



## Annual Report 2020

 Feidhmeannacht na Seirbhíse Sláinte  
Health Service Executive



An Roinn Gnóthaí Fostaíochta  
agus Coimirce Sóisialaí  
Department of Employment Affairs  
and Social Protection



Unit C1 Bluebell Business Park, Old Naas Road Dublin 12  
Phone 01 450 5396 Website [www.turastraining.ie](http://www.turastraining.ie) Email [info@turastraining.ie](mailto:info@turastraining.ie)  
Company Registration Number 341613 Registered Charity Number CHY 15488



## Table of Contents

Vision, Mission and Values	4
2020 In Summary	5
Introduction	7
COVID-19 Response Plan	8
Overview	9
Governance Structure	9
Logic Model	11
Demographics	12
Outputs	17
Outcomes	23
Accounts Summary	30

## Vision, Mission and Values

### Vision Statement

A world free of the harms associated with substance misuse and addiction.

### Mission Statement

Our mission is to provide a holistic rehabilitative education and training programme for people living with addiction in the Canal Communities areas.

## Values

Values are the guiding principles and beliefs that members of an organisation consider important in how people work together.

Our values are the standards by which we conduct and manage our relationships in order to carry out our mission.

### **Safety**

Safe Welcoming Environment  
Psychological and Physical Safety

- **Respect, Equality and Fairness**  
For Ourselves, Others, and Property  
Everyone Treated and Valued Equally
- **Confidentiality**  
Recognise the Need for Privacy  
Deal with Information Sensitive & Appropriately  
Acknowledge Boundaries

- **Transparency**

Openness & Honesty  
Clear Communication  
Accountability

- **Commitment**

Attendance, Punctuality and Participation  
Work Towards Goals  
Take Responsibility

- **Peer Support and Teamwork**

Provide & Accept Support  
Share Relevant Experiences & Knowledge  
Cooperation & Support



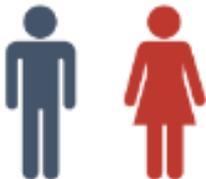
### **Turas Training is**

- a day programme welcoming persons 18 and over recovering from substance misuse
- a special status Community Employment Scheme
- a registered charity
- an outreach centre of Maynooth University
- a QQI primary provider of nationally accredited education programmes
- a partner of Crumlin College CDET B
- a member of the Canal Communities Local Drug and Alcohol Task Force
- a social enterprise partner with Frontline Bikes
- a trauma informed service provider and compliant with Better Safer Healthcare Standards

# 2020 In Summary



**One-to-Ones**  
  
1862



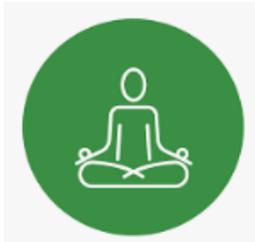
**Gender**  
  
Female: 30%  
Male: 70%



**Outdoor**  
  
102 Hours



**Education**  
  
2970 Hours



**Holistic**  
  
1,290 Hours



**Recovery**  
  
4,400 Hours



**Online 1:1s**  
  
715



**Online Group Sessions**  
  
52



**Cocaine  
Primary Drug**  
  
21%



**Heroin  
Primary Drug**  
  
15%



**Weed  
Primary Drug**  
  
33%

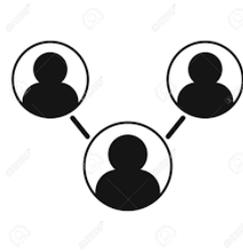


**Alcohol  
Primary Drug**  
  
6%



**Group Sessions**

**883**



**Inward Referrals**

**42**



**Outward Referrals**

**196**



**Lunches**

**394 Hours**



**Reported Polydrug Use**

**71%**



**Reported Mental Health Concerns**

**60%**



**Satisfaction Ratings**

**90%+**



**QJI Awards**

**67**



**Component Subjects**

**47**



**Care Plan Objectives**

**402**



**Care Plan Steps Achieved**

**1524**



**New Starters**

**15**

## Introduction

Turas was founded in 1999 as a rehabilitative education and training day programme to respond to the needs of persons in recovery from substance misuse.

Turas is funded by the Health Service Executive (HSE) and the Department of Employment Affairs and Social Protection (DEASP).

The Biopsychosocial Model, developed by the World Health Organisation (WHO, 1981), in our view best accounts for the many factors that influence substance misuse and how they interact.

Our services include a range of integrated psychosocial interventions and education programmes grouped under four headings: Recovery, Education, Outdoor, and Holistic.

This structure promotes a balanced holistic approach to recovery ensuring the most relevant and effective interventions and supports are available for services users to deal effectively with the impact of addiction, achieve certification and improve employability.



## COVID-19

Like every other organisation, Turas has had to respond to the unprecedented circumstances resulting from a global pandemic and health emergency.

We did so through the development of a COVID-19 response plan and the wholehearted cooperation of our service users and the team of staff and our funders.

Thanks to the measures put in place, and the ongoing support and assistance of the HSE and the DEASP, Turas was able to successfully adapt to the challenges presented by COVID-19 and avoid outbreaks or being a suspected source of infection of any kind over the year.

As you will see from the data presented in this report, service achievements for the year compare well with those of previous years.

While activities in some areas are clearly down what was originally envisaged, service user outcomes remained on track.

All stakeholders worked hard to minimise as much as possible the negative impacts of the pandemic and took full advantage of creative solutions including the use of new technology and ways of working.

A range of actions were taken in response to the pandemic based on guidelines from the HSE and Department of Health.

The goal was to ensure the protection of everyone in Turas while continuing to provide as close to a full service as much as safely possible.

# Coronavirus COVID-19

Our COVID-19 Response Plan details the policies and practices put in place by the organisation in accordance with the Governments Work Safely Protocols to prevent the introduction and spread

of COVID-19 in the premises. Our COVID-19 response is continuously evolving. A summary of just some of the actions put in place are listed below:

1. A COVID-19 Response Plan developed with the assistance of HSE and the TF Coordinator
2. Development of a Working from Home Policy and Risk Assessment Procedure
3. Training of COVID-19 Safety Officers
4. Posting COVID-19 Safety Notices from the HSE throughout the building
5. Securing PPE (much of which was provided at no cost by the HSE)
6. Installing Hand Sanitising Gel Dispensers in every room and throughout the building
7. Installing Plexiglas barriers at reception, team rooms and training rooms
8. Installing Webcams for online groups, one-to-ones and other meetings
9. Establishing an Isolation Room and Protocols
10. Securing new SMART devices from the CDETb and the CCLDATF
11. Conducting an independent Safety Statement
12. Regular and detailed communication with Service Users and all stakeholders



**Social Distancing**



**Reception with Plexiglas**



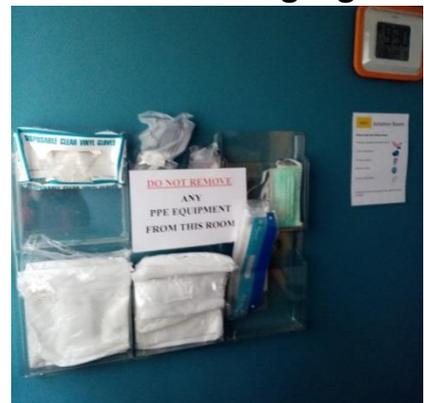
**COVID-19 Signage**



**Isolation Room**



**COVID-19- Safety Officers**



**Hand Sanitizers and PPE**

## Overview

This report provides an account of the work of Turas Training for 2020 and details all programme activities and outcomes for the year.

Immediately below is an overview of the governance structures and personnel of the organisation followed by a logic model which summarises the 'what, why and how' of our work in terms of input, process and output.

The report then moves on the Demographics, illustrating some high level descriptions of our service users. The following section discusses

Outputs, to put in simple terms, the actual work that was carried out over the year.

Next in the report is Outcomes detailing the achievements and changes that occurred for service users as a result of their participation in the programme. This section also includes direct quotes from service users on their experience of the programme and a summary of overall satisfaction ratings.

The final section provides an overview of the financial accounts for 2020.

## Governance Structure

### Board of Directors/Management Committee

Francis Ward – Director, Chair  
Philip Nolan – Director, Vice Chair, Secretary  
Pat Carolan – Director, Treasurer  
Rosanne Edger - Director  
Noel Carton – Director  
Peter McKay - Director

### Management and Administration Team

Trevor Keogh - Project Coordinator  
Catherine Gorman - Administrator  
Tony Coffey - Assistant Project Coordinator

### Team of Staff

Liz Doherty - Supervisor  
Colin Walshe - Supervisor  
Karen Cleary - Supervisor  
Michael Reynolds – Supervisor  
Anthony Moyles - Supervisor  
David Barrett (JI)  
Darren Kernan - CE  
Hollie Kearney - CE

### Health & Safety Committee

Tony Coffey - Chair  
Trevor Keogh  
Catherine Gorman  
Colin Walshe  
David Barrett  
Hollie Kearney

### Community Employment Sponsor Committee

Francis Ward – Chair  
Trevor Keogh – Participant Development Officer  
Philip Nolan  
Pat Carolan  
Rosanne Edger  
Noel Carton  
Peter McKay

### Finance & Risk Committee

Pat Carolan -Chair  
Catherine Gorman  
Trevor Keogh  
Donal Ryan

### Quality & Safety Committee

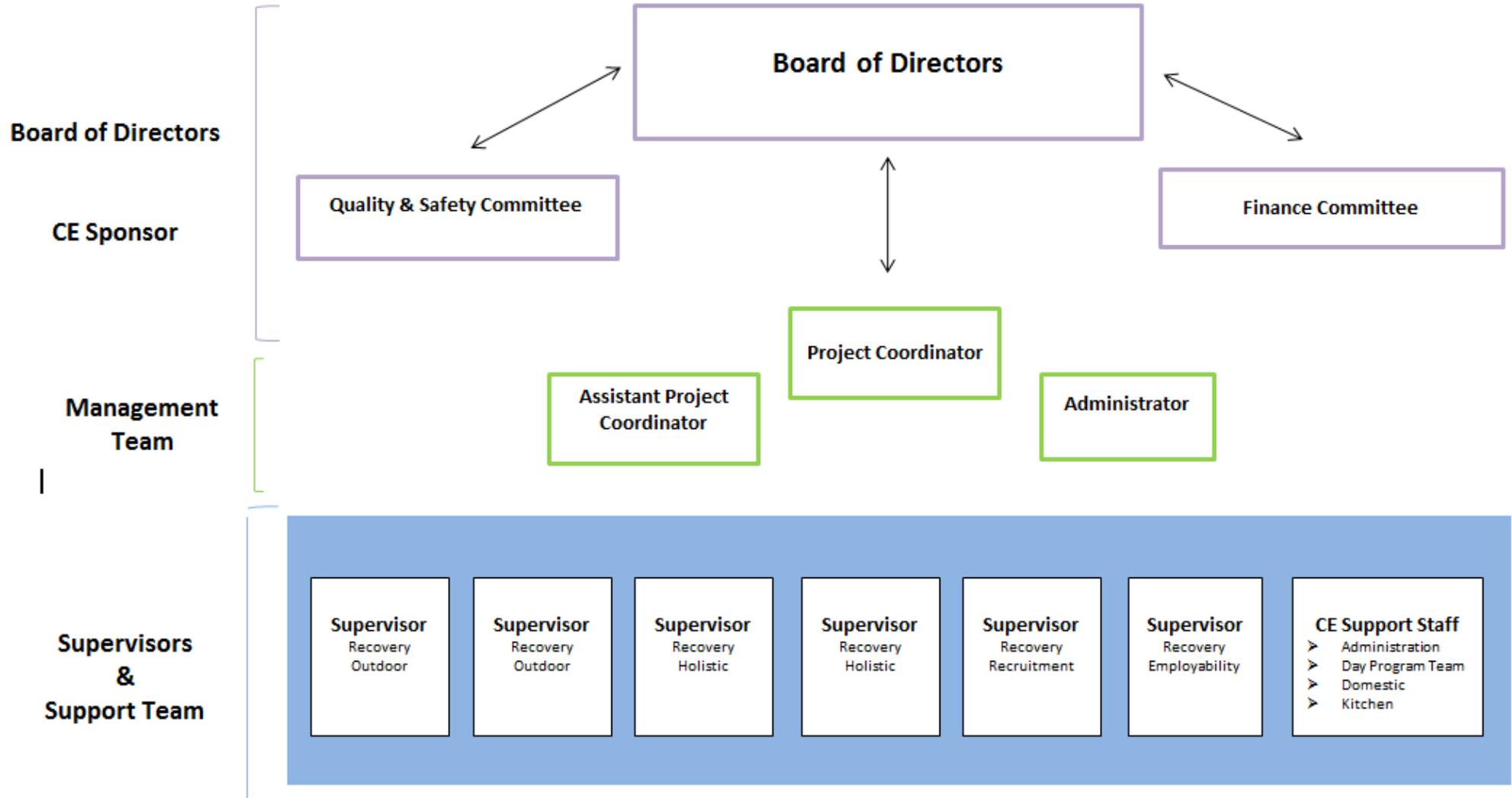
Philip Nolan - Chair  
Derek Byrne  
Wendy Monaghan  
Trevor Keogh

### Auditor

Donal Ryan & Associates



# Organisational Structure



# Logic Model

Programme Areas	Recovery Specific Services		Rehabilitative Education & Training Services	
				
Aims	The aim of the Recovery pillar is to provide a structured developmental process whereby individuals are facilitated to become fully involved in the process of regaining their capacity for daily life from the impact of problematic substance use.	The aim of the Holistic pillar is to provide a therapeutic creative response to the harms caused by problematic substance use and to promote healthy ways to cope with stress.	The aim of Education and Training pillar is to provide appropriate education and training services and enhance employment and progression opportunities.	The aim of the Outdoor pillar is to improve physical and mental well-being and enhance team-working and problems solving skills through a variety of group-based outdoor activities.
Objectives	<ol style="list-style-type: none"> <li>1. Identify Recovery Needs</li> <li>2. Develop Comprehensive Integrated Care Planning, Keyworking and Case Management</li> <li>3. Ensure Day Programme Meets Needs</li> </ol>	<ol style="list-style-type: none"> <li>1. Develop coping skills</li> <li>2. Develop stress management skills</li> <li>3. Provide evidence based holistic treatments</li> <li>4. Provide creative therapeutic activities</li> </ol>	<ol style="list-style-type: none"> <li>1. Identify Education &amp; Training Needs</li> <li>2. Improve education</li> <li>3. Improve employability</li> <li>4. Attain QQI &amp; Other Accreditation</li> <li>5. Progress to further education and/or employment</li> </ol>	<ol style="list-style-type: none"> <li>1. Engage in a range of outdoor activities in various locations</li> <li>2. Improve health and wellbeing</li> <li>3. Achieve QQI and Other Accreditation</li> </ol>
Inputs	<ul style="list-style-type: none"> <li>➤ Health Service Executive Funding</li> <li>➤ Dept. of Employment Affairs and Social Protection Funding</li> <li>➤ Voluntary Board Members &amp; Subcommittees</li> </ul>		<ul style="list-style-type: none"> <li>➤ Canal Communities Local Drug &amp; Alcohol Task Force Funding</li> <li>➤ Local Drug &amp; Alcohol Task Forces, City of Dublin Education &amp; Training Board</li> <li>➤ Fundraising</li> </ul>	
Outputs	Outputs are measurable units of delivered services to service users. Outputs include day programme components delivered and all other activities and services. Output data is published in our annual reports and on our website at <a href="http://www.turastraining.ie">www.turastraining.ie</a> .			
Outcomes (measures)	<ul style="list-style-type: none"> <li>• Programme Attendance &amp; Participation</li> <li>• Reductions in Substance Use</li> <li>• Care Plan Goals Achieved</li> <li>• Positive Service User Feedback</li> <li>• Improved Mental Health &amp; Wellbeing</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in and Completion of Holistic Programmes</li> <li>• QQI Certification and other Certification</li> <li>• Reductions in Anxiety</li> <li>• Improved Coping Skills</li> <li>• Positive Service User Feedback</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in Education &amp; Training Programmes</li> <li>• Awards Achieved</li> <li>• Increased Employability</li> <li>• Defined Career Plan</li> <li>• Improvements In Employability</li> </ul>	<ul style="list-style-type: none"> <li>• Participation in and Completion of Experiential Learning Programmes</li> <li>• Outdoor Education Individual Learning Plan Achievements</li> <li>• Improved Physical Wellbeing</li> <li>• QQI and Other Certification</li> </ul>
Quality Assurance	<ul style="list-style-type: none"> <li>➤ HSE Service Level Agreement</li> <li>➤ Quality Standards In Drug &amp; Alcohol Services / Safer Better Healthcare</li> <li>➤ National Rehabilitation Framework</li> <li>➤ Quality and Qualifications Ireland (QQI)</li> </ul>		<ul style="list-style-type: none"> <li>➤ Community Employment Operational Standards</li> <li>➤ Quality Standards in Substance Use Education</li> <li>➤ Mountaineering Ireland Standards</li> <li>➤ Holistic Treatments Best Practice</li> </ul>	
Results	Reduction In/Abstinence from Substance Misuse Improved Quality of Life Personal Development Independent Living		Improved Educational Attainment Improved Employability Progression to Further Education/Employment Improved Coping Skills and Life Skills	

The logic model above is a graphical description of the relationship between the organisation’s resources, outputs and outcomes.

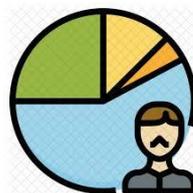
# Demographics

This section presents statistical characteristics of Service Users engaged with Turas Training in 2020.



**Gender**

**F: 30%**  
**M: 70%**



**Age Range**

**18-60+ yrs**



**Reported  
Polydrug Use**

**71%**

## Number of Service User, Age Range and Gender 2020

Turas worked with a total of 46 individuals in 2020: 14 female and 32 male, with an age range of 18 to 60+ years.

The pie chart above right illustrates that the majority of service users attending the day programme were male 70% and the remaining 30% female.

Drug and Alcohol services in Ireland generally see a higher number of males presenting. The gender split of service users in Turas for 2020 was consistent with that overall trend.

Forty-six service users for the year is a reduction on previous years and directly attributable to the impact of the pandemic.

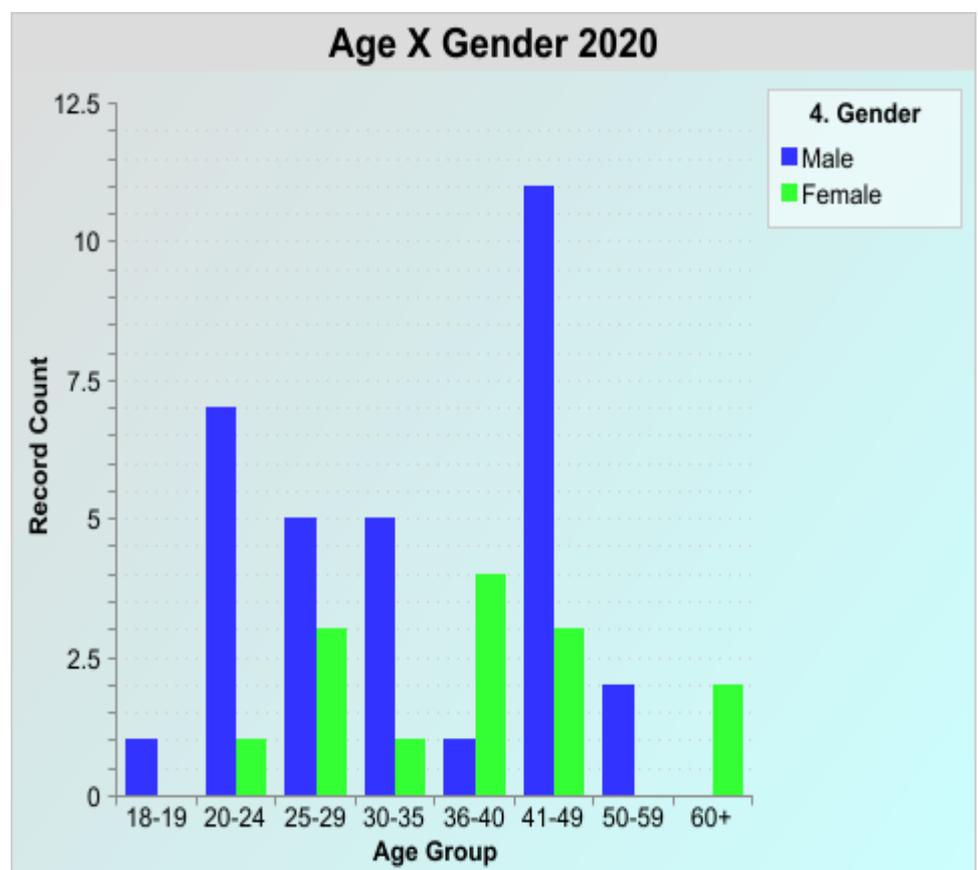
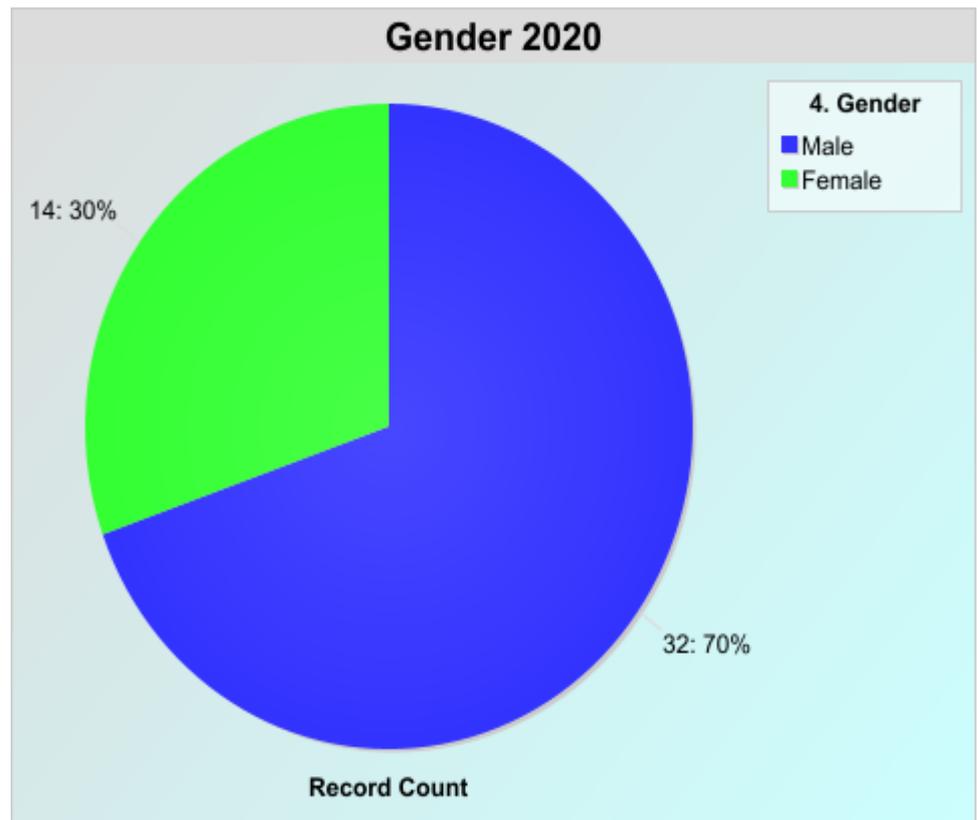
Due to COVID-19 restrictions over the year programme schedules changed a number of times but engagement was consistent and robust.

Service users, both male and female reported childcare and home schooling as a significant challenge during the year. The ability to maintain contact by phone and video calls was reported as a vital lifeline.

The chart below right shows the gender and age range of service users engaged with our programme in 2020.

The data highlights the fact that substance use is an issue across all age groups. The median age of 36 years consistent with previous years.

It is noticeable that there are few female service users under the age of 28.



## New Starts and Finishers

Service users start on the day programme throughout the year, joining existing peer groups.

Similarly, service users leave the day programme at different times throughout the year progressing on to employment, further education and other services.

The day programme had a total of 38 service users at the start of January 2020.

A total of 15 new service users joined the day programme across the year.

The 'finishers', those service users that left throughout the year, numbered 16. The chart below right shows a relatively steady recruitment of new service users in 2020 with slightly more activity at the start and end of the year.

As previously mentioned, the number of new starters and finishers is generally a little higher in non-COVID-19 times.

Progression options were limited, particularly during the first and second lockdowns affecting those stats.

It is by far our preference to meet and assess prospective service users in person. This option was curtailed for much of 2020 but as the data shows there was still considerable activity in recruitment and progression despite restrictions.



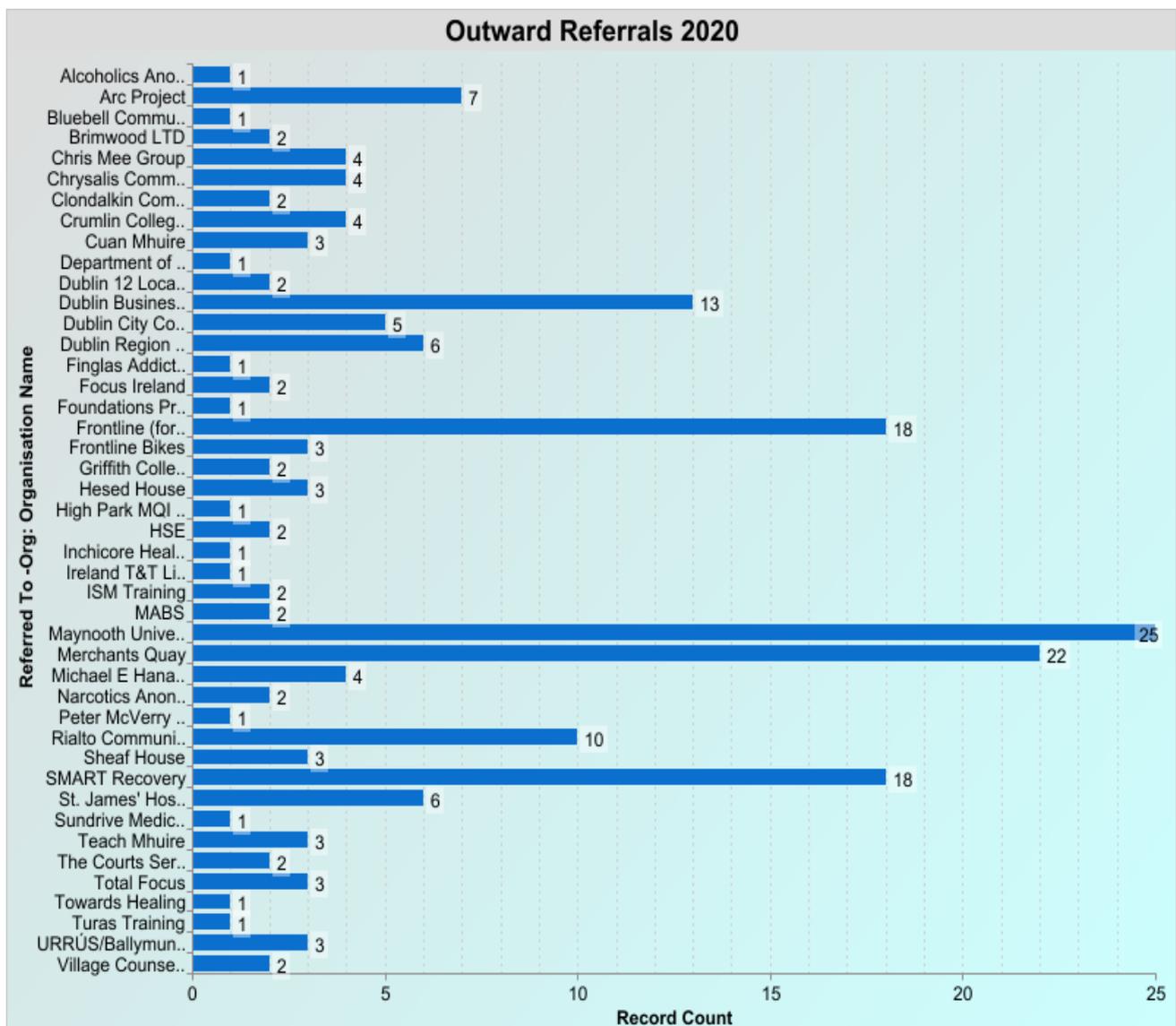
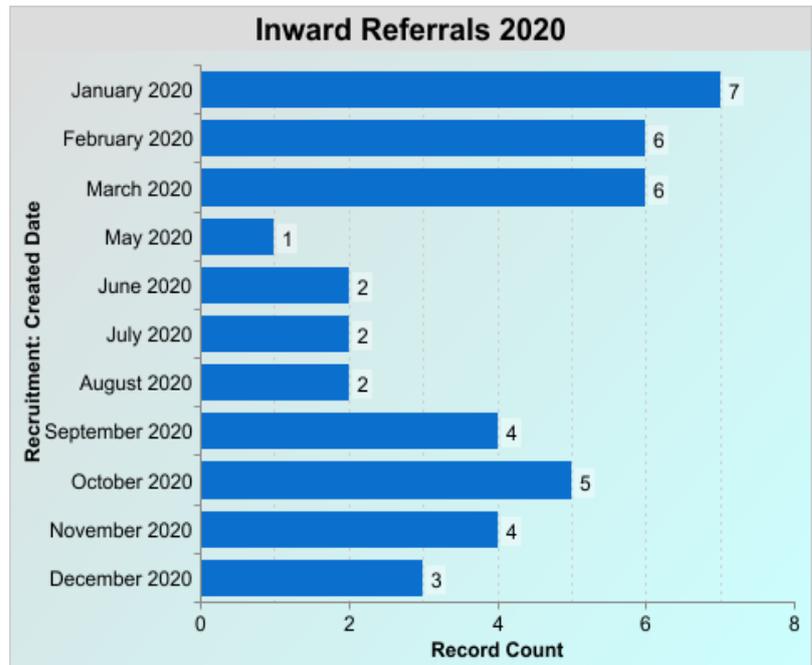
## Inward and Outward Referrals

Turas received a total of 42 inward referrals in 2020. Following assessment 18 were approved to start, with two choosing to avail of other options netting 16. The remainder were referred on to suitable options.

The chart below illustrates the number of outward referral episodes in 2020, 196 in total.

Referral episodes are linked specific care plan objectives and care plan steps for each service user.

A total of 223 treatment and progression episode referrals were made to 41 different agencies in 2020.



## Primary Drug Issue

Of the 48 service users engaged with Turas in 2020, and following the use of comprehensive assessment, the majority identified problematic use of more than one substance.

Polydrug use therefore, remains the most prevalent presenting issue with only 6% individuals seeking support for one substance.

The primary and most commonly reported problematic substance in 2020 was Weed/Cannabis, followed by Cocaine (in one form or other) and then heroin.

The chart right and below is data drawn directly from comprehensive assessments in 2020 and includes type of drug in the context of age group.

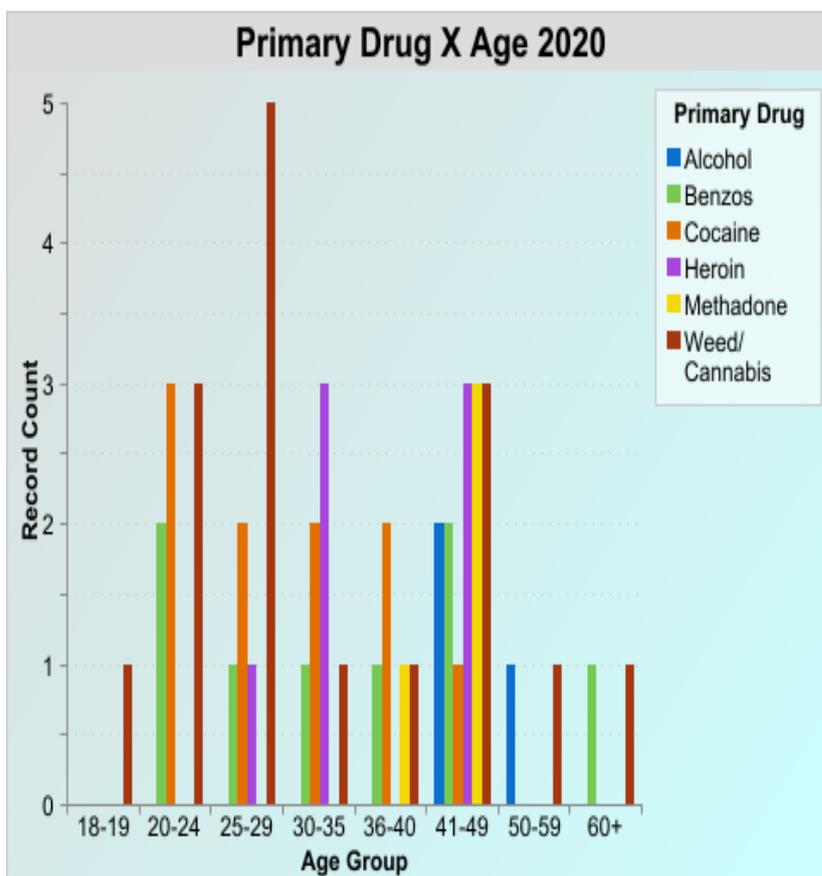
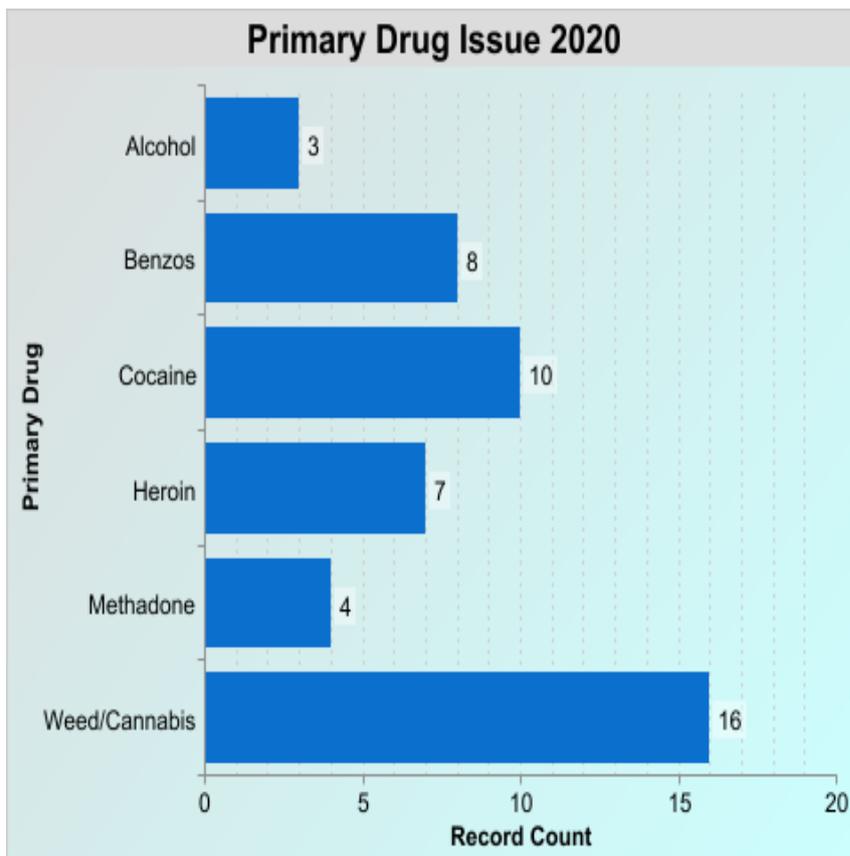
Opiates, in the form of heroin or illicit/off-label methadone, as the primary problematic substance appears only once in persons under 30.

Interestingly, alcohol as the first substance of concern does not appear in persons under 40. This data is consistent with trends in recent years.

Alcohol does appear to be linked in a number of young people presenting with cocaine as the primary drug for which help is being sought.

Weed/Cannabis dependency is an issue across all age groups and also appears across the polydrug use spectrum.

In other words, it is either the first, second or third drug of concern for more than 70% of service users in 2020.



# Outputs

This section presents outputs for 2020 which are measurable units of delivered services to service users.



**One-to-Ones**  
**1862**



**Group Sessions**  
**883**



**Component Subjects**  
**47**

## One-to-Ones

Service users meet with their keyworker on a regular basis for care planning, case management, and progression planning. These meetings are called 'one-to-ones' and form the basis of our work with service users, along with facilitated group work.

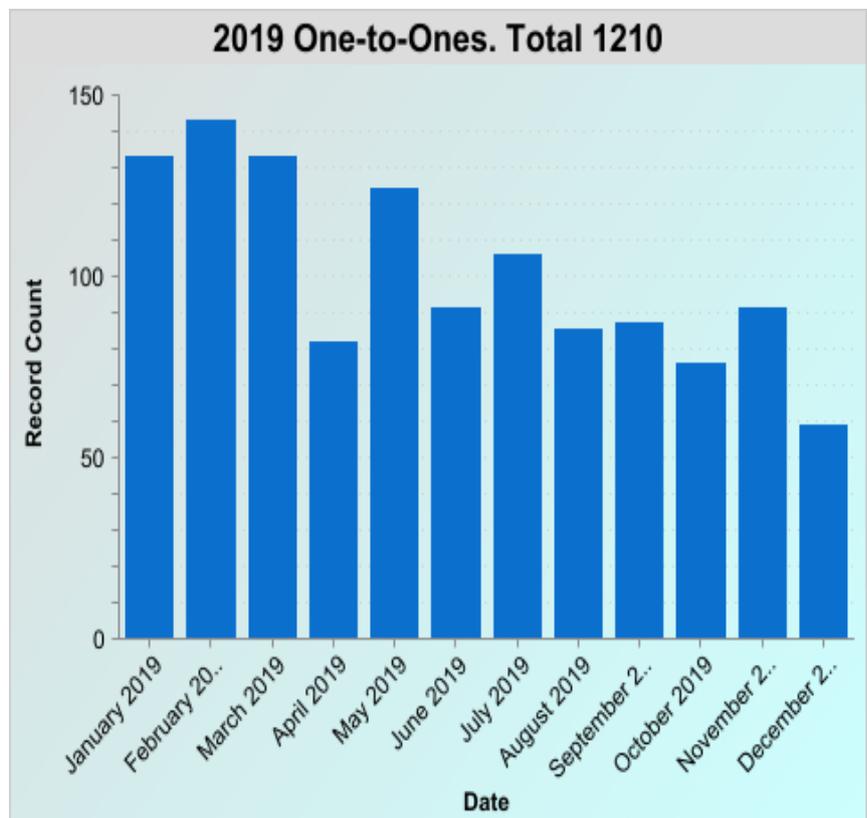
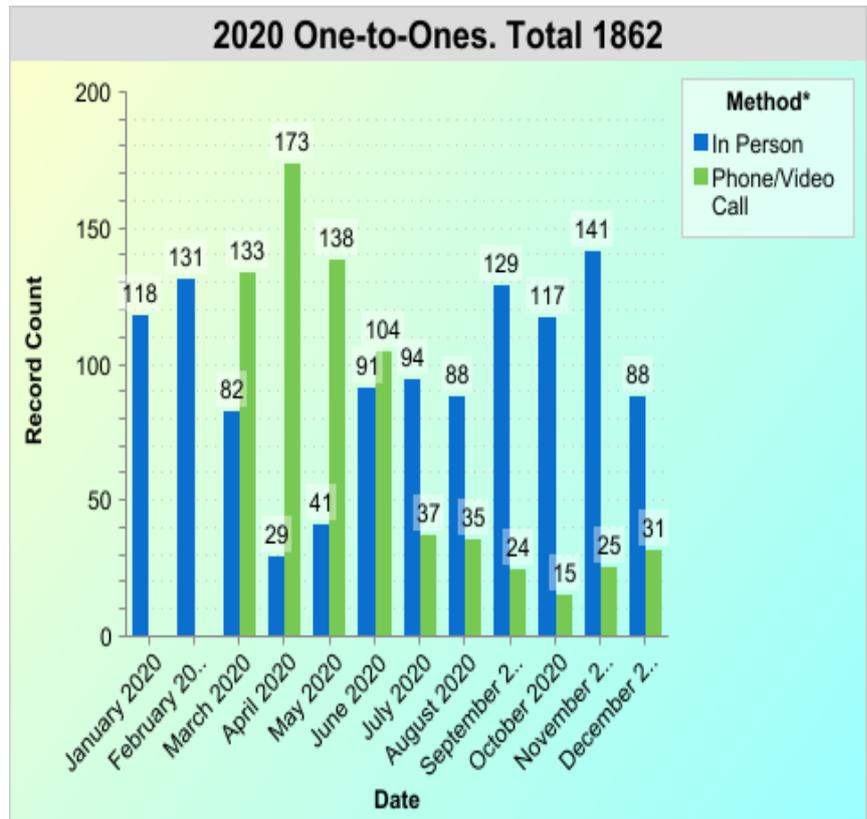
As a result of COVID-19 restrictions in-person one-to-ones dropped significantly following the March 2020 lockdown. In-person meetings were reserved for acute needs only and in accordance with strict controls. Video and phone call one-to-ones were introduced in March to adapt to the measures.

The chart right top shows the number of one-to-ones that took place each month in 2020: the green bars represent the number of phone/video call meetings and the blue bars represent the number of more traditional in-person meetings.

The chart top right shows an initial peak of phone/video calls from late March and April thereafter a decline yet steady presence of them for the rest of the year.

One-to-ones overall in 2020 increased by 54% on the previous year going from 1,210 in 2019 to 1,862 in 2020. The chart right bottom illustrates the number of in person one-to-ones each month over 2019.

The overall increase in one-to-ones in 2020 helped to compensate for the reduction of in-person one-to-one and in-person group sessions that could take place. It helped to address the need to maintain regular contact with service users through particularly challenging periods of the year.



## Case Work

All Case Work one-to-one meetings are recorded using a secure and uniquely tailored case management system developed by Turas using the Salesforce CRM.

Each keywork meetings has a main focus and purpose that falls under one or other of four broad headings: SAOR, Brief Intervention, Care Plan and Counselling.

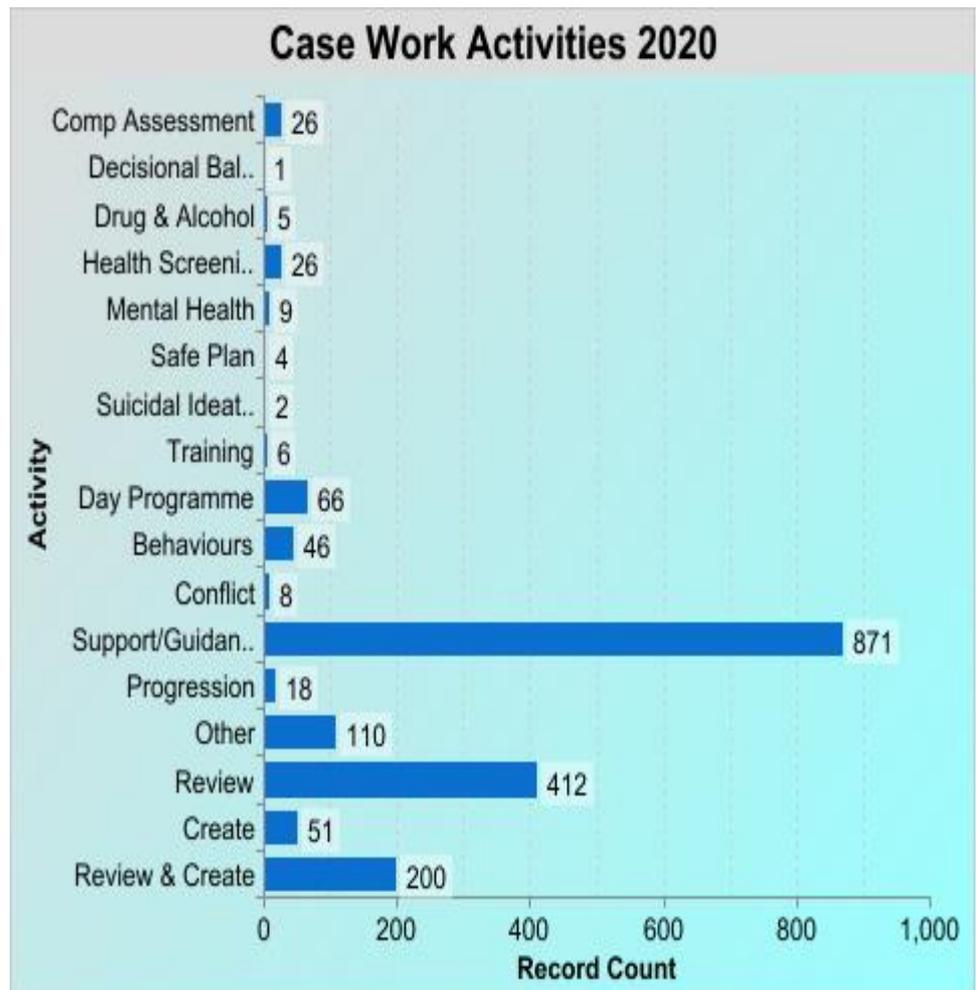
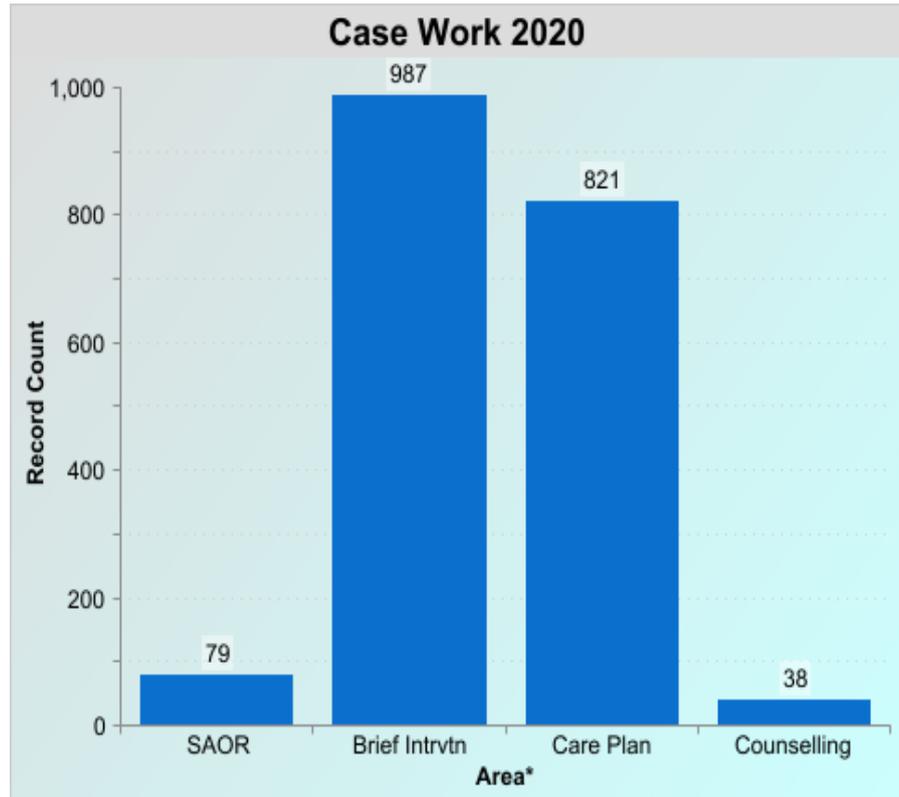
SAOR stands for Screen, Ask, Offer and Refer. It includes a range of assessment instruments Turas has developed in the suite of tools on the CRM to identify needs and support service users..

Brief Interventions as the name suggests is an intervention, short in time using techniques to motivate change for an unhealthy or risky behaviour.

Care Planning, the lynchpin of one-to-one work is can be described as a structured and collaborative client-centred approach to planning, organising and recording all psycho-social interventions and advocacy activities.

Turas provides counselling on a limited basis to service users in most need and unable to access it readily from other sources.

The chart top right shows the main categories under which the one-to-one meetings fell in 2020. The chart below provides a more detailed report on the focus of the one-to-one meetings.



## Group Sessions

Group Sessions refers to sessions that took place with groups of service users for a range of day programme purposes: recovery, education, holistic or outdoor. Typically, each service user would attend a weekly schedule that covers a mix of activities and groups.

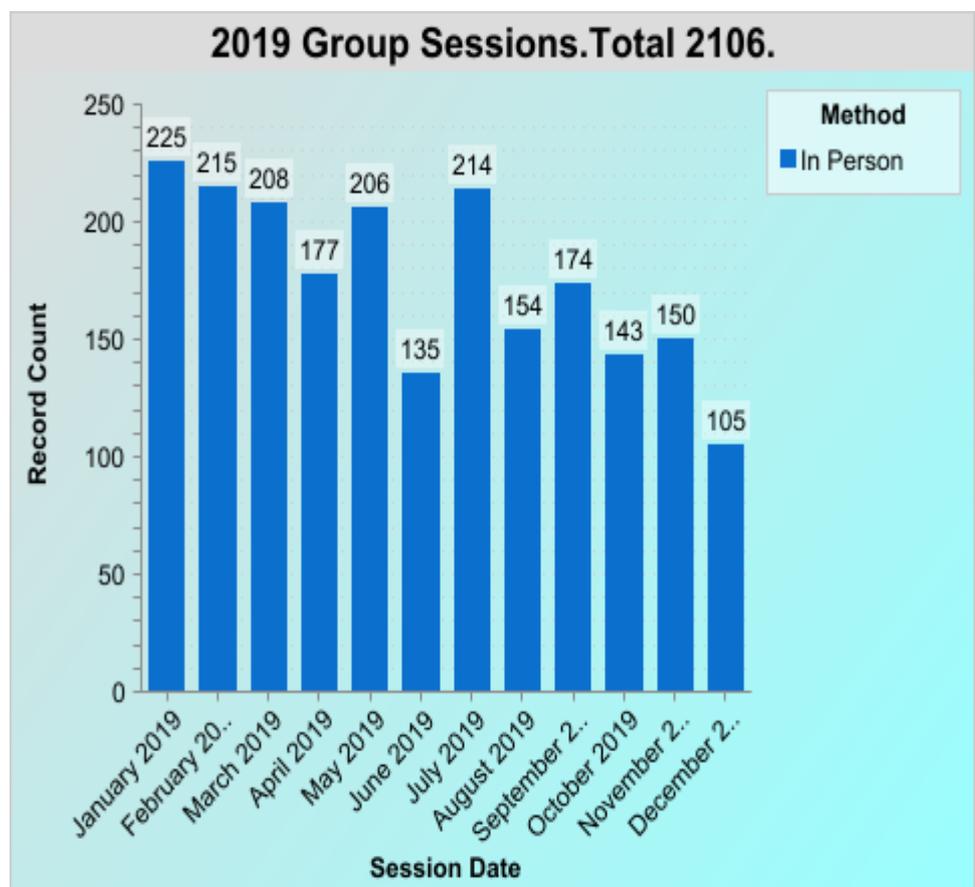
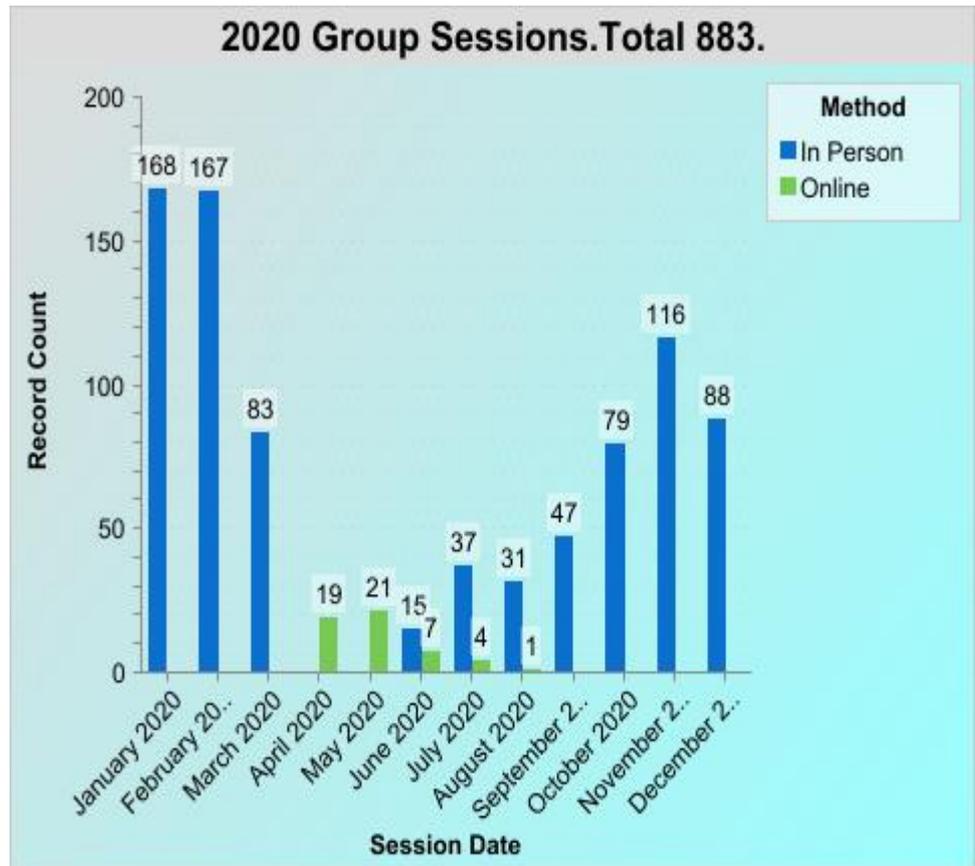
The pandemic has had a significant impact on the day programme group sessions in 2020 by reducing their number overall by 58% on the previous year.

In 2020 a total of 883 group sessions were delivered, 52 of which were conducted online.

The chart right top reflects the introduction of online group sessions, green bars, from April 2020, increasing slightly in May and then tapering off as onsite sessions returned.

In accordance with our COVID-19 response plan, risk assessments were conducted on all rooms in the building in order to determine the maximum numbers permitted in each group sessions, limited in number and time.

Group numbers in sessions from June 2020 ranged from three service users and a facilitator in the smaller rooms, up to ten persons in total in the large group room.

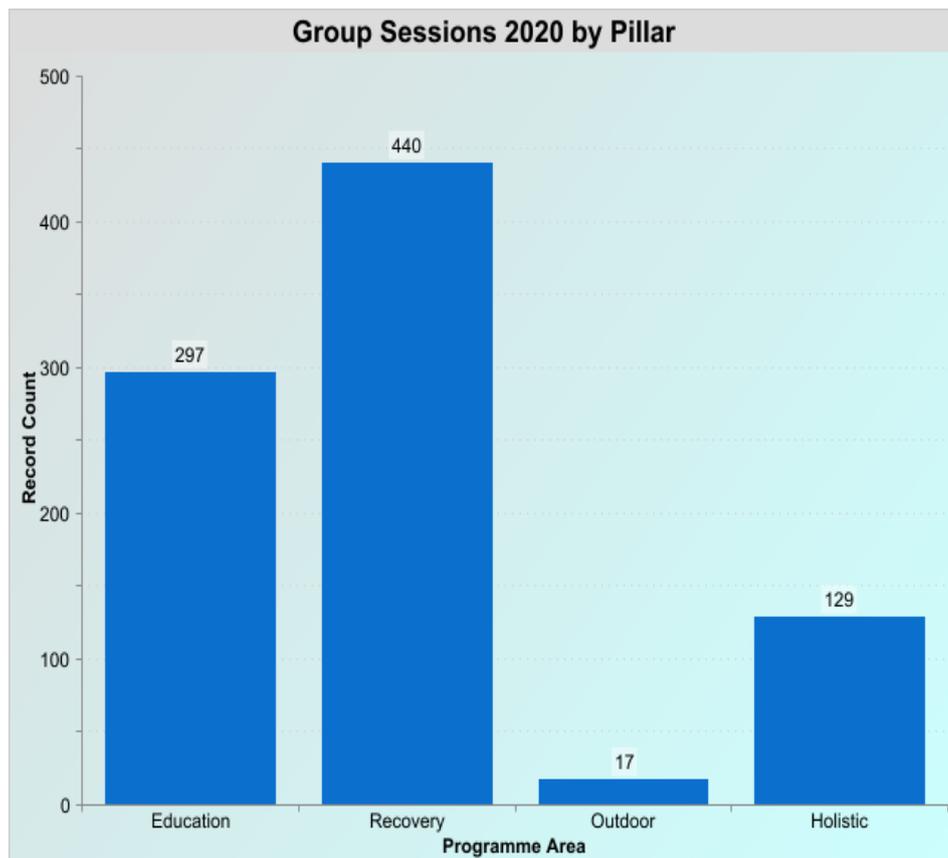


## Group Sessions by Pillar

The mission of Turas Training is to provide a holistic recovery programme. Our four pillars allow us to structure our services in a clear and systematic way, ensuring the provision of a holistic and balanced day programme. This strategy is embodied in our company logo below.

The 883 group sessions delivered in 2020 can be grouped under our four pillars, as you can see in the chart opposite: Recovery, Education, Holistic and Outdoor.

All areas were unavoidably affected by COVID-19 restrictions with Outdoor sessions being the most affected because it was not possible to transport service users in the minibus to outdoor locations – the minibus being a confined indoor space.



Looking at the level of activity under each pillar in 2020 by comparison to the previous year, Education sessions reduced by 42%, Holistic by 49%, Recovery by 64% and Outdoor activities saw a drop of 85%.

Turas Training. The logo explained clockwise from top left.

Recovery is represented in blue, the colour most associated with the health and caring professions. The image represents a positive journey and contains the colours of all four pillars signifying their interdependence.

The education image is gold in colour with the image of a quill. It represents enlightenment and the gold standard of education.

Green represents the outdoors and the natural environment. Spending time outdoors is an essential part of overall wellbeing and an evidence based approach to improving health..

The holistic pillar is symbolised by the colour purple, which is associated with healing, and a yogi which signifies peace and serenity.

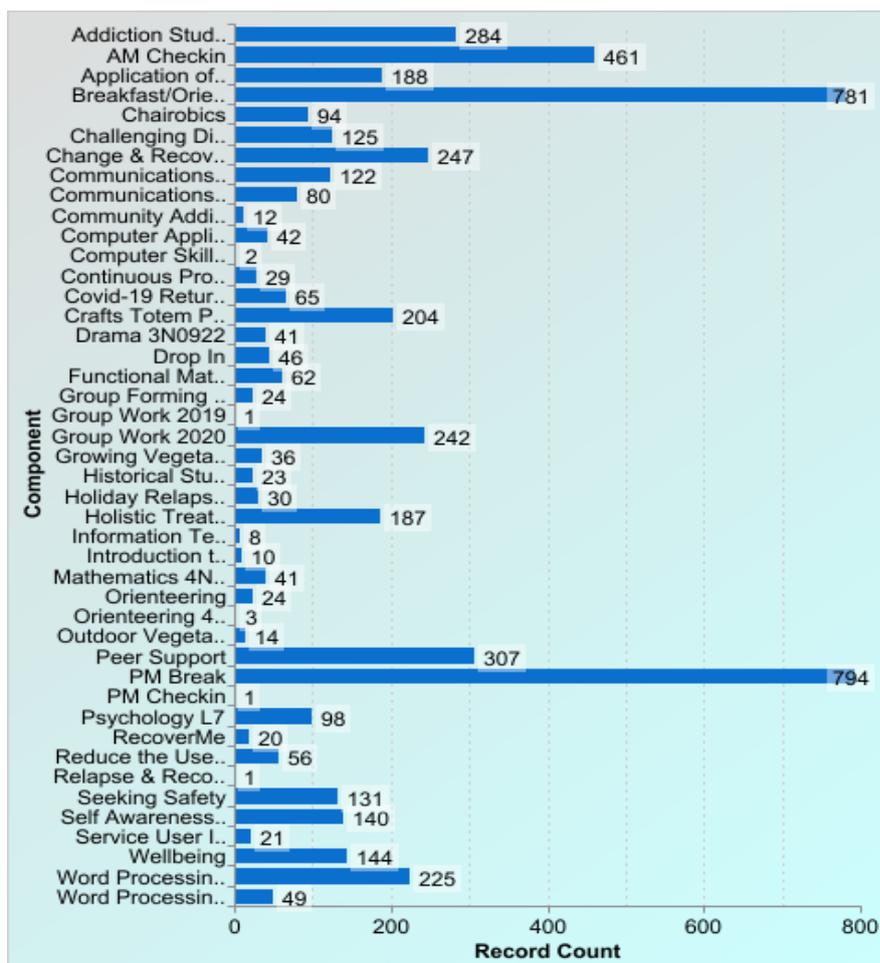
## Components

Each group session, from breakfast orientation to peer groups and education classes, is defined a relevant rationale for its inclusion on the day programme and contains aims, objectives and learning outcomes.

Every session is an instance of a particular component, which can be thought of as a subject or programme module. In 2020 the group sessions covered a total of 47 components or subjects.

The chart to the right is a report listing the attendances at each component in 2020. The table below presents the components in 2020 grouped under each programme pillar.

Nationally accredited education components were delivered in collaboration with our colleagues in the CDETB using a combination of online and in-person sessions.



Recovery Components	Education Components	Holistic Components
AM Checkin	Addiction Studies L7	Chairobics
Breakfast/Orientation	Application of Numbers 3N0928	Crafts Totem Pole
Change & Recovery	Challenging Discrimination 3N0520	Holistic Treatments 2020
Covid-19 Return to Work Onsite	Communications 3N0880	Self Awareness and Compassion
Drop In	Communications 4N0689	Service User Involvement
Group Forming Programme 2020	Community Addiction Studies 5N1834	Wellbeing
Group Work 2019	Computer Applications 4N1112	
Group Work 2020	Computer Skills M2T11	<b>Outdoor Components</b>
Holiday Relapse Prevention Tools	Continuous Professional Development	Growing Vegetables 4N0671
Holistic Treatments 2020	Covid-19 Return to Work Onsite	Introduction to Therapeutic Outdoors
Peer Support	Crafts Totem Pole	Orienteering
PM Break	Drama 3N0922	Orienteering 4N3648
PM Checkin	Functional Maths 3N0930	Vegetable Crop Production 3N0890
RecoverMe	Historical Studies 4N3306	
Reduce the Use 3	Information Technology Skills 4N1125	
Relapse & Recovery	Mathematics 4N1987	
Seeking Safety	Psychology L7	
Self Awareness and Compassion	Word Processing 3N0588	
Service User Involvement	Word Processing 4N1123	

# Outcomes

Outcomes are the changes that occur for service users as a result of their participation in the programme. This section presents measure of the effectiveness of the service for service users in 2020.



**Care Plan Objectives  
\*Achieved**

**220**



**Improved Mental  
Health**

**85%**



**Components  
Completed**

**252**

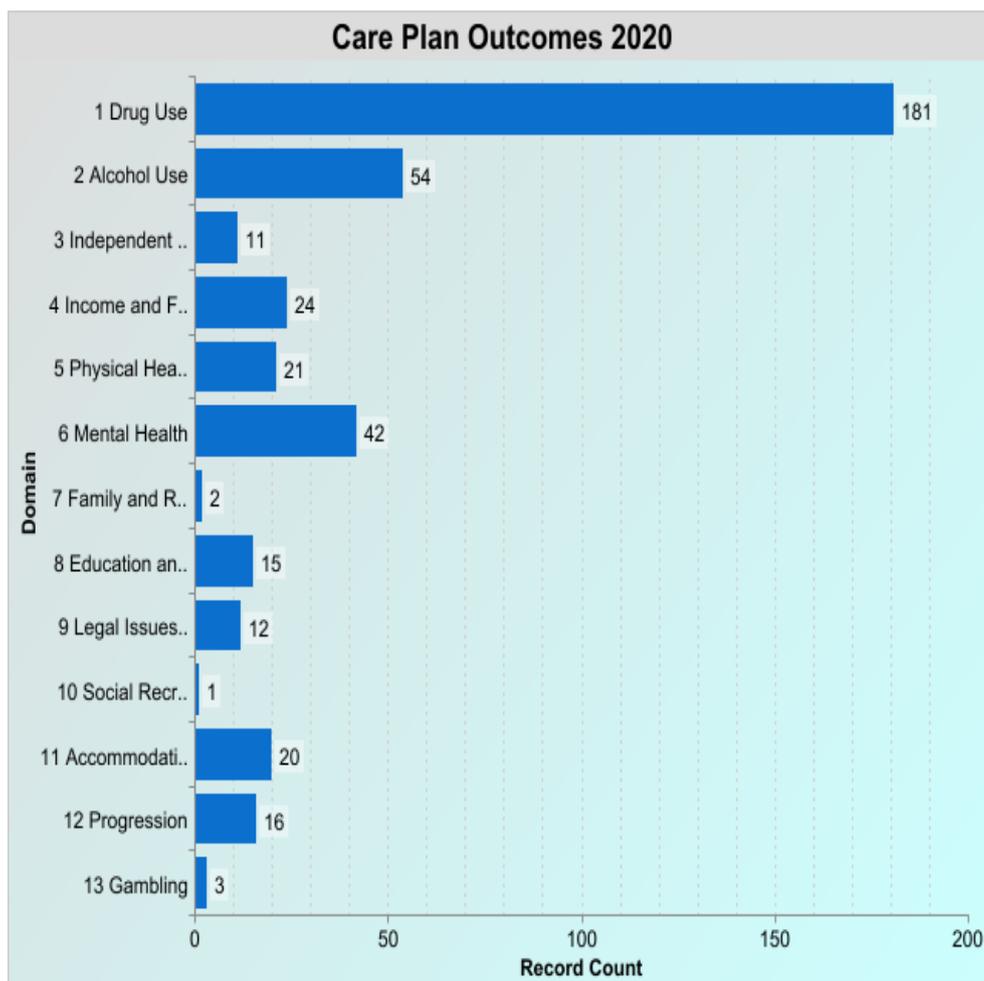
## Care Plan Outcomes

All care plan activities are grouped under one or other of thirteen domains, consistent with the National Rehabilitation Framework. The table below lists all outcomes for each domain.

The majority of care plan objectives that service users set for themselves with their keyworker relate to drug use, followed by alcohol use and then mental health.

Of the 402 SMART goals set, 135 were fully achieved, 95 mostly achieved (that is 75% or more of the objective was reached) and 109 were not achieved. Those listed as \*In Progress\* refer to care plans that were in progress at the time of leaving and taken up by another agency.

Each one of the twelve domains is further broken down into subdomains or sub-categories.



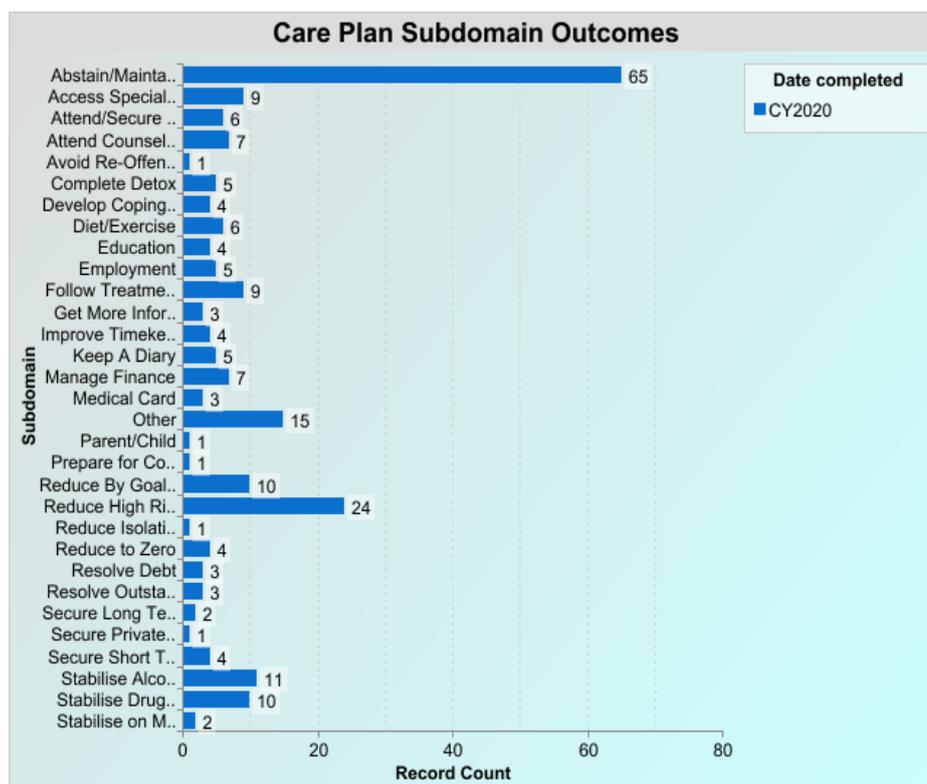
Despite the significant impact of COVID-19 on the lives of service users, care plan outcomes compare favourably with the previous year with SMART goals set and achieved marginally ahead in 2020.

Care Plan Domains	In Progress	Achieved Fully	Mostly Achieved	Not Achieved	Gap/Blocked	Cancelled	*In Progress*	Total
1 Drug Use	5	63	50	49	1	6	7	181
2 Alcohol Use	0	27	16	10	0	1	0	54
3 Independent Living Skills	0	1	0	6	1	3	0	11
4 Income and Finance	2	8	2	10	0	1	1	24
5 Physical Health	0	5	5	11	0	0	0	21
6 Mental Health	4	10	15	9	1	1	2	42
7 Family and Relationships	1	0	0	1	0	0	0	2
8 Education and Training	1	3	2	3	1	3	2	15
9 Legal Issues/Offending	0	3	1	6	0	2	0	12
10 Social Recreation	0	0	0	0	0	1	0	1
11 Accommodation	4	11	3	0	0	1	1	20
12 Progression	8	3	0	3	0	2	0	16
13 Gambling	0	1	1	1	0	0	0	3
<b>Grand Total</b>	<b>25</b>	<b>135</b>	<b>95</b>	<b>109</b>	<b>4</b>	<b>21</b>	<b>13</b>	<b>402</b>

## Care Plan Subdomains

A more detailed understanding of what care plan goals were achieved is gained by looking at subdomains. For example, under the general domain of Drug Use, there are nine subdomains including abstain/maintain abstinence, complete detox and reduce by goal amount.

Clearly defined domains and subdomains are essential in setting, structuring and monitoring specific, measurable, achievable, relevant, and time-bound, care plan goals. The subdomain categories are based on the most regularly identified goals that service users select using the SMART care plan approach. In 2020 a total 2,494 individual care plan steps were created in the pursuit of the 402 care plan objectives.



The table below highlights just two domains: Drug and Alcohol Use with their associated subdomains. You can see that abstaining or maintaining abstinence were the most prevalent specific objective set throughout the year followed by reducing risky behaviour, reducing substance use, and following treatment plans.

Domain and Subdomain		Outcome					Grand Total
Domain	Subdomain	Achieved	Partially Achieved	Not Achieved	Gap/Block	Cancelled	
1 Drug Use	Abstain/Maintain Abstinence	347	76	143	0	9	575
	Access Specialist Service	22	0	12	0	0	34
	Complete Detox	23	1	17	1	4	46
	Follow Treatment Plan	43	4	2	0	2	51
	Keep A Diary	0	0	5	0	0	5
	Other	15	5	3	0	0	23
	Reduce By Goal Amount	74	12	26	0	0	112
	Reduce High Risk Behaviour	83	10	25	4	0	122
	Reduce to Zero	17	4	8	0	0	29
	Stabilise Drug Use	56	5	29	2	0	92
	Stabilise on Medication	22	0	2	0	0	24
<b>Subtotal</b>		702	117	272	7	15	1,113
2 Alcohol Use	Abstain/Maintain Abstinence	196	15	43	1	0	255
	Keep A Diary	4	0	0	0	0	4
	Reduce By Goal Amount	4	0	0	0	0	4
	Reduce High Risk Behaviour	22	9	5	0	0	36
	Reduce to Zero	2	0	5	0	0	7
	Stabilise Alcohol Use	43	5	12	0	2	62
<b>Subtotal</b>		271	29	65	1	2	368

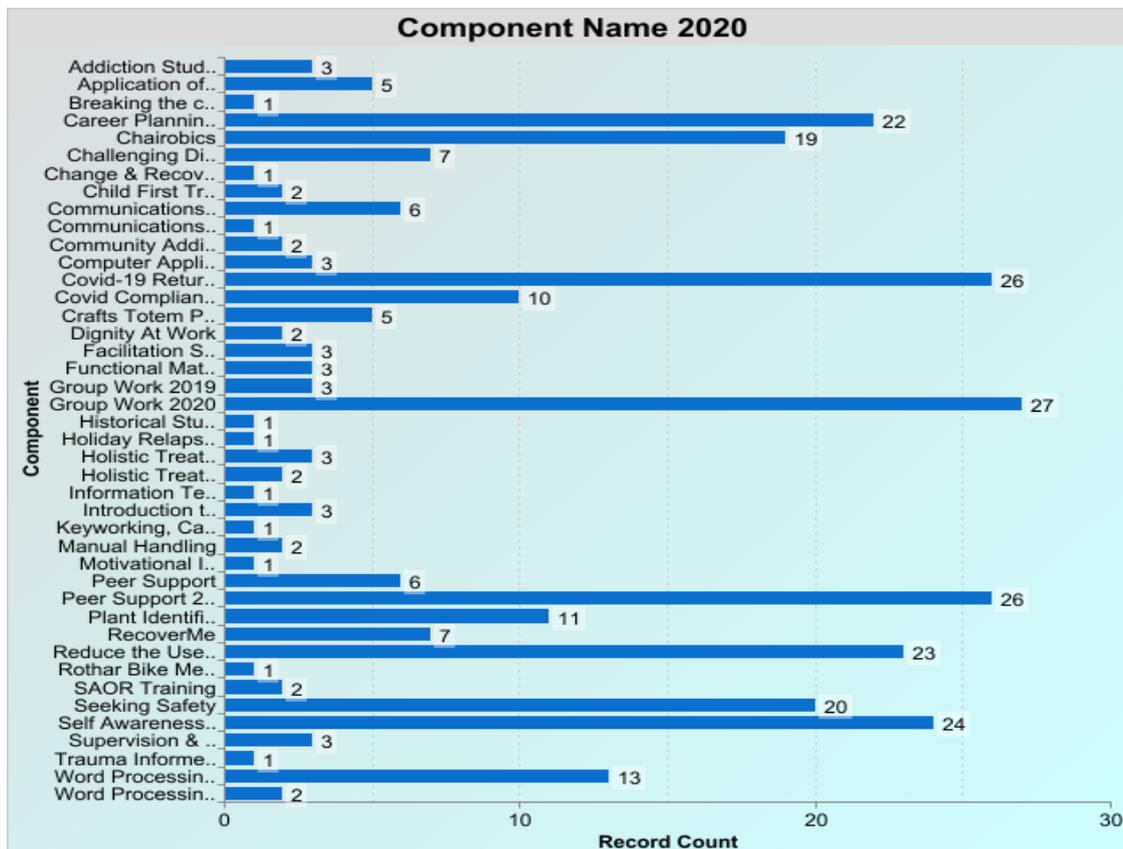
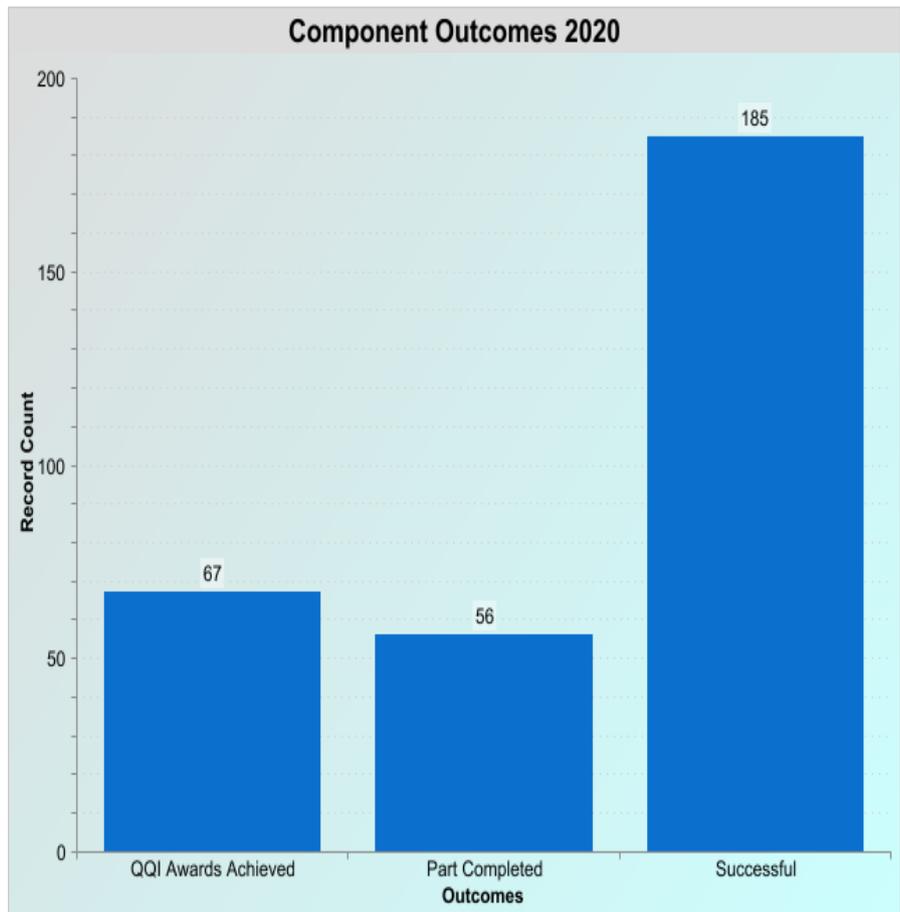
## Component Outcomes

A total of 252 individual components were completed in 2020. Sixty-seven components were certified QQI or Industry standard awards.

185 of the total number of components successfully completed while not nationally accredited covered all four pillars of the programme and include: Relapse Prevention, Seeking Safety, Art Therapy, Dignity at Work, Facilitation Training, Historical Studies, Crafts, Children First, Challenging Discrimination and Change and Recovery.

Fifty-six components were recorded as 'Part Completed'. This is where 70% or more of a component is completed.

The chart below lists the name of the components completed in 2020 and the number of enrolments.



## Service User Satisfaction

Turas seeks regular honest and direct feedback from Service Users throughout the year using a range of methods including: focus groups, questionnaires, Care Plan and ILP reviews, Service User Inclusion Meetings, and the Comments Box. A satisfaction questionnaire was completed by 41 Services in 2020. Ratings are summarised in the charts to the right with representative comments below.

Mark

“[I] would not be 11 months sober without the recovery sessions”.

Eamon

“..I find the way the programme is in Turas, very beneficial and supportive”.

Ann

“I would like to experience more peer support from people who are experiencing things similar to me, hearing from single parents and people who are stabilizing and becoming abstinent...”

Joy

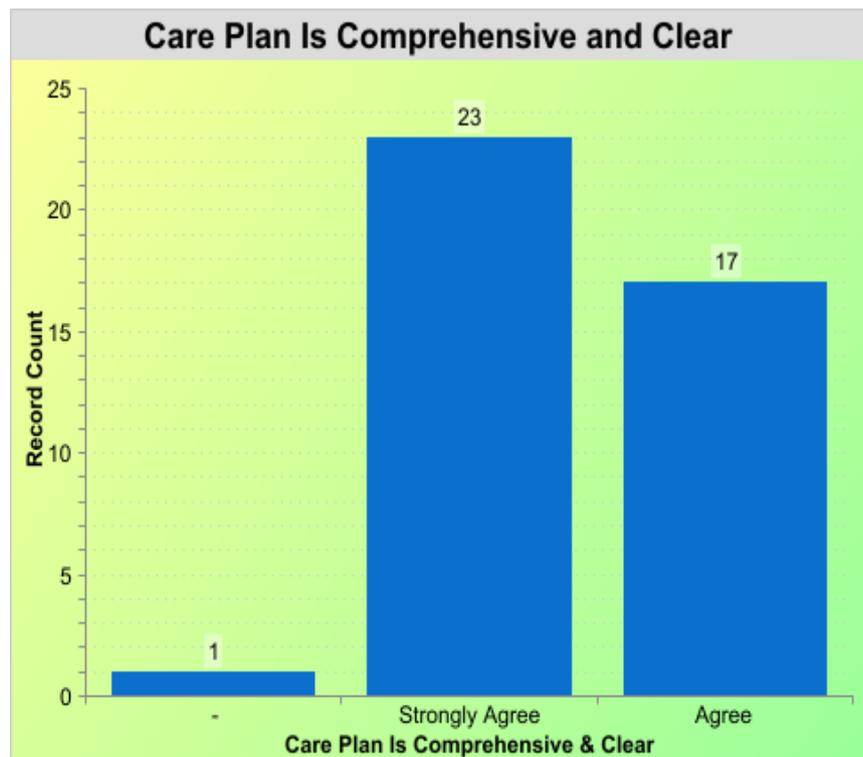
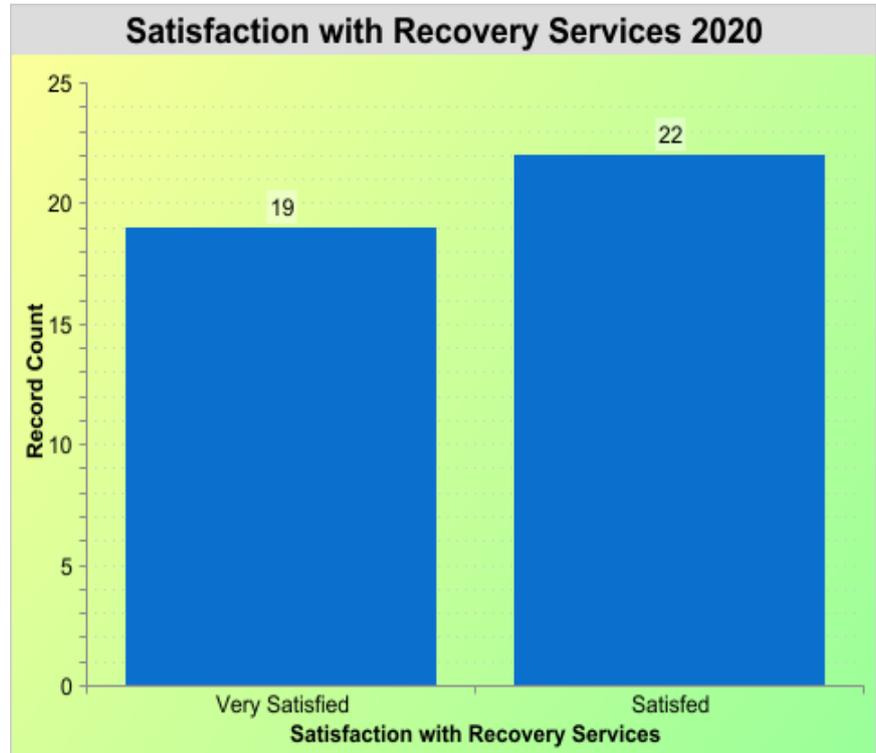
“Over the covid period I feel that I missed out on the routine and structure, but getting back, I believe I have benefited from group work and the recovery sessions”.

Justin

“I have been working hard over the last year and it has been very positive and I feel the progress over the last year”.

Chris

“I am satisfied with the recovery services... although I am unhappy with my own recovery progress I find that the support from Turas has helped me immensely after my relapse. I am continuing now to work on my goals and care-plans.



## Satisfaction with Education Services

Des

“My life has taken an unexpected positive turn as a result of the education I received and links that put me in the path of 3rd level education. I think that the educational pillar in Turas has been so important for me and my personal development and career prospects... very helpful in the pandemic and given me something.. to focus on. the support i receive in Turas gives me more encouragement to continue on my educational pathway”.

Matt

“I feel that doing up to level 4 is beneficial for my self esteem and personal growth. I think a good suggestion is to prepare people for moving onto further education and higher levels because I know from personal experience it can be quite daunting”.

Emma

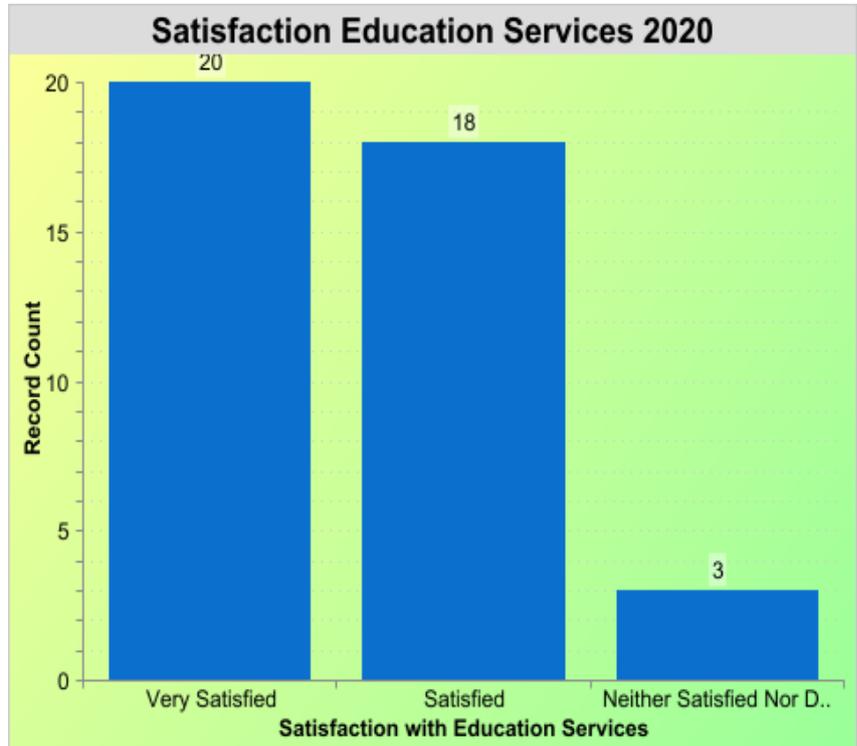
“I enjoy the ETB sessions it helps to keep my brain stimulated and improves my self confidence. I have completed all the computer classes and English, I find education really helpful and enjoyable”.

Ken

“I think Turas should tailor the educational services to the individual. I have a level 5 in computers and sometimes I feel that the computer programme here is repetitive”.

Amy

“ [I] would get nervous in education classes in the past and I’m working on that here in Turas. I knows that by participating in ETB here my self confidence will improve... [I’m] looking forward to the new year and getting involved in more educational classes”.



## Satisfaction with Holistic Services

Dean

"In holistic sessions like self awareness, self compassion it is more beneficial with more people in the group because of the quality of feedback. Covid pandemic with the guidelines on social distancing has maybe effected this in a way".

Dan

"The holistic services have been good for me over the year. There were times over the year when I needed it and used it and other times where I did not need it but it was still useful. I have developed more of a personal awareness as a result of the sessions".

Joan

"I find it good to do holistic activities in here, because at home i find it difficult to focus sometimes. I would like more holistic sessions in Turas".

Tanja

"I enjoy the holistic services although I would like more time allocated to them".

Ash

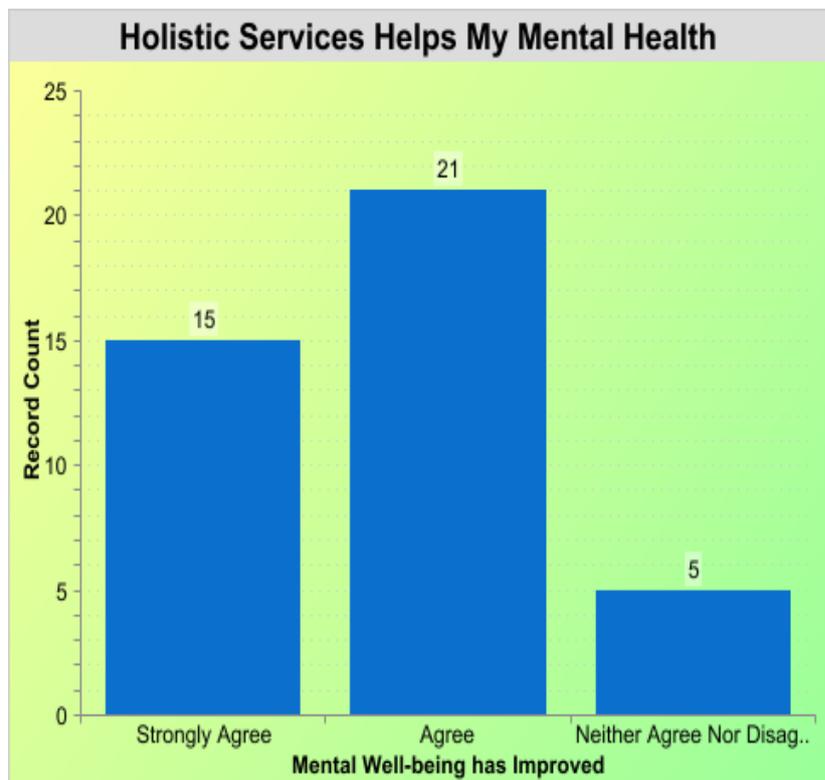
" [I]... once hated medication and holistic type activities. Now I see the benefits of practicing the holistic activities and see the benefits of positive thinking and self awareness.

Neil

"...the holistic pillar has gave me the capacity to stop and think. It has given me an ability to use positive thinking in my life today".

Steve

"I'm with Turas 2-3 months and finding the mediation and stress reduction sessions very beneficial. I'm looking forward to getting involved in the other holistic activities...".



## Strategic Aims 2021 Onwards

### Introduction

Turas Training was founded in 1999 as part of the national drugs strategy and a response to the opiate epidemic affecting communities across Ireland at the time. Turas was established as a comprehensive day-programme supporting individuals in recovery from drug use. The organisation is a registered charity and Community Employment Scheme, funded by the Health Service Executive and the Department of Employment Affairs and Social Protection. Turas is also a member of the Canal Communities Local Drug & Alcohol Task Force. Our services include: keyworking, care planning and case management, psycho-social and psycho-educational programmes, accredited education programmes, work experience, holistic programmes, and a range of therapeutic outdoor programmes.

Since its foundation, Turas has been a tenant, renting in the commercial sector and spending a significant proportion of annual funding on rental costs. Our first property from 2000 to 2003 was located on the Old Jamestown Road in Inchicore. We moved to our current location in Bluebell Business Centre in 2004. Our centre accommodates up to 30 participants and 12 staff where group sessions and one-to-ones take place each day.

So often community/voluntary-based organisations providing services to people in recovery and their families operate in the margins, in poor facilities in industrial parks on scant budgets, yet must meet the same governance and professional service standards as their healthcare counterparts in better funded, contemporary facilities.

While we have made the best of the building we occupy, its shortcomings represent the most significant obstacle to quality improvement and growth that we face, along with inadequate funding.

### Current Property

Building Assessment	Pros of Current Property	Cons of Current Property
Ground Floor 1. Reception area 2. Admin office 3. Keywork Room 1 4. Keywork Room 2 5. Male toilet 6. Female toilet 7. Kitchen 8. Canteen 9. Group room 1 10. Group room 2 11. Back garden area 12. Parking at the front First Floor 13. Assistant coordinator's office 14. Coordinator's office 15. Supervisors' office 16. Computer room [10 workstations] 17. Male toilet 18. Female toilet	1. Turas is established here 2. No issues with neighbours 3. Easily accessible by Luas and Bus 4. Close to M50 5. Staff and clients are creative and accommodating	1. Old building difficult to keep warm in winter and ventilate in summer 2. No hot water, no showers 3. Not accessible for persons with disability, toilets, stairs etc 4. No waiting area at reception 5. Insufficient number of workstations for staff 6. Insufficient storage for equipment 7. Little autonomy and flexibility as tenants 8. High proportion of funding on overheads 9. Dark and Isolated in winter months

Green (adequate/meets current needs) Yellow (inadequate) Red (very inadequate)

### Strategic Aims

Turas has built a reputation for high standards in service delivery over the past 20 years. We are committed to quality improvement and the Safer Better Healthcare quality standards framework. It is within that context that strategic objectives have been developed that would see the acquisition of a modern purpose-built facility along with the improvement and expansion of services. Our current facility and funding model not only places challenges on our ability to maintain current standards but also sets significant limits on our ability to improve and develop as a service.

If we consider an organisation’s life cycle, Turas’s birth at the turn of the century was followed by its growth up to the early 2010s, after which it reached maturity as an established and trusted service provider since then. However, Turas will inevitably face decline as it moves into the 2020s if a robust and ambitious strategic plan is not developed and implemented.

While we are not in immediate danger, continuing to rent in an aging and ill-suited industrial unit and operate on funding that has declined incrementally since 2009 places us on a trajectory that must be radically altered. Privately renting is not an efficient, economical, stable or sustainable strategy for Turas. The centre from which we operate is inadequate for a number of reasons not least that it is too small and in need of significant investment for modernisation. Simply put, Turas needs bigger and better premises in order to fulfil its mission and meet the needs of service users in contemporary Ireland.

We face a critical point in our life cycle with, arguably, our institutional knowledge at a high point and our material resources in continuous decline. The following strategic aims are designed to address these pressing issues and put Turas on an entirely different footing that will enable us to meet the diverse and complex needs of people directly and indirectly affected by substance misuse and other forms of addiction. With help from our partners and supporters, Turas is well positioned to realise these strategic goals.

### Strategic Aims

- 1. New Premises**
  - a. See details in the table below
- 2. Expand Addiction Services**
  - a. Assessment and treatment of clients across all social strata (beyond the cohorts typically presenting)
  - b. Expansion of services for behavioural addictions [gambling, sex addiction]
  - c. Family Support Services
  - d. Counselling –Group and Individual
- 3. Upgraded Information and Communications Technology**
  - a. Improved, standardised and integrated systems to improve service provision, reports and data analysis
  - b. Develop Service User Friendly Software for improved assessment, care planning, and client/data interface
  - c. *Turas Learning*: Develop an online training platform/portal providing courses and learning resources for staff, service users, family members and the wider community.
  - d. Ensure ICT technical support services are enhanced to meet needs
- 4. Expand Interagency Work**
  - a. CCLDATF, Mental Health Services, Aftercare Groups, SMART Recovery, Fellowships
- 5. Expand Further and Higher Education**
  - a. Partnerships with universities to run evening and weekend courses like Addiction Studies, Community Development, Social Care and Psychology.
- 6. Create Continuum of Care Hub**
  - a. Co-locate with appropriate organisation(s)/services promoting the continuum of care model (complementing aims 2,4 and 5 above)
  - b. Provide an office the TF executive Chair and Coordinator
  - c. Provide space TF meetings in suitable facility
  - d. Promote the professionalization Addiction Service Workers (RE: Coru, Peter McVerry, Tig Linn)
- 7. Expand CE Scheme**
  - a. Create Additional and New CE Posts including social enterprise and support aims 1-6 above.
- 8. Create a Financial Reserve**
  - a. To comply with the CRA and SORP

These strategic aims are consistent with our mission and vision, the recommendations in the *CCLDATF Strategic Review & Roadmap 2020-2022*, the strategic plan of the Canal Communities Local Drug and Alcohol Task Force, the national drugs strategy *Reducing Harm, Supporting Recovery 2017-2025*, and *Healthy Ireland 2013-2025*.

Much has been achieved in Ireland since community activists like ‘Concerned Parent About Drugs’ formed in the 1980s to demand a coherent and meaningful response to tackle the opiate crisis. Heroin addiction has,

however, been replaced by polydrug use and growing numbers of people suffer from gambling, gaming and sex addictions. Services must adapt and develop in order to respond effectively to these changing needs. IN addition, there is a greater awareness of the role of Adverse Childhood Experiences (ACEs) and mental health issues underlying addiction and treatment environments should reflect that understanding and respect the dignity of the person in recovery.

The ambition for Turas is to remain somewhere in the general area of Bluebell, Rialto, Inchicore but operate from a centre that is indeed fit for purpose, either an existing building that could be adapted to address all of the shortfalls or a new build. A suitable property would measure approximately 4,500 square feet and be capable of accommodating the required number of group rooms, training rooms, outdoor areas and spaces for a modern facility.

### New Premises

1. Modern facility with full accessibility and signage	9. Chillout Room Garden 300 sq/ft [with sensory space]
2. Reception area with waiting room	10. Parking space for minibus
3. Eight small offices	11. Parking spaces equal or greater to current level and a space for bicycles
a. Admin	12. Kitchen
b. Coordinator	13. Accessible toilets and showers
c. Assistant Coordinator	14. Canteen of 80 sq/ft
d. Keywork/counselling Rms x 6	15. Storage space of at least 1000 cubic feet
4. 1 x training room 200 sq/ft	16. Properly fitted out and resourced: chairs, tables, computers and computer room, screens, kitchen, security features,
5. 4 x training rooms 120 sq/ft	
6. Multipurpose Hall 10m x 30m	
7. Open plan office of 160 sq/ft	
8. Workshop – for crafts	

The cost of a new build, contents, and staff development is estimated in the region of €1.5 million. This very substantial figure should be viewed in light of the fact that over €1,000,000 of state funding through Turas has already been spent on rent to a private landlord over the years. Self-ownership would secure the asset for the state and the community. Furthermore, a centre of excellence with an expanded range of services would be transformative for the wider area and yield incalculable social and economic benefits for generations to come.

### Funding

How the monies will be raised to make this vision a reality is a key consideration. Funding would most likely come from a number of sources. Once capital purchases are made ongoing running costs for a new centre may not be significantly higher than they are now for our current building. The new facility would have the potential to raise income, albeit at non-commercial/community rates, by renting out rooms evenings and weekends as part of the expansion of services and partnerships. The strategic aims HSE, the DEASP, the CCLDATF, the local community and local elected representatives.

### Possible Funding Sources

1. Dept. of Health/Health Service Executive	6. Sponsorship
2. Dept. of Employment Affairs and Social Protection	7. Dublin South City Partnership
3. Dublin City Council	8. Immigrant Investor Programme
4. Philanthropy	9. Other sources
5. Fundraising and Donations	

### Making the Case

The realisation of these strategic aims will require a broad coalition of supporters who share the vision it sets out and accept the rationale. Turas intends to make the case for and where necessary adapt the strategy, develop a business plan, and build a coalition of support among a range of stakeholders including: the HSE, the DEASP, the CCLDATF, the local and wider community and the local elected representatives.

**Turas Training Company Limited By Guarantee**  
**(A Company Limited by Guarantee and not having a Share Capital)**

*Extracts from the Audited Financial Statements for the Year Ended 31 December 2020*

**Income and Expenditure Account**  
**for the year ended 31/12/20**

	<b>2020</b>	<b>2019</b>
	€	€
<b>Income</b>	1,093,738	1,095,809
<b>Expenditure</b>	(1,097,965)	(1,100,162)
	<hr/>	<hr/>
<b>Surplus/(Deficit)</b>	(4,227)	(4,353)

**Balance sheet as at 31/12/20**

	<b>2020</b>		<b>2019</b>	
	€	€	€	€
<b>Fixed assets</b>				
Tangible assets		8,000		12,000
<b>Current assets</b>				
Debtors	53,626		74,550	
Cash at bank and in hand	66,937		41,861	
	<hr/>		<hr/>	
	120,563		116,411	
<b>Creditors: amounts falling due within one year</b>	(120,164)		(115,785)	
	<hr/>		<hr/>	
<b>Net current (liabilities)/assets</b>		399		626
		<hr/>		<hr/>
<b>Net assets</b>		<b>8,399</b>		<b>12,626</b>
		<hr/>		<hr/>
<b>Capital and reserves</b>				
Reserves		8,399		12,626
		<hr/>		<hr/>
<b>Members' funds</b>		<b>8,399</b>		<b>12,626</b>
		<hr/>		<hr/>



Unit C1 Bluebell Business Park, Old Naas Road Dublin 12  
Phone 01 450 5396 Website [www.turastraining.ie](http://www.turastraining.ie) Email [info@turastraining.ie](mailto:info@turastraining.ie)  
Company Registration Number 341613 Registered Charity Number CHY 15488



### **Turas Training Ltd.**

Unit C1 Bluebell Business Park, Old Naas Road Dublin 12

Phone 01 450 5396 Website [www.turastraining.ie](http://www.turastraining.ie) Email [info@turastraining.ie](mailto:info@turastraining.ie)

Company Registration Number 341613 Registered Charity Number CHY 15488



An Roinn Gnóthaí Fostaíochta  
agus Coimirce Sóisialaí  
Department of Employment Affairs  
and Social Protection

---

<sup>i</sup> This figure is an approximation and a detailed feasibility study with costings is needed.