SUBMISSION FROM HEALTH AND SOCIAL CARE ALLIANCE SCOTLAND

About the ALLIANCE

The ALLIANCE is the national third sector intermediary for a range of health and social care organisations. The ALLIANCE has over 270 members including a large network of national and local third sector organisations, associates in the statutory and private sectors and individuals. Many NHS Boards and Community Health and Care Partnerships are associate members.

The ALLIANCE’s vision is for a Scotland where people of all ages who are disabled or living with long term conditions, and unpaid carers, have a strong voice and enjoy their right to live well, as equal and active citizens, free from discrimination, with support and services that put them at the centre.

The ALLIANCE welcomes the opportunity to respond to the Local Government Committee’s inquiry on developing new ways of delivering services. As the Committee will be aware, many organisations in the third sector are experiencing significant pressure as a result of demographic changes, tighter spending constraints, rising demand and the need to deliver better outcomes for lower costs.

Such fundamental challenges can often ‘force the pace’ in the development of innovative practice in service delivery. Our response details some key messages, common themes and examples of innovative delivery of services across Scotland.

Key Messages

- The third sector is at the forefront of quality service delivery. **Third sector health and social care organisations invest significantly in improvement and innovation in service delivery as a matter of course.** However, there are emerging concerns over future service quality as many organisations are struggling to sustain investment in improvement and innovation.

- Innovative delivery methods are being developed across the third sector in Scotland – many funded by the Self Management Fund, funded by the Scottish Government and set up and managed by the ALLIANCE since 2009.

The Third Sector
Innovative and alternative delivery methods are not new to the third sector. It is worth noting that innovative practice in service delivery across Scotland is often undertaken by, or with, the partners of local authorities, particularly the third sector.

The Third Sector in Scotland

- Employs 5% of Scotland’s workforce and includes around 1.2m adult volunteers.
- Provides over a third of all registered social care services.
- Over 3,000 organisations working in healthcare and nearly 20,000 in social care and development.
- Has an annual income of £4.36bn and expenditure of £4.24bn.
- Pre-dates the NHS with many organisations established over 100 years ago.
- Significant investor in health and social care services (including research, specialist nurses and service innovation), and strategic partner in service redesigning and improvement.

The third sector is at the forefront of quality care and support in Scotland. In many areas of care and support for adults and older people – including care home provision, care at home and housing support – third sector services receive a higher proportion of ‘very good’ and ‘excellent’ quality grades from the Care Inspectorate than their counterparts in either the public or the private sector.

Third sector health and social care organisations invest significantly in improvement and innovation in service delivery as a matter of course, reinvesting any surpluses to develop the organisation and the support it offers. Creative thinking and problem solving through innovation have enabled many of the ALLIANCE’s members to improve outcomes for the people they work with and tackle issues which have a significant impact for statutory health and social care services.

In their response to the Christie Commission on the Future Delivery of Public Services, the Scottish Government acknowledged the role of the third sector as “crucial”, “because of its specialist expertise, ability to engage with vulnerable groups and flexible and innovative approach.” We need to ensure that local planning and strategic commissioning processes reflect the central role of the third sector, and indeed help to drive its growing role as part of the drive to develop new ways of delivering services and shifting to preventative investment. This should be a key facet of the drive for Health and Social Care Integration, which should not only be about better co-ordination between existing services but about designing and commissioning different approaches. Self-directed support should also help to drive innovation and shifts away from traditional service models. The ALLIANCE and its partners have published a revised discussion paper on its Twelve Propositions for Social Care which goes into further detail on these issues.

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Innovative Service Delivery

Service Blueprinting

Research by the Institute for Research and Innovation in Social Services (IRISS) has highlighted service blueprinting as an effective method for planning innovative services. Often developed through the creation of visual representations of a service user’s journey through a service, a service blueprint is designed to enable organisations to implement and maintain services.

“A service blueprint is a comprehensive operational document that details a service from a service user and organisation’s perspective and shows how the different components link together.”

The development of an effective service blueprint involved extensive research with participation from the people who will use the service. This process can assist the provider in understanding an entire service and testing it before it is implemented and allows for mapping and information to be shared on a variety of features including the model of service provision, details of the physical environments involved and scenario examples of different service users.

“(Blueprinting) allows organisations to put themselves in the shoes of the people using services – to look at what’s working, what’s not, and what needs to be changed, mapping out visually, how, when and why organisations interact with people using support.”
Case Study 1 – The Pilotlight Project

As part of the Scottish Government funded Changing Support Changing Lives project, service blueprinting is currently being undertaken by a range of people who are involved in accessing and providing support to tackle the most challenging areas for the implementation of self-directed support. The Pilotlight project will work with co-design teams across Scotland to design four pathways to self-directed support over two years.

Using a design approach, the project will deliver designs for the four pathways in the form of service blueprints. The purpose of the blueprints is to demonstrate how to tailor provision to seldom heard groups, provide more personalised and appropriate services and increase the marketplace and specialisation of support providers.

In its role as a national intermediary for health and social care the ALLIANCE delivers many programmes and projects which provide us with an insight and information which may be useful for the Committee on the third sector’s role in providing innovative and new ways of delivering services.

Below we have listed a number of streams of the ALLIANCE’s current portfolio and highlighted relevant case studies that show innovative approaches to service delivery in practice.

The Self Management Fund

Innovative delivery methods and collaborative arrangements have been central to the Self Management Fund set up and administered by the ALLIANCE since 2009. The Fund encourages good practice to be shared and innovative approaches developed so that people with long term conditions have access to the support they need to successfully manage their lives.

The Fund was open to applications from voluntary organisations and community groups throughout Scotland. The first round of funding, which ran from 2009 and 2011, supported 81 projects to strengthen new ideas, developments and existing approaches in self-management, allocating £4million. The Fund supported 132,789 people across Scotland to learn more about their long term condition, and work in partnership with health and social care professionals to improve the quality of their lives.
Case Study 2 – Pink Ladies Scotland

Pink Ladies Scotland currently works in Midlothian with women experiencing stress, anxiety and depression, providing motivation workshops and group meetings to empower and enable women to take charge of their lives.

Pink Ladies Scotland knew that existing information and support did not meet the needs of women like themselves. They recognised that women needed to be comfortable and have access to on-going support from others who had also experienced stress, anxiety and depression. They received £19,280 from the Self Management Fund to deliver a series of ten week courses in Midlothian.

Pink Ladies Scotland promoted their sessions by delivering information to health centres, giving presentations to Mental Health teams and through word of mouth locally. The sessions promote a sense of belonging, taking away the stigma often associated with mental health. Pink Ladies Scotland provide a space where it is alright to talk about it, and give women a choice for their future.

Case Study 3 – Carr-Gomm Scotland

Carr-Gomm Scotland provide support for people to find self management strategies which suit them best, encouraging people to take control of their own lives. Carr-Gomm applied to the Self Management Fund for £9,710 to deliver their ‘Healthy Kitchen’ project to support people to increase their food knowledge and cookery skills in Glasgow.

People involved in the project have reported that they have made positive changes to their diet, and that they have felt confident to cook at home for themselves, and for other people. Many of those involved have had issues with social anxiety. People involved in the project have developed a sense of camaraderie, which has in turn led to people choosing to participate in other activities together.
Case Study 4 – COMAS

Comas applied to the Self Management Fund to support the development of their peer support initiative within their Serenity Café project in Edinburgh.

The Serenity Café is a co-produced project, people in recovery lead the project and Comas facilitates their learning and development. They have been able to offer peer support through life coaching, developing a unique course called ‘Recovery Coaching’ with the help of the Self Management Grant.

The Serenity Café has supported people on the Recovery Coaching course to learn about emotional intelligence and brain recovery, encouraging people to understand how the brain can build pathways to support positive new behaviours. This provides people with a context and an explanation for certain behaviours. Participants learn about themselves in a safe environment, as well as learning skills in coaching others. Being coached by a Recovery Coach helps people to clarify their goals and plan the steps that they can take towards their goals.

The benefits of the project are multiplying – Recovery Coaches are adding to the capacity of the community to help each other, and people coming forward for coaching are able to access support. This is often during the hours that other services are closed, because this support is now available from within the community.

The Self Management Fund Impact report, which reviews the background and aims of the Fund, how the money was allocated, challenges, achievements and learning and includes case studies from funded projects, was published in October 2011.

A new Self Management Fund recently opened for applications and will invest £4 million over the next two years in further innovative, community-based approaches. This will produce further valuable insight that will contribute to the public service reform agenda and innovative new approaches to service delivery.

Life Changes Trust

The Life Changes Trust is a targeted £50 million investment by the BIG Lottery Fund in Scotland to improve outcomes for two distinct groups – young people leaving care, and people with dementia and their carers, the latter of which is managed by the ALLIANCE.

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The Trust is aiming to establish new activities where there are significant gaps in support for people with dementia and their carers as well as growing existing activities, learning policy and practice lessons and sharing the evidence acquired. The principles of this support will focus on:

- the physical, mental, social and emotional needs of the individual and provide unlimited, providing repeat access to flexible support and services,
- providing practical and emotional support
- engaging with and helping services to identify and implement improvements and changes that will reduce the need experienced by the beneficiary groups and improve quality of life overall in the long term.

This approach aims to “fundamentally improve” the lives of 17,550 older people with dementia and 14,675 carers of people with dementia over the next decade. The Trust’s engagement process identified the following priorities for investment:

- Peer support and befriending networks to tackle stress and isolation
- The development of stronger community connections including a network of dementia cafes and similar hubs
- Establishing 3 demonstration partnerships with 3 towns to test out the practical changes needed to become truly dementia-enabled
- Transportation initiatives to enable people with dementia to live well in the community
- Carer crisis intervention measures
- Opportunities for shared and joint activity including innovative shared care/respite
- Counselling services

**Delivery Assisted Living Lifestyles at Scale (DALLAS)**

The DALLAS programme is a Technology Strategy Board competition which has established 4 communities, each of 10,000 people or more across the UK to show how assisted living technologies and services can be used to promote well-being and provide top quality health and care, enabling people to live independently. The aim of the identified communities is to open new markets in social innovation, service innovation and wellness, enabled by technology.

The ALLIANCE, the Design School at Glasgow School of Art (GSA) and Carers Scotland have been contracted to work in partnership to use their collective experience of community engagement and communication to support the development and delivery of the DALLAS Programme in Scotland, which has been titled “Living It Up”.

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To ensure the maximum benefit is achieved for all of its stakeholders, the “Living It Up” programme has embraced participator design processes, which enable solutions to be designed to fit the lifestyles of its users. This approach aims to create potential for industries to develop innovative products and markets that are non-sector specific and apply to a mix of lifestyles and contexts.

The Living It Up project has, to date, held a number of community engagement events designed to reveal community ‘assets’ and establish an understanding of what services, support and people are valued most locally. Alongside this, a series of one-to-one interviews and focus groups were held to establish individuals’ attitudes towards Health and Wellbeing and Technology.

To date, the project has been able to show increased information about local assets, services and support in each of the communities that Living it Up has engaged with. This has enabled an increased understanding of what is important for people living in the communities to inform the service models and menu of options of assisted living technologies and services which Living It Up may provide.

**Change Fund: Reshaping Care for Older People**

The **Change Fund: Enhancing the Role of the Third Sector Programme** provides third sector coordination and support at a strategic level to secure the effective engagement of the sector in the Reshaping Care for Older People programme and more widely within the emerging integrated health and social care landscape.

Evidence from the programme has highlighted some excellent examples of innovative solutions created through change fund investment, including the following case studies.

**Case Study 5 – Befriending Network, Aberdeen**

In Aberdeen a city-wide Befriending Network for the elderly, funded through the Change Fund for Older People is being established. The partnership is using a Collaborative Alliance model enhancing ‘collaborative advantage’ facilitated and managed by the Aberdeen Council for Voluntary Organisations and the partnership’s Programme Board.

The five lead partners involved in this exciting development are: Sue Ryder, The British Red Cross, The Parish Nursing Network, Sheddocksley, The Bethany Christian Trust, and The Living Well Project from the Newhills suburb in the north of Aberdeen.
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Closer partnership between the third and statutory sector – key to driving new approaches

The ALLIANCE supports the view that Scotland needs to move to a situation where preventative, asset-based approaches such as self management, personalisation, independent living, recovery and co-production are the rule, not the exception.

The Scottish Government has made a commitment to implement the recommendations of the Community-led Supporting and Developing Health Communities Task Group\textsuperscript{vi}, which concluded that the work of the third sector “must be recognised as an integral part of the formal health system, as a planned intervention and not something that is provided on an ad hoc basis”.

The third sector plays a significant role in providing community-based support that is very often preventative and represents high value for money. There is also a growing interest in ‘asset-based approaches’ in Scotland that recognise that individuals and communities are part of the solution, work with people rather than viewing them as passive recipients of services, and empower people to control their future\textsuperscript{vii}.

Much of this work requires further alignment with statutory services and many of the ALLIANCE’s programmes are working to generate a greater connection. For instance:

- The new People Powered Health and Wellbeing; Shifting the balance of power Programme which forms the co-production strand of the National Programme for Person-centred Health and Care. As part of this programme, the ALLIANCE will work with its third sector members, the Scottish Government, statutory partners, and people who use and deliver health and social care services to put Scotland at the forefront of co-production.

Case Study 6 – Older People’s Advice Line (OPAL), East Dunbartonshire

OPAL, a partnership arrangement established through the Change Fund for Older People, aims to improve contact between professionals, CEARTAS Advocacy Service and the Citizens Advice Bureau (CAB). On contacting OPAL a professional may identify services that a customer may require or just make a general enquiry on behalf of the customer. The OPAL operator then acts as a case officer and will identify possible service options within the voluntary sector, or elsewhere within the public or private sector. The case officer can also do all of the follow up for the customer to get them the information and or contacts they need to get the service they require.

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• ALLISS (Access to Local Information to Support Self Management)\textsuperscript{viii} – The project has developed online technology that enables people to access information about local community based activity that can support them to live well and manage their condition.

• Improving Links in Primary Care project\textsuperscript{ix} – the ALLIANCE, in partnership with the Royal College of General Practitioners Scotland and supported funding from the Scottish Government, is linking local community resources to encourage communities to live well. The project has emerged from numerous initiatives which have explored how providers of support in the statutory and third sectors can be integrated for mutual benefit.

• A range of work is being driven by the Quality Alliance Board to build closer relationships across sectors to help improve health and social care, produce better outcomes for individuals and families, support co-production, person-centredness and preventative approaches. This work includes \url{www.discoverthethirdsector.co.uk}, an online resource aiming to increase effective, positive relationships between the third and statutory sectors in relation to health and social care.

For more information please contact Andrew Strong, Policy and Information Officer on 0141 404 0231 or andrew.strong@alliance-scotland.org.uk

\url{www.alliance-scotland.org.uk}

\textsuperscript{1} Coalition of Care and Support Providers Scotland (2011) Briefing for MSPs on the Integration of Health and Social Care
\textsuperscript{ii} \url{http://www.scotland.gov.uk/Resource/Doc/358359/0121131.pdf}
\textsuperscript{iii} \url{http://www.alliance-scotland.org.uk/download/library/lib_507d3915a1e49/}
\textsuperscript{iv} \url{http://service-design-network.org/}
\textsuperscript{v} IRISS (2012) Rising to the Challenge, \url{http://www.iriss.org.uk/resources/embracing-change/rising-challenge-where-can-ideas-come}
\textsuperscript{vi} \textit{Healthy Communities: A Shared Challenge, Report of the community led supporting and developing healthy communities task group} (2006) NHS Health Scotland
\textsuperscript{vii} An Assets Alliance Scotland, briefing (December 2010) (prepared for an event held by the Chief Medical Officer, LTCAS and Scottish Community Development Centre)
\textsuperscript{viii} \url{www.alliss.scot.nhs.uk/}
\textsuperscript{ix} \url{http://www.alliance-scotland.org.uk/what-we-do/projects/improving-links-in-primary-care}