodc.org/docs/treatment/Coercion/From_coercion_to_cohesion.pdf

▶ Principles of Drug Dependence Treatment

https://www.unodc.org/docs/treatment/Principles_of_Drug_Dependence_Treatment_and_Care.pdf



Questions



Wrap-up



- ▶ What is policy and what is strategy?
- ▶ How can national drug policies impact local policy and improve quality of service delivery?
- ▶ Can you give an example of a policy translated into a programme?

Thank you for your time!

End of workshop 2

Treat  net