

# ANNUAL REPORT 1995



SHS Ltd

Company No. 146012

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SHS Ltd is a not-for-profit consultancy company. We exist to help caring services in Scotland work better, and to help people who rely on services take more control of their own lives and of the services they use.

Our expertise as an organisation is in the field of 'community care' - the supports and services provided to frail older people, people with physical disabilities, people with chronic illness, people with learning difficulties, people with mental health problems, people with sensory impairment and people who misuse drugs or alcohol.



## **SHS THE BIG IDEA**

This enormous range of people who use community care services have only one thing in common - they are at risk of social exclusion and are likely to need extra help on a continuing basis to maintain their quality of life and their social networks.

We believe that most community care services in Scotland face an enormous challenge, which extends beyond both the realignment of boundaries and resources following the NHS and Community Care Act of 1990, and the turbulence caused by local government reform.

# SHS OUR THOUGHTS ON COMMUNITY CARE

The Government set out three aims for community care in 1989:

To enable people to live as normal a life as possible in their own homes or in homely settings in the community

To provide the right amount of care and support to help people achieve maximum possible independence and, by acquiring or reacquiring basic living skills, help them to achieve their full potential

To give people a greater individual say in how they live their lives and the services they need to help them to do so

We believe these are aims worth working for. We believe that, despite the best efforts of staff and agencies, community care in Scotland still has a long way to go in meeting these aspirations. We think that doing community care well can mean spending more money and does mean making much better use of resources - both within services and within the community as a whole.

## WHAT NEEDS TO CHANGE

Community care means a fundamental change in the relationship between people who need support and the agencies which exist to serve them.

This challenge is turning our services inside out:

Rather than delivering people to established services, organisations have to deliver tailor made services to people in their own environments

Rather than creating ever more separate and specialist 'client groups', ordinary services have to respond to diversity and difference among the citizens they serve

Rather than focusing on the incapacity of people who rely on services, organisations have to learn to work in partnership with them and their communities.

All this means a shift in power. But the shift in power cannot just be at the interface between service user and front line staff - it requires a structural and cultural shift at different levels of the system.

#### WHO NEEDS TO CHANGE

For middle managers, planning one to two years ahead, we believe that this power shift means re-designing services in consultation with users and carers and helping staff to work in new ways.

For senior managers, planning two to five years ahead, it means recognising the need for a major realignment of resources and a change in organisational culture - with more emphasis on collaboration and shared decision-making.

For Central Government, planning 5-10 years ahead, it means establishing a clear framework of principles and policies and providing leadership and encouragement. It means initiating a process of cultural change in the way that people with particular needs are seen and treated; and in the way that social workers, doctors, nurses, therapists and other staff are trained to work with them.

#### WHERE SHS COMES IN

SHS seeks to assist this process of change by providing consultancy, training, research and networking services.

We encourage learning by working alongside others, across sector, client group and agency boundaries. We seek to enhance in-house consultancy and the skills required to manage change. We seek to strengthen the network of user consultants. We continue to invite people to meet and work together. We work with people on reform and cultural change within existing services as well as on innovation at the margins.

SHS Ltd is a wholly owned subsidiary of the Scottish Human Services Trust. The aims of the Trust are to facilitate the education and empowerment of people at risk of exclusion. Any profits made by the company are returned to the Trust. The directors of SHS Ltd do not own any shares in the company.

SHS receives no core funding from any source and generates all its income through fees and grants for consultancy, training and information services. The staff of SHS Ltd are employees and are paid a fixed salary.

We also draw on a wide range of consultants to contribute expertise on specific projects. We use consultants with backgrounds in the health service, social work, accountancy, law, community education, and other fields. We also have consultants who are service users. Our approach to consultancy and training is distinctive in the following ways:

## HOW SHS IS ORGANISED

We are specialists in the field of community care, but we work across 'client groups' and across sectors.

We are not a user-managed organisation, but seek wherever possible to include user-consultants on consultancy teams.

We seek to maintain a focus on outcomes for users in all the work we do - and to keep asking the question 'What difference will this make to users?'

We prefer to work with our customers, not just for them. We seek to involve people within agencies as part of the consultancy or training team, so they have the capacity to do it themselves next time.

We also make a habit of working in partnership with other agencies. We think that SHS can be more effective in promoting better human services if it works with a wide range of alliances and networks.

We work at all 'levels' of the system:- on issues relating to Central Government policy, with purchasers, providers and planners of community care services, and with individuals and families who rely on those services.

In addition to agreeing consultancy and training contacts with customers and submitting tenders for consultancy work, SHS produces a range of publications and runs a programme of training workshops and conferences. As we are a values driven company, most of our work is directed towards the goal of inclusion. During 1994/95 we have been working on the following themes:

## WHAT SHS DOES

ALTERNATIVES TO HOSPITAL FOR PEOPLE WITH MENTAL HEALTH PROBLEMS

ANTI-AGEISM

CARE MANAGEMENT

COMMUNITY LIVING

DAY SERVICES FOR PEOPLE WITH LEARNING DIFFICULTIES

JOINT COMMISSIONING

MODELS OF INDEPENDENT ADVOCACY

PERSON CENTRED PLANNING

QUALITY ASSURANCE FOR A CHANGING SERVICE CULTURE

REPROVISIONING FOR LONG STAY HOSPITALS

RESEARCHING PEOPLE'S REQUIREMENTS FOR HOUSING WITH SUPPORT

SUPPORTED EMPLOYMENT

TRAINING IN SOCIAL ROLE VALORISATION

In addition to undertaking consultancy and training at the request of other agencies, we have also initiated three major programmes of work focusing on three key themes:

### THE CHANGEOVER PROGRAMME

Change in day services for people with learning difficulties.

Changeover is a UK wide and European programme of work which supports change in day services for people with learning difficulties through involving and linking users, carers, front-line staff and service managers. Piloted originally in Strathclyde and North West England, this programme is now operating in 10 local authorities throughout the UK and also in the Netherlands and Portugal.

In addition to writing the Changeover Foundation Course Pack, SHS manage the programme and a UK wide network of consultants with experience of

creative service development for people with learning difficulties. We also provide a freephone advice and information service to the Changeover members and are developing a database of good practice in day services.

Networking and collaboration are a key theme and in the last year the Changeover network has grown dramatically. More than 100 day services are now involved in lively debate around the most appropriate way of supporting people with learning difficulties in day time activities and over 200 people attended the two Changeover conferences held in Carmarthen and Glasgow in November 1994.

In the last year we have been piloting a follow-on Evaluation module and we have begun work with a group of people with learning difficulties on converting from day services to work. This material will be developed into a Supported Employment module.

We are also working with other agencies to extend the model of collaborative change management to services for other client groups.

## PERSON CENTRED PLANNING

SHS has been funded by the Scottish Office over three years to establish and manage a person centred planning consortium. The consortium includes five voluntary organisations in Scotland:- Edinvar Housing Association, Partnership Housing, Quarriers, Richmond Fellowship Scotland and Share Housing Association.

The aim of the consortium during the first year has been to provide a solid foundation in person centred planning skills for a core group of 15 people. These 15 people have learned about the values and principles of person centred planning and have now started working with individuals and their families. The core group meets monthly to discuss issues arising from the work and core group members are given guidance from trainers with experience in person centred planning from throughout the UK and abroad.



During years two and three the consortium will build on this foundation to provide information and training on person centred planning throughout Scotland. The project is being evaluated over the three years by the Social Work Research Centre of the University of Stirling.

As part of the programme, SHS ran two one day workshops with users, their carers and associated professionals, on person centred planning. The workshop was facilitated by Judith Snow from Toronto and Vic Riley from the Federation of Supported Living Agencies.

## INDEPENDENT ADVOCACY

SHS has continued to be involved in the promotion and development of independent advocacy in Scotland and across the border. This work has ranged from direct development work establishing a citizen advocacy agency for residents of a large long stay hospital for people with a learning disability to support for patient councils and self advocacy groups. We have also developed and piloted a training course in promoting independent advocacy.

The highlight of the year was our major international conference in May 1995 entitled "Sticking up for Mrs Smith". Chaired by Rachel Squire, MP, the conference involved leading international speakers and was attended by over 300 delegates from across the UK and all traditional "client group" boundaries. SHS have followed up the conference by convening a working group of individuals and agencies with an interest in safeguarding and supporting the development of independent advocacy in Scotland.

# EVENTS & PUBLICATIONS

8 & 9 SEPTEMBER 1994 Two day workshop with Herb Lovett, Boston on Working with People whom services find hard to serve GLASGOW

10 SEPTEMBER 1994 One day carers workshop with Herb Lovett EDINBURGH

SEPTEMBER - DECEMBER 1994 Four Seminars on Community Living EDINBURGH AND GLASGOW

23 NOVEMBER 1994 Changeover Conference CARMARTHEN

30 NOVEMBER 1994 Changeover Conference GLASGOW

JANUARY - APRIL 1995 Four Seminars on Community Living EDINBURGH AND GLASGOW

27 JANUARY 1995 One day workshop with Vic Riley of the Federation of Supported Living Agencies - A Place of My Own GLASGOW

28 JANUARY 1995 One day workshop with Vic Riley of the Federation of Supported Living Agencies - A Place of My Own EDINBURGH

22 MAY 1995 Sticking up for Mrs Smith - international independent advocacy conference EDINBURGH

26 MAY 1995 New Ways Forward Workshop for users, their carers and their professional assistants with Judith Snow, Toronto, and Vic Riley EDINBURGH

27 MAY 1995 New Ways Forward Workshop for users, their carers and their professional assistants with Judith Snow, Toronto, and Vic Riley GLASGOW

16 JUNE 1995 Community Living Conference organised jointly with the Management Development Group of the NHS in Scotland - with Doug Watson, Laura Broderick, David Felce, Sophia Christie and Pete Ritchie EDINBURGH

COMMUNITY LIVING - Implications for People and Agencies (£10)

COMMUNITY LIVING - An Introduction for Housing (£5)

COMMUNITY LIVING IN PRACTICE (£5)

The community living books were produced with Grant Assistance from Scottish Homes.

All are available from SHS.

## PUBLICATIONS

PATIENTS, PEOPLE, POWER - training pack and video for mental health user groups and organisations (£88.13 for organisations/£32.90 for user groups - available from Pavilion Publishing Ltd)

# SOME EXAMPLES OF OUR WORK IN THE LAST YEAR

To give some examples of the range and variety of our work, we have listed four different contracts undertaken in the last year:

## DEVELOPING ALTERNATIVES TO PSYCHIATRIC HOSPITAL

In August 1994 the Shealin Trust commissioned SHS to research the need for alternative services for people with mental health problems in Glasgow and to develop a project proposal.

Over the past year we have been working with the Trust to identify gaps in existing provision and examine ways in which they might be filled. The research has involved interviewing service users, carers, therapists and service providers and examining existing and alternative models of care. The Shealin Trust committee undertook a study tour of alternative services in England and Europe.

In the light of this research, the Shealin committee and SHS drew up a proposal for therapeutic housing for people with long term mental health problems in Glasgow. The proposal was presented to focus groups made up of service users, their families and providers and altered in the light of their comments. It has now been submitted to the Social Work Department for consideration for funding through the Specific Mental Illness Grant. Over the next few months SHS will be working with the Shealin Trust to research the need for a crisis centre in Glasgow.

## INDIVIDUAL SERVICE DESIGN

As part of our programme of work in person centred planning, we have worked closely with individuals with learning difficulties leaving hospital after a considerable period of time. We have worked with the individuals and their networks of support in creating an agreed framework for a desirable future and developing specific plans for achieving this.

We have also worked with hospital based assessment and commissioning teams in considering new and creative ways to respond to the aspirations and ambitions of individuals. This has been a challenging project for us, given the many different roles and skills required when working in such a traditional and structured environment.

## CARE MANAGEMENT TRAINING

In collaboration with Moray House Institute of Education and the University of Dundee, we designed and delivered a five day training programme with tutorial support for 450 staff working in community care practice teams in Lothian Region. This has been a complex and demanding piece of work, requiring close collaboration over the content, style and context of the training.

## RESEARCH ON HOUSING AND COMMUNITY CARE

We were commissioned by Scottish Homes to undertake research into evaluating the effectiveness of the first two years of the operation of SNAP (the Special Needs Allowance Package) - a revenue fund designed to assist housing associations which provide tenancies for people with particular needs. The results of the research will be published in September 1995.

This was a major descriptive and evaluative study. We conducted over 50 interviews with housing managers and project managers; organised 12 focus groups with tenants in a wide range of projects across Scotland; compiled six in-depth case studies; and collated financial schedules from over 60 projects.

In addition to the work on SNAP, we have undertaken two substantial local research projects on housing support needs in relation to community care.

# WHO'S WHO IN SHS

## NON-EXECUTIVE DIRECTORS

**SUSAN HUNTER** (chair) is a lecturer in social work at University of Edinburgh.

**IAN KENNEDY** is a senior partner with Archibald, Campbell and Harley, WS.

**IAN WATSON** (vice-chair) is employment advisor with McKay Simon.

## STAFF

**PETE RITCHIE** is Chief Executive of SHS. He has worked for 10 years as a consultant, researcher and trainer on community care and housing issues. He has worked for local authorities, health boards, housing associations, user organisations, voluntary organisations, universities and central government departments.

**JO KENNEDY** is a Project Manager at SHS. In January, Jo travelled to Oregon to train with Jack Pearpoint, Marsha Forest and John O'Brien and visited some innovative services in the USA and Canada. She manages the SHS person centred planning training programme which involves collaboration with five voluntary organisations. Jo has a background in researching and writing open learning materials.

**LIZ HARDY** is a Project Manager at SHS. During the past year Liz has been managing the Changeover programme (to June 1995) and developing her skills in training, facilitation and organisational consultancy. In January she also travelled with Jo to Oregon for training and a study tour. Liz has a background in arts administration and voluntary sector management.

**NINIAN STUART** is a Project Manager at SHS. Ninian has developed the SHS Advocacy programme. This has included setting up an advocacy service to support a hospital closure programme, writing and piloting a training course for mental health advocates and programming and co-ordinating a major advocacy conference in Edinburgh in May 1995. Ninian has a background in services for people with mental health problems.

**JULIE BARCLAY** is a Project Manager at SHS. Julie joined SHS in June 1995 to manage the Changeover Programme. Julie co-ordinates the running of the programme in 10 local authorities in the UK and the development of the European network. She also manages the commissioning and design of new modules and the training of consultants and course leaders. Julie has a background in graphic design.

**CHRIS JONES** is a Project Manager at SHS. Chris joined in November 1994 and has undertaken a variety of research projects, including one considering housing needs assessment for community care, and housing needs in relation to the use of occupational therapy services. Chris has also worked as a trainer on the Care Management and Changeover programmes. Chris is an Occupational Therapist and has a background in supported employment.

**HEATHER ANDERSON** is the Company Secretary. During the last 12 months Heather has been responsible for the financial and contractual concerns of SHS. She has also worked on contracts giving advice to community businesses. Heather has a background in welfare rights, small business advice and local government administration.

**ALISON HYDE** is the SHS Administrative Assistant. Since joining the company in March 1995, Alison has been involved in a large number of areas of SHS's work including expanding and servicing the SHS database, helping to co-ordinate the Care Management training and working on the Advocacy Conference and events database.

**ELAINE WILSON** is a Projects Assistant with SHS. Since joining the company in March 1995, Elaine has brought her research skills to a wide variety of contracts and events, including our work on housing needs assessment, a feasibility study for a therapeutic community, research into population needs assessment.

**FROM 1ST OCTOBER 1995**

**ANDY SMITH** will be a Project Manager with SHS. He will join the company having previously worked as an Area Manager for Share Housing. Share works with people with learning difficulties and Andy has been involved in devising individual care packages for people who need a high level of support. Andy has a strong background in Person Centred Planning and training.

**PAUL KENNY** will join SHS on a six month secondment from KPMG. Paul is a qualified tax expert who will bring to SHS his extensive management consultancy experience. Paul will concentrate part of his secondment on research into “commissioning for the year 2000”.



AVON COUNTY COUNCIL  
BIRMINGHAM CITY COUNCIL  
BORDERS COMMUNITY CARE FORUM  
BORDERS REGIONAL COUNCIL  
BRENTWOOD HAVERING AND BARKING NHS TRUST  
CASTLEMILK ECONOMIC DEVELOPMENT AGENCY (CEDA)  
CASTLEMILK PARTNERSHIP TEAM LTD  
CCETSW, SCOTLAND  
CENTRAL REGIONAL COUNCIL  
CLEVELAND COUNTY COUNCIL  
DUMFRIES AND GALLOWAY HEALTH BOARD  
DUPD  
DYFED COUNTY COUNCIL  
FIFE HEALTHCARE TRUST

MORAY HOUSE INSTITUTE  
NEWCASTLE AND NORTH TYNESIDE HEALTH AUTHORITY  
PARTNERSHIPS IN CARE LTD, NORFOLK  
PATIENTS' COUNCIL, ROYAL EDINBURGH HOSPITAL  
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SCOTTISH COUNCIL FOR SINGLE HOMELESS  
SCOTTISH COUNCIL FOR SPASTICS  
SCOTTISH HOMES  
SHEALIN TRUST  
SHETLAND ISLANDS COUNCIL  
SOCIAL WORK SERVICES INSPECTORATE, SCOTTISH OFFICE  
SOUTH GLAMORGAN COUNTY COUNCIL  
STRATHCLYDE ELDERLY FORUM  
STRATHCLYDE REGIONAL COUNCIL  
TELFORD COLLEGE  
WEST EDINBURGH DEVELOPMENT GROUP (WEDG)  
ZUID WESTER, THE NETHERLANDS

# CUSTOMERS

FIFE REGIONAL COUNCIL  
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GREATER GLASGOW HEALTH BOARD  
INDEPENDENCE IN THE COMMUNITY, BLANTYRE  
KAGAVO  
KEY HOUSING  
LONDON BOROUGH OF HAVERING  
LOTHIAN REGIONAL COUNCIL  
MANAGEMENT DEVELOPMENT GROUP OF THE NHS IN SCOTLAND

# DURING THIS YEAR WE HAVE COLLABORATED ON PROJECTS WITH

ANN ROSENGARD ASSOCIATES, GLASGOW

ASSOCIACAO PORTUGUESA DE PAIS E AMIGOS DO CIDADAO

DEFICIENTE MENTAL, PORTUGAL

BARNARDO'S

DYFED COUNTY COUNCIL

ENDEAVOUR, SCOTLAND

FIFE DISABILITY EQUALITY TRAINERS

MORAY HOUSE INSTITUTE

NATIONAL DEVELOPMENT TEAM

NEWCASTLE AND NORTH TYNE HEALTH AUTHORITY

ORGANISATIONAL DEVELOPMENT AND SUPPORT, GLASGOW

SAINSBURY CENTRE

SHARE HOUSING

STRATHCLYDE REGIONAL COUNCIL SOCIAL WORK DEPARTMENT

UNIVERSITY OF DUNDEE

UNIVERSITY OF STIRLING

WALES CENTRE FOR LEARNING DISABILITY

We look forward to continuing to work together during 1995/6

