



Impact Report

2016-2019



Foreword

Future Pathways is a new way of supporting people that places individual need at the heart of support. We are delighted that so many have registered.

We have learned much since opening in September 2016. This report covering 2016 to December 2019 showcases our learning so far, describing the impact of our work and the achievements of people registered with us. It also describes the challenges as we continue working to bring lasting improvement to people's lives.

I would like to sincerely thank all those who have shared their frank and honest views of our work. We were established to meet the needs of survivors, and their feedback has guided our development.

We are especially grateful to Alliance Leadership Team (ALT) survivor members, and all those who participated in the Advisory Group. This report showcases a growing body of work, and I wish to record my thanks to the dedicated and hardworking team that deliver the service.

Flora Henderson, Alliance Manager



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Who we are

Future Pathways was set up by the Scottish Government in 2016. It is made up of an alliance of organisations – Health in Mind, Penumbra, the Mental Health Foundation, and NHS Greater Glasgow and Clyde.

It is overseen by the Alliance Leadership Team (ALT), which meets once a month. The team is made up of representatives from each of the Alliance partner organisations, as well as three

people who experienced in-care abuse.

Our day-to-day work is managed by the Alliance Management Team (AMT), which meets every month and also represents the partner organisations.

Our team of fully trained and trauma-informed Support Coordinators work directly with each individual to identify what that person wants to achieve.

Welcome

Thank you for reading this report on the work that Future Pathways has done over the last four years. It is a summary of a much longer and more detailed Impact Report.

The most important thing to know about Future Pathways is that we are focused on doing the best we can for people. The most important things we do are listen and learn.

That is true in many different situations. For example, when people register with us we listen to them, learn about what they need and the changes they want to make, and then work out ways to help make that happen.

We also question ourselves and try to work out how we can improve. Have people who might need Future Pathways heard of us, and if so are they approaching us? If not, why not? When people do come to us, is this a good experience for them? How can we improve it, and ensure that our work has the biggest possible impact?

We have always tried to answer those questions, and to do so as honestly as possible. Early on, we brought in the expert evaluation company Matter of Focus. They helped us to design a process, and then to use it. We use a computer software package called ‘OutNav™’ to gather evidence and then manage it. That evidence can take many forms, including face-to-face interviews with survivors (taking great care over privacy and consent); meeting notes and interviews; notes by outside researchers; analysis of our documents; and more.

This report gives you the key results of all of that work. The findings show that we are doing things successfully; there are also areas where we can improve. We value all the findings equally, and share them all here.

We hope that it will be especially useful for people who work in a similar area: our experience may help you to develop your own approach. But we have written this document for anybody who is interested in our work.

Whatever your reasons for reading this report, we hope that you find it interesting and informative. If you have any questions about it, or about any aspect of our work, please get in touch with us on 0808 164 2005



About Future Pathways

Future Pathways is an alliance of four organisations. They are the Glasgow Psychological Trauma Service, a tertiary level mental health team within NHS Greater Glasgow and Clyde (a public sector body) and three charities: Health in Mind, the Mental Health Foundation, and Penumbra. The Scottish government also contributes in various ways.

We started work in September 2016, with a simple vision: “For survivors to lead full, healthy and independent lives.” We divide that work into four pathways:

-  **Raising awareness and encouraging involvement**
-  **Supporting people**
-  **Enabling access to services**
-  **Reducing barriers, now and in the future**

This report’s findings are grouped in the same way.

We have always seen high demand for our services: by the end of December 2019, a total of 1,289 people had signed up. Many have very difficult challenges in their lives, including poverty, homelessness, poor physical and/or mental health, family and relationship breakdown, and substance use.

Because the challenges vary widely, so do the solutions. Some of the things we do for people include:

- helping them to get other assistance that they are entitled to but couldn’t previously get
- helping people to be active and maintain or improve their physical health
- helping with self development such as courses, safety at home, or starting new hobbies, volunteering, or widening their personal network

People often tell us that one of the best things about working with us is that they can get help from lots of other professionals and services without having to tell their stories over and over again.

We are currently working hard to make sure that Future Pathways can continue to help people to achieve their goals. In the meantime, read on to find out about some of the most important things that we’ve learned over the last four years.



Commitments & Behaviours

Integrity

We will act ethically and with complete honesty at all times

Survivor focused

We will be survivor focused

Reliability

We will do what we say we will do

Solution focused

We recognise that 'improvement may not be enough' we will go above and beyond to seek better outcomes

Innovation

We will seek new ways and be risk takers

We will pool our ideas and expertise

Transparency and openness

There will be no surprises
We will explain the rationale for our deeds or decisions

Confidentiality

We will respect the confidentiality of information provided by survivors

Wisdom and professionalism

We will act to the fullest of our ability at all times

Participation

We will enable others to participate
We will be active participants in our Alliance
We will 'bring ourselves'

Respect and respectfulness

We will respect each other and all those we are in contact with

Being supportive and being supported

We will strive to put survivors' needs first
We will support each other



Raising awareness and encouraging involvement

In this category, we found the following things:

- 1 People can find and register with Future Pathways.
- 2 People feel that Future Pathways is relevant to them.
- 3 We are able to help people across Scotland, and overseas.
- 4 We are able to help adults of all ages.
- 5 People feel that we need to do more to ensure that everyone who needs our support can access it.
- 6 After we improved our website, more people registered with us.
- 7 People feel safe, heard and trusted when they work with us.
- 8 Some people feel we should be clearer about what support we can provide.
- 9 People are keen to be involved in shaping Future Pathways.

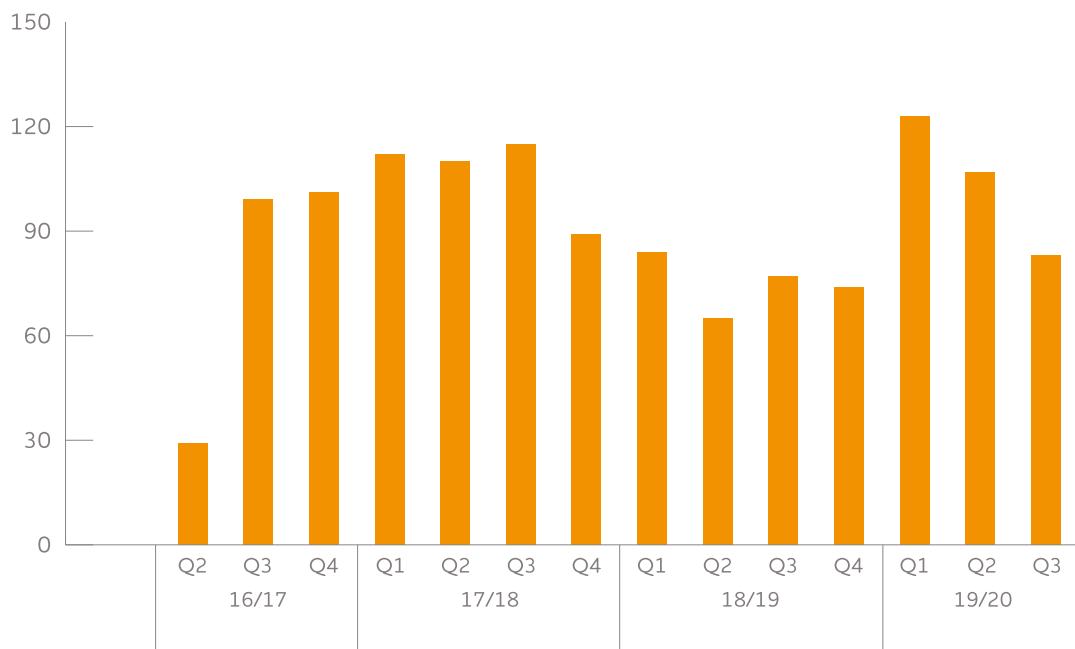
1

People can find and register with Future Pathways

When we first started, we estimated that about 12 people per month would register with us. In fact, the figure has averaged about 35 per month. Up to the end of 2019, a total of 1,289 had registered.

We use a variety of methods to make sure people know about and can find Future Pathways. We put leaflets and posters in GP practices, and the premises of other service providers. We made presentations to staff groups across Scotland and go to conferences and trade shows, such as 'the Gathering' for third sector organisations and Social Work Scotland's annual conference, which includes many local authorities. We are active on Facebook and Twitter, and we use Search Engine Optimisation to try to ensure that people who make relevant web searches find our site.

Registrations per Quarter (from Project Start until December 2019)



Summary of How People Found Out about Future Pathways (n = 1,068)



2

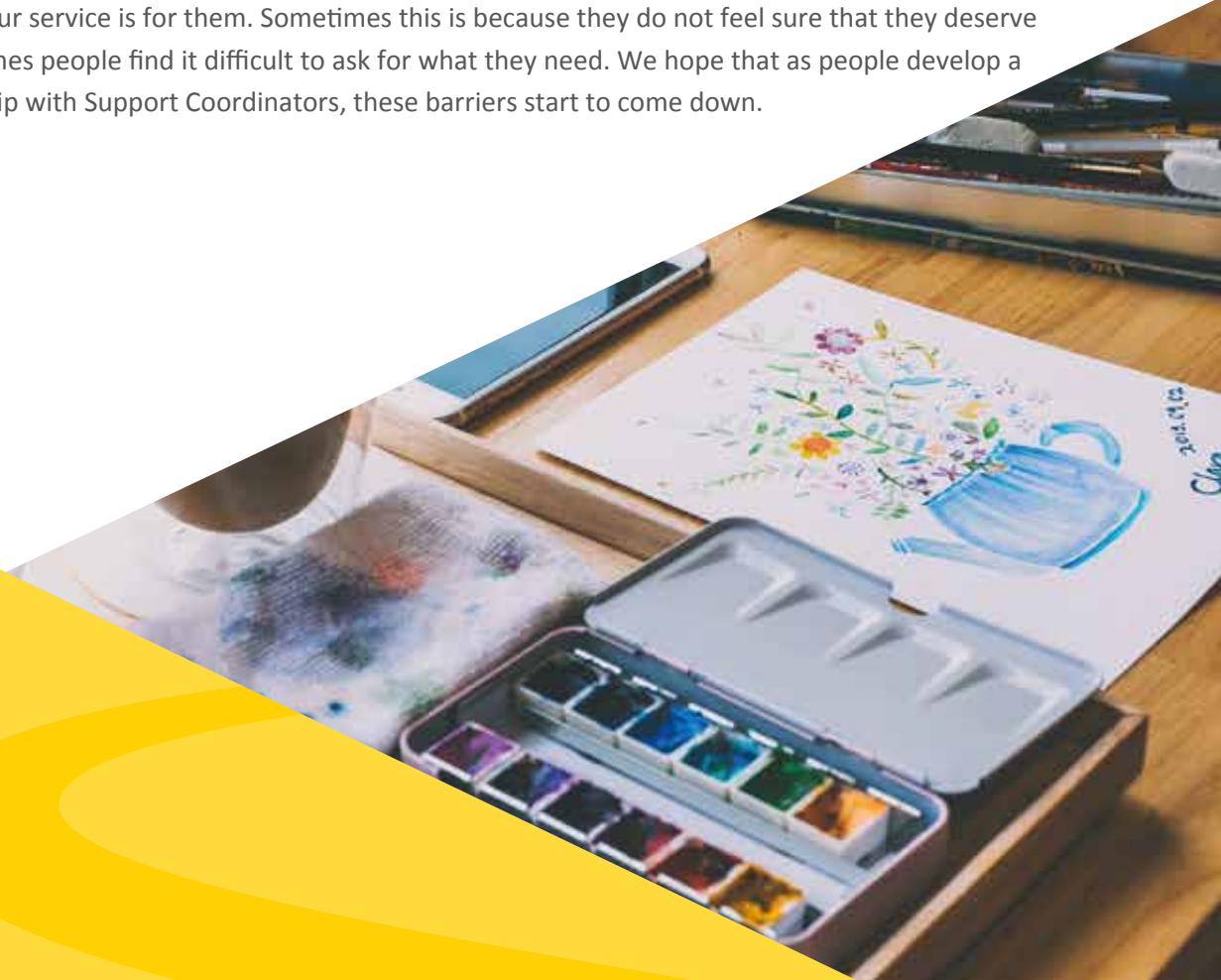
People feel that Future Pathways is relevant to them

The proportion of people who hear about us from a word of mouth recommendation has greatly increased since we started. In 2016 it was about 4%, and by 2019 it had gone up to about 31%. We hope that this shows that people trust us, and that therefore they feel happy to recommend us to others.

Of the 1,289 people who have registered with us,

98% WERE ELIGIBLE FOR THE SERVICE.

It is worth pointing out, however, that even people who are eligible sometimes say that they are not sure whether or not our service is for them. Sometimes this is because they do not feel sure that they deserve support. Sometimes people find it difficult to ask for what they need. We hope that as people develop a strong relationship with Support Coordinators, these barriers start to come down.

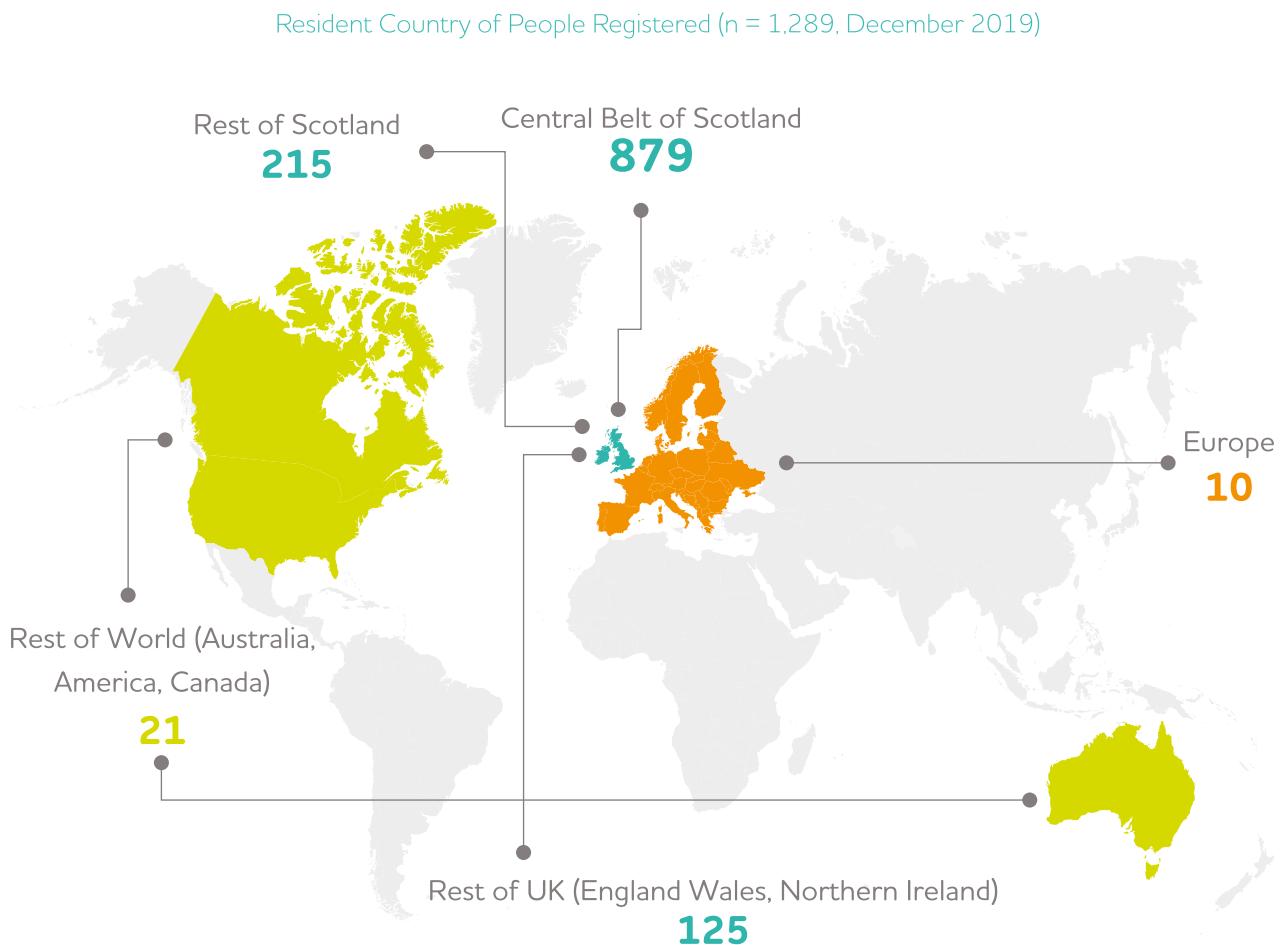


3

We help people across Scotland, and overseas

We will work with anyone who experienced childhood abuse or neglect in care in Scotland, wherever they live now. We have made extra efforts to reach people outside the Central Belt.

We have seen people from across Scotland: 30 of the country's 32 local authority areas. We have also seen significant numbers of people from the rest of the UK and from overseas.



4

We help adults of all ages.

18% of those who have registered with us are aged over 65. It can be more difficult for older people to use Future Pathways – perhaps because they're in poor health, or they are not comfortable with modern technology, or they grew up in a culture which discourages asking for help.

We have tackled that in various ways. In particular, we have assigned two of our Support Coordinators to work only with people aged over 65. And we've streamlined our referral processes for people in that age group.

5

Some people feel we could do more to ensure that everyone who needs our support can access it.

There is some evidence that we are not so good at reaching younger adults and those with learning disabilities.

It is impossible to be sure, because we do not definitely know how many people could be contacting us but are not doing so; it is also possible that some people who have registered with us have a learning disability but did not tell us. But we do know that people with learning disabilities are likely to be affected by childhood abuse or neglect in care and yet the number of them that have registered with us seems to be relatively low.

Reaching these people requires different approaches, and there is more that we could do in this area.

This is a constant challenge that we have to address. Our budget is limited, so we have to decide how much of it to spend on promoting Future Pathways, and how much on increasing our ability to provide the service.

6

After we improved our website, more people registered with us.

In July 2019 we launched an improved website, having changed both the design and the words in line with feedback from our staff and from people registered with us. In the next three months, registrations via the website went up by 150% compared to one year earlier.

Between July and December 2019, we also saw a 150% increase in the number of people signing up for our monthly newsletter.

7

People feel safe, heard and trusted when they work with us.

We collect feedback every month, from all sorts of people: those registered with us, Support Coordinators, people we meet at engagement events, and more.

Not everyone who works with Future Pathways tells us what it was like for them, but when people do it is usually positive. The following quotes are typical:

“The Support Coordinator made me feel comfortable. I appreciated the kindness and the approach of the worker.”

“She didn’t judge me. She already ken. I never once needed to pretend. It’s the first time I’ve had that. I didn’t have to even say what happened to me.”

“[The Support Coordinator] has changed my life. Quite a few phone calls. I’ve gained so much confidence.”

8

We do not always clearly explain what support we can provide.

Some people registered with us have told us that our service is not always consistent. And some of our partners have said that they are not completely clear about what Future Pathways can offer.

As part of our response to this, we created an ‘Information Pack’ for people who are registered with us. This process included both our staff and registered people. It is too soon to say for sure how well it is working, but early feedback is that it has helped newly registered people to understand what Future Pathways can offer.

9

People are keen to be involved in shaping Future Pathways

As Future Pathways has grown and developed, we have used various different methods to gather the views and insights of everyone who wants to help us to succeed.

From 2017 to 2019 we had an Advisory Group, which introduced a large number of improvements. We then held engagement events across Scotland; people told us that these were useful and that they wanted them to happen more often. We’re now looking at new ways to encourage people to share their views. The most popular methods are calling our freephone number or speaking directly to a member of staff.

As we continue to grow, we will need to get input from a wider range of people.

Summary

A lot of people are now aware of Future Pathways, including other service providers.

This includes both statutory services (those that are run by the government) and non-statutory ones. We have achieved this by talking directly to service providers about the people they help. And we have attended or organised all sorts of events, including training, conferences and engagement events.

People are registering with us at a high and steady rate, and increasingly, they are finding out about us through word of mouth. Our geographical reach is wide, across Scotland and beyond. We are confident that people feel that Future Pathways is relevant to them. People feel safe, heard and trusted. We generally get good feedback from people registered with us and our staff.

We can do more, though, in particular by improving our efforts to reach younger adults and those with learning disabilities. People with learning disabilities are likely to be affected by childhood

abuse or neglect in care, and yet the number of them that have registered with us seems to be relatively low. They have different communication needs and preferences, so we will have to find ways to address that. The same is true of young people, and those living with sensory impairment.

Many survivors have told us that they want to be more involved in Future Pathways. Having this support is of great value and we would want to ensure this work is well supported. For example, we could enable people to work with our staff at conferences and events. We can also encourage survivors to share their experiences, anonymously if they wish.

These are just two examples of many things that we can do to take Future Pathways forward. We will do it all in a planned way, using all the necessary expertise, support, and other resources.

Supporting people

In this category, we found the following things:

1

People value their conversations with Support Coordinators.

2

People value our trauma-informed approach, which embodies the principles of Choice, Empowerment, Safety, Trust and Collaboration.

3

People know what is important to them and what resources they need.

4

Future Pathways helps people to live the life they want.

5

Change is happening, but barriers still exist.

6

Future Pathways works with a varied mix of people.

7

People who register with us are more likely to live in areas of multiple deprivation.

Footnote

Trauma-informed practice

NHS Education Scotland defines trauma-informed practice as follows.

"Trauma-informed practice is not designed specifically to treat trauma-related difficulties. Instead it seeks to address the barriers that those affected by trauma can experience when accessing the care, support and treatment they require for a healthy life. It is argued that those most in need may also be hardest to reach and most unlikely to engage with services."

Trauma-informed practice seeks to ensure that services can:

- recognise that trauma is common
- realise these experiences might have a range of impacts which is relevant to the service you are delivering to this individual

- respond safely and effectively, ensuring that those who require it are referred for and receive the necessary trauma specific interventions for recovery resist re-traumatisation by ensuring that services are delivered safely and in line with the key principles of:
 - choice
 - collaboration
 - trust
 - empowerment
 - safety"

The Scottish Index of Multiple Deprivation

The SIMD divides Scotland into 6,976 small areas, called data zones, and measures seven things: income, employment, education, health, access to services, crime, and housing. It is used by the Scottish Government, and many other organisations.

1

People value their conversations with Support Coordinators.

Of the 1,289 people who have ever registered with us, 1,051 (82%) have received support. The heart of this is a conversation – or more often several – with a Support Coordinator, in which the person works out what kind of support will be most helpful for them. We have examined this thoroughly to understand people's experience.

People told us that they feel supported, saying that the conversations improved their outlook and gave them hope. Many people said that it was very important that the Support Coordinator listened and understood them.

One person said:

“The way they deal with you is very important. It is a breath of fresh air after the way you are treated by police etc....They don't have lots of forms, you will mention something to [Support Coordinator] and he will either say Yes or No – no bargaining, and that is really important to people who have been in care. The whole team is really nice. I value getting trusted advice from people who understand the process and issues.”

2

People value our trauma-informed approach, which embodies the principles of Choice, Empowerment, Safety, Trust and Collaboration.

Many people talk about the importance of trust.

People feel that we recognise their past experiences of abuse and neglect, and understand how this affects different areas of their lives.

When we ask people how they felt during their first conversation with a Support Coordinator, they often say “relieved” and “believed”.

We know that we cannot help people until we have built up rapport and mutual trust. That takes time. It usually requires several conversations, which often take between two and six months. We generally find that face-to-face meetings are best, although of course that is sometimes impossible as we work with people all over the world. Our Support Coordinators say that phone and email contact can also work well, provided they take more time to establish the person's needs.

We do not ask people to prove that their childhood experiences really happened. This is very important to them, and helps to build trust, even though many of them find it difficult to trust institutions and professionals.

Collaboration is also vital. People tell us that they feel safe and listened to, and that their opinions are valued. A key part of this is Future Pathways being flexible: we give people choices about where, when and how they talk to us.

3

People know what is important to them and what resources they need.

A lot happens before we agree resources and put plans into action. We talk to people; we focus on what changes they want to make in their lives together; we plan the support they need; and we try to make sure that the person clearly sees benefits of Future Pathways' approach.

In terms of the specific details of the support, this can vary widely as, of course, each person is different. But we do see some broad themes:



Having a routine, hobbies and volunteering



Increased physical activity and improved wellbeing



Social networks and community activity



Self-care and Self-reflection; valuing myself



Hope for the future



Financial stability

These things are important to many of the people who work with us.



4

Future Pathways helps people to live the life they want.

Debbie is a focused and determined young woman who lives on the west coast of Scotland. When she registered, she hoped to get help to find her records.

Debbie and her Support Coordinator had several conversations. Debbie described frequent panic attacks when meeting new people. This could cause problems when she was trying to use services: for example, she had been de-registered from a GP surgery list after speaking to staff aggressively.

Debbie wanted to find better ways of coping with stressful, painful, or frustrating situations. Future Pathways arranged for mindfulness coaching sessions.

On the way to her first session, Debbie had a panic attack and could not attend. She was surprised that the mindfulness coach later called to check on her. The coach's understanding and sensitive approach helped her to decide to try again.

At first, Debbie relied on taxis to get to the sessions (Future Pathways organised these). Now, though, the coach has helped establish a safe and comfortable environment for her, and she can make her own travel arrangements.

Debbie has learned positive coping strategies to 'calm down and be healthy' when negative situations occur. The mindfulness sessions have also helped Debbie to think about how her stress and distress affects her, and how this may in turn affect her communication with others.

She now feels more confident in how she communicates with other people and notices a positive difference in how she engages with people and services more generally. We asked her what it is now like for her to go to her GP, and she said: "I see the difference in how [the staff] respond to me now."



5

Change is happening, but barriers still exist

Future Pathways is clearly doing a lot of good. As problems have arisen – such as the substantial waiting list that built up in 2018 – we have dealt with them. And we work well with our partners.

At the time of writing, we have supported 1,059 people – that's 82% of those who registered with us. We know that this has made a big difference to people's lives.

The number of people supported by the Discretionary Fund by financial year.

	2016/17	2017/18	2018/19	2019/20	Cumulative
Discretionary Payments	£127,439	£1,121,297	£1,381,669	£986,000	3,613,405
Number of people	89	258	400	572	672
Average amount per person	£1,250	£3,613	£3,390	£1,447*	£3,594

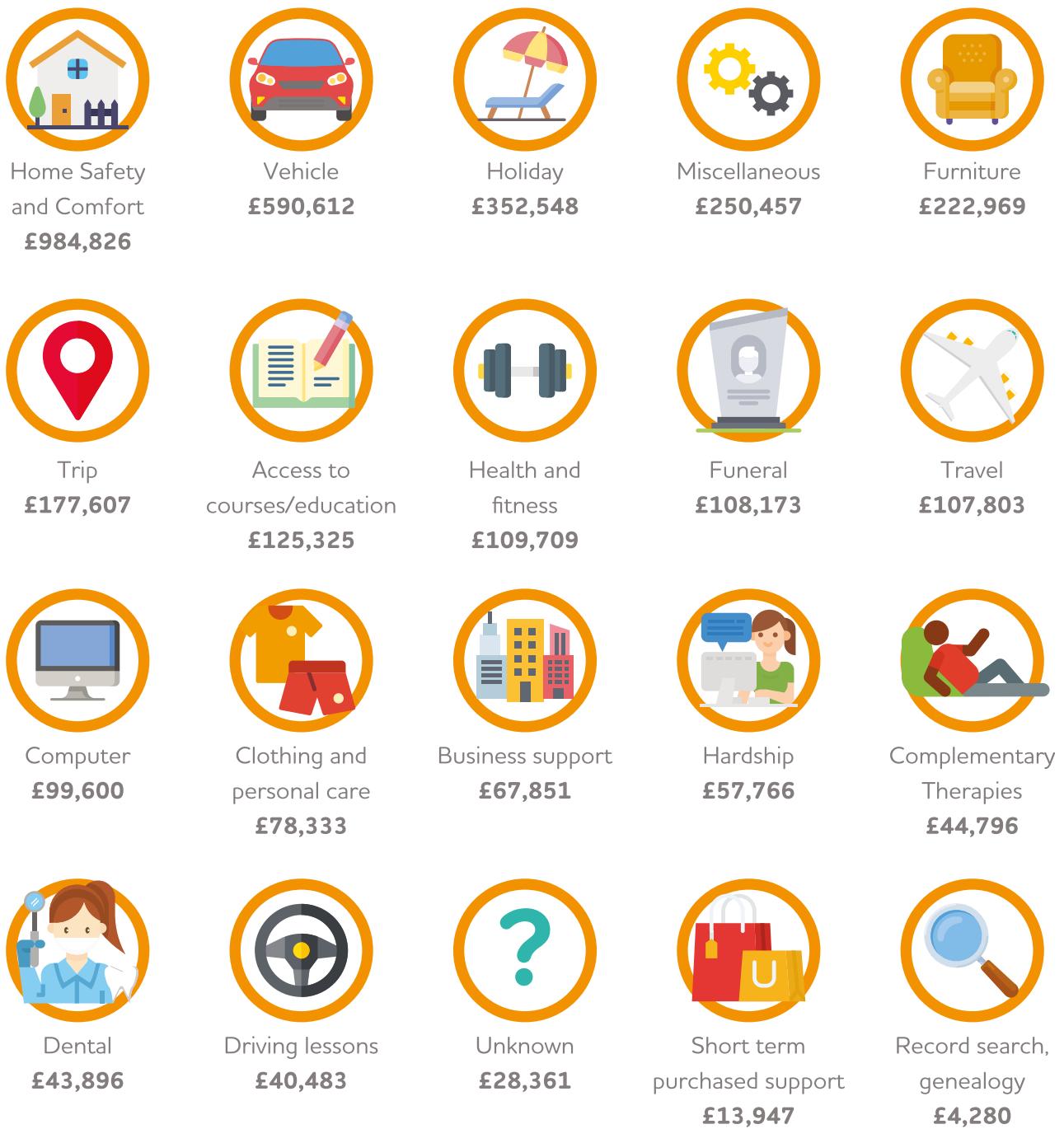
Notes

1. 2016/17 includes data for only six months.
2. 2019/20 includes data for only nine months
3. Average amount per person in 2019/20 is equivalent to £3,176 in a full year.

We have used this money in a large variety of ways, depending on the particular needs of each person.



Description of How the Discretionary Fund is Used (from start until December 2019)

**Notes**

- The information above is based on over 7,500 financial records. Data was cleaned and then cross-checked with paper files. However, some data was not recorded very accurately, particularly during the start-up period, and we have not included this.

There are some barriers that we will have to overcome in future, however. We see two in particular:

1. Support Coordinators having to take responsibility for things that other services could do.

Many survivors tell us that they do not trust statutory services or professionals, and would prefer to access support directly from Future Pathways. However, this can be a problem in situations where, in fact, other services are better placed to respond.

2. People having difficulty accessing public services

These might be social work, occupational therapy, housing, benefits, or other services. People struggle to access them for a variety of reasons.

The following example shows how Future Pathways can support people who may need numerous services and supports.

Maxine has been working with a Support Coordinator for two years. She has several physical and mental health problems, which make it harder for her to manage day-to-day tasks. Her brain processes information differently from most people, and she often becomes very distressed when she doesn't feel listened to. This distress can be experienced by others as aggression, which has resulted in Maxine losing access to some services.

She attended appointments with several health professionals, but no-one appeared to be communicating with anyone else, and there didn't appear to be an overall plan to coordinate the statutory services' input.

Maxine's Support Coordinator requested a meeting for all involved, but the only statutory professional who came was from an addictions service. It was planning to discharge Maxine from support because she did not use illicit substances.

The Support Coordinator pushed for more input, as the lack of support was putting Maxine's health and wellbeing at risk. It was agreed that the Social

Worker attached to the addictions team would look into making a community care assessment.

It took a full year for the community care assessment to be completed. A second meeting was held towards the end of 2019.

Maxine was not invited. However, the Support Coordinator was able to speak to her at length regarding the purpose of the meeting and the focus of Future Pathways' advocacy. Maxine expressed confidence in the Support Coordinator's approach.

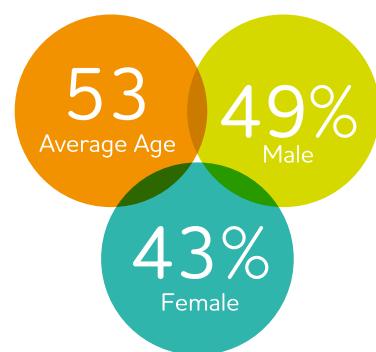
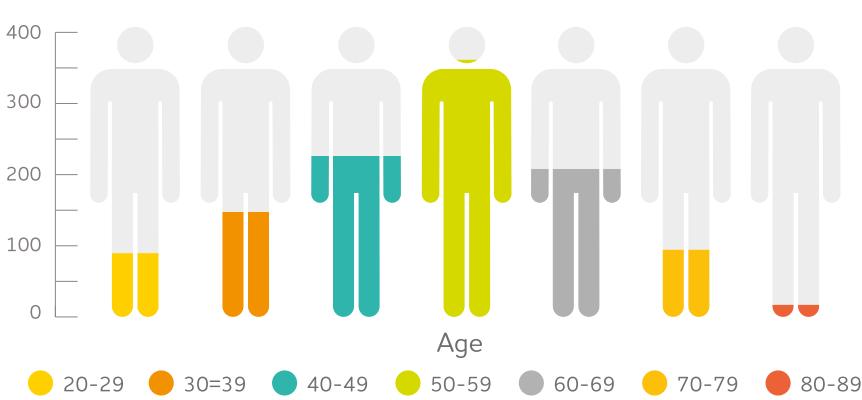
The meeting was attended by the addictions service and social work. It explored how other teams might meet Maxine's needs, such as the young adult or mental health and learning disabilities service. Maxine described this as a very positive meeting, where the two people who knew her best (her support coordinator and her addictions nurse) put her needs at the forefront of the discussion. Maxine said that she felt that she had input and control over the development of the care plan, which was really important for her.

6

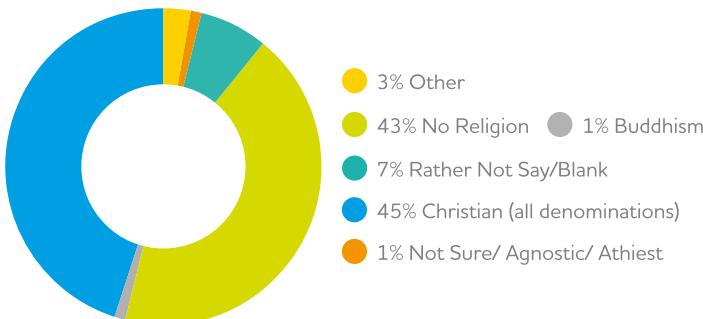
Future Pathways works with a varied mix of people.

We ask people who register with us about their ethnicity, faith and so on. People do not have to answer any questions that they do not want to, so we do not have complete information on this. Based on what we do know, it breaks down like this.

Age of people registered with Future Pathways (n = 1,124, December 2019)



Self-reported faith of people registered with Future Pathways (n=402)



People who said they had some form of disability



Of the people who said that they had some sort of disability, very few gave any more details about what it was.

7

People who register with us are more likely to live in deprived areas.

We analysed the postcodes of 1,141 people registered with us who lived in Scotland. We found that they are more likely to live in deprived areas.

Summary

Future Pathways has helped 1,051 people since we started. They are a varied group, but are more likely to have experienced problems like a disrupted education, poverty and poorer health.

Our approach is to start by finding out what each person's hopes and priorities are. This usually requires several conversations. Putting the right support in place can take time, but it is almost always possible to make progress.

The Support Coordinator's role is vital: people really value these conversations. Their past experiences mean that a relationship based on trust is particularly important to them.

People have told us that they have gained new knowledge, skills and confidence, and that this has improved their quality of life.

There is considerable pressure on Future Pathways to step in where other services may not be accessible, however, we do not have the resources to do this. We also recognise that barriers exist for some people to access support that they are entitled to from statutory services and our approach has been to work with people to find a way forward.

Some of the people we work with have said that they are frustrated by having to wait a long time for services. This can be true of all services. Future Pathways is able to facilitate prompt assessment via the Anchor).

Waiting times for access to psychological therapies varies across Scotland and the UK.

We have learned a lot about how we can help people to make positive changes. We hope the changes are long lasting. But we still don't know for sure how many people can sustain these changes without continuing input from Future Pathways or other sources of support.

Some people describe struggling with the thought of losing support from their support coordinator when the prospect of reduced contact is raised .Over 80% of people registered with us want to continue a relationship, with support available as and when it is needed. More people are continuing to register with Future Pathways, but very few people feel they

want to stop working with us. This is challenging, as it affects the speed with which we are able to respond.

We also see an opportunity to continue influencing other professionals and services so that they adapt their approach and better meet survivors' needs. Much work is done in this area, but it takes time to make a difference. We should do more to shine a light on how people experience services and share examples of good partnership working.

Enabling access to services

In this category, we found the following things:

1

Future Pathways has helped people to access a wide range of high-quality services.

2

It is good that our partners offer a wide range of services.

3

Future Pathways is valued, by our partners and by the people we support.

4

Our partners are keen to share their learning, and to work together to improve.

5

People appreciate our efforts to improve our own procedures.

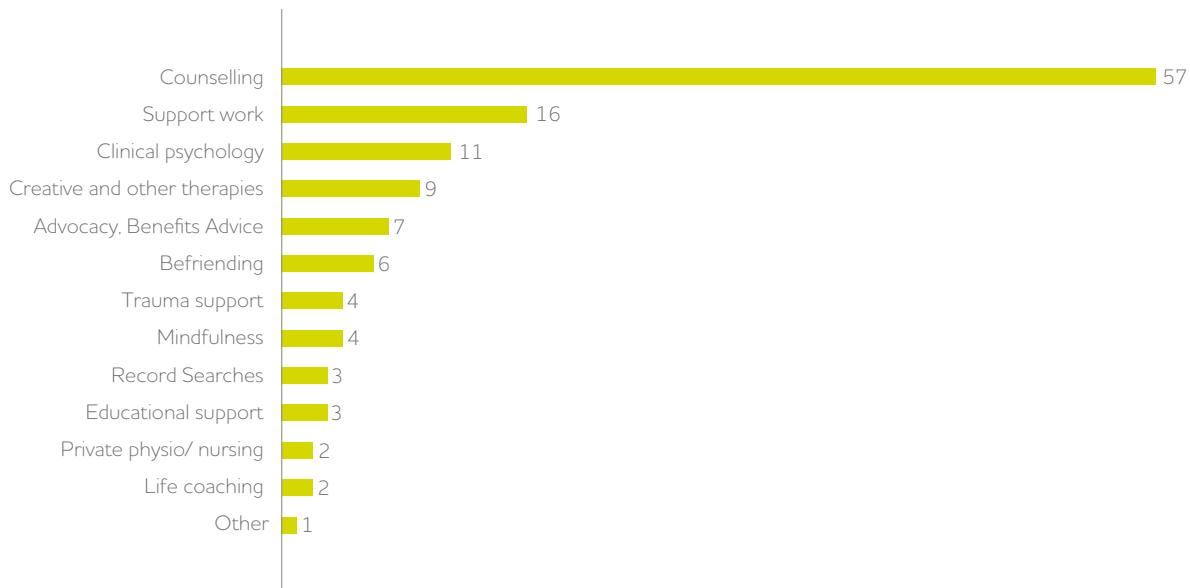
1

Future Pathways has helped people to access a wide range of high-quality services.

The people who register with Future Pathways have a wide range of needs, and so we have worked with more than 70 different professionals and organisations to ensure that individuals get support that fits their unique circumstances.

At any one time, we are typically supporting between 200 and 250 people to access services provided by our partners. These can take many different forms.

Services Available from Delivery Partners (December 2019)



Note

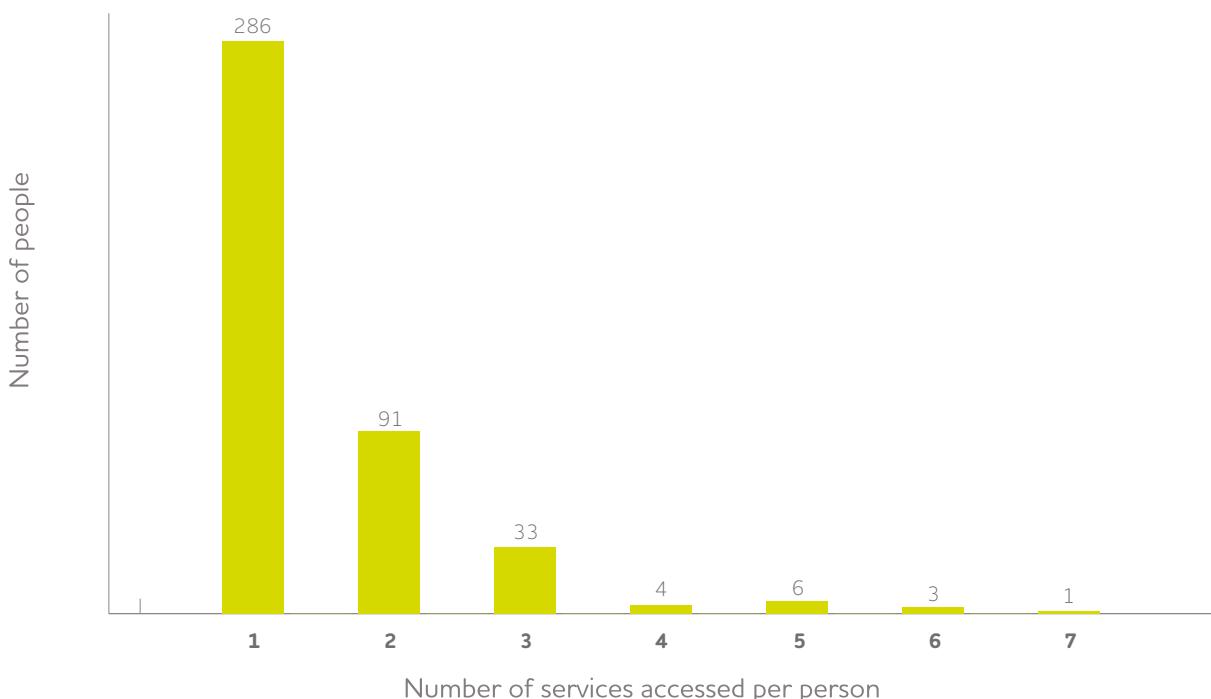
A single organisation may provide more than one type of service.

2

It is good that our partners offer a wide range of services.

About a third of the people who have used our partners' services have used more than one service, as the chart below shows. We think that this demonstrates that having a wide range of services available is useful to people.

Number of services accessed per person (from project start until December 2019)



Three types of services are particularly commonly used. Since Future Pathways started:



314
people have accessed records of their time in care. Two of our partners – Birthlink and Wellbeing Scotland – now help with people who need this type of support.



339
people have had counselling. The length of time varies, but the average is six months.



418
people have been referred to the Glasgow Psychological Trauma Service for psychological assessment.

3

Future Pathways is valued, both by our partners and by the people we support.

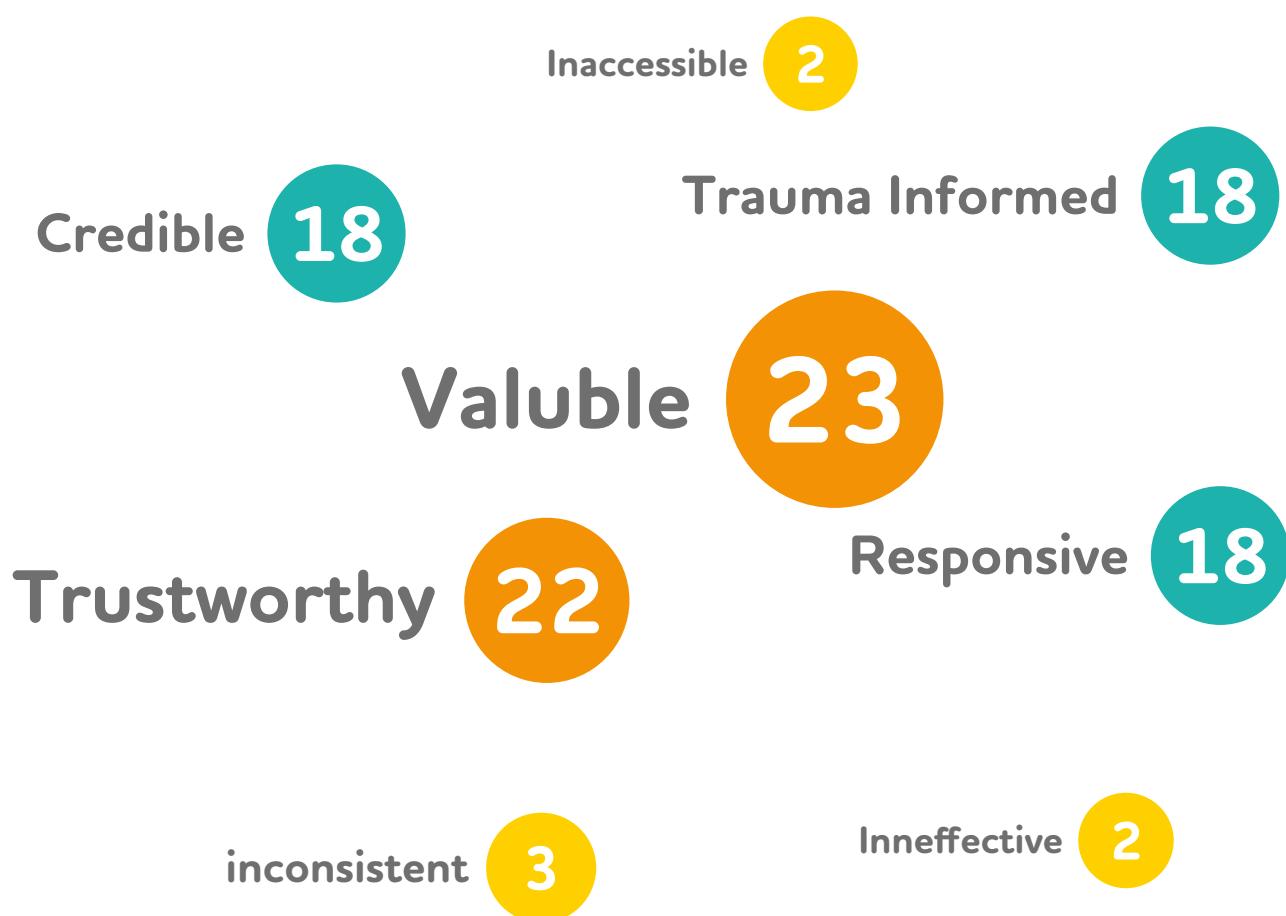
What our partners say

We regularly review our work with partners, and ask them what it is like to work with us. They tell us that we collaborate well, and that they like dealing with us.

Typical statements are:

"I think it's been a beneficial mutual partnership" and, "We've got a very flexible and responsive relationship and its professional, and they understand the need for trauma-informed and person-centred support."

Partners' Staff Description of Future Pathways (2019)



We also ask our partners about their experience when working with people registered to Future Pathways. One organisation said that this usually means that they can work with people over a longer time than in other cases, and that their staff valued that.

Our partners sometimes experience challenges when working with people. Three stand out: ensuring that their staff have the experience they need; contacting people; and people not turning up for appointments.

Partners have shared examples of how they have changed practice to suit the needs of survivors better. For example, a dentist was able to offer treatment in a way that avoided psychological triggers, and a massage therapist used the principles of trauma-informed practice when giving someone their first massage. Both of these were tremendously beneficial.

We are also aware of several social care assessments and house moves that proceeded only because of Support Coordinators' help to navigate systems, and to explain what someone needed and why this was important.

What survivors say

Nearly two thirds of people said that they 'definitely' or 'probably' would not have got support without Future Pathways in a recent review. Some felt that they still would have been able to access support without us.

When we asked people about their experience of working with service providers, the responses varied. These three quotes give a sense of that:

"In the past service providers have been overtly judgemental. This is not my experience of Future Pathways."

"Services need to work together better."

"Happy with the help I get."

Some people told us that would like to have more choice or control. This is important, because the biggest single reason for people to stop getting support is that they felt that the service provider was not right for them at that time. Other common reasons are feeling that the service from the partner was not as expected, or that it was difficult to get to the service's premises.

These observations show how helpful it is if people can test support options. They also explain why it can take time to find the right service.

4

Our partners are keen to share their learning, and to work together to improve.

Our partners say that people referred from Future Pathways tend to be living with multiple difficulties and have greater past experience of trauma compared to those referred to them in other ways.

Many partners said that they valued the training that they had received on trauma-informed approaches, and that they wanted more of this.

Partners also want to share their knowledge, insight and expertise. Many said that they would like to have some type of information-sharing day with Future Pathways and our Support Coordinators. They said that this would help them to build their networks, and to fill any gaps in their knowledge about Future Pathways' processes. Several partners said they would like more opportunities to promote their service to the rest of the Future Pathways team.



5

People appreciate our efforts to improve our own procedures.

Before we start working with a new partner, we ask them to show that they meet certain quality standards. Bigger organisations are familiar with contracting processes, and don't mind providing us with the information we need. By contrast, very small services can struggle with this.

In the main, partners reported that although the sign-up process was daunting at first sight, it was very helpful that someone was available to speak to them and answer questions. They also told us that interim agreements and individual contracts helped to clarify expectations. And they said that contracting, invoicing and payment procedures were all running smoothly.

In the 2019 review, some partners said that partnering with Future Pathways was similar to tendering or bidding for contracts. We would like to change this perception, as it is at odds with the principles of collaboration that we try to embody.

Some partners have said that they need better forecasts of referrals. We share that concern, but this has always been difficult: all individuals have different preferences, so it is hard to predict what will be needed. Our priority is responding to the individual needs of each person.



We have streamlined our administrative support processes and paperwork. In 2018, many people told us that the quarterly return format was not working well, so we changed it. Our partners welcomed these changes – as did our staff.

Promoting high quality support, now and in the future

In this category, we found the following things:

1

Future Pathways uses thorough processes to work out how we can improve, and then show that we have.

2

We make changes based on the experiences of people registered with us.

3

We could share our learning more widely.

1

Future Pathways uses thorough processes to work out how we can improve, and then show that we have.

Learning is absolutely essential to Future Pathways. To do that, we need to be clear about exactly what we are trying to achieve, what we are doing, and what results we are seeing.

Each of our four pathways is broken down into ‘stepping stones’ that lead to the outcome we are aiming for. Each of those stepping stones has one or more ‘success indicators’. We use a piece of software called OutNav to records all these success indicators, and allows staff to upload relevant evidence.

That evidence can take many forms, including internal reports, the researchers’ observations, and some things that many other organisations do not systematically examine, such as feedback from staff or people that is captured on an ongoing basis. It all helps to build up a detailed and accurate picture.

Every three months, our management team meets to carefully examine the evidence we have collected and work out what it is telling us. They also identify gaps where we have not been collecting the information we need. Equally, they are able to say when we have enough evidence, and gathering more is not making the picture any clearer.

We also have a detailed process for measuring performance.

The key elements of this are:

- Quarterly reports
- monthly Key Performance Indicator summaries
- regular operational reviews, such as the annual review of work with delivery partners
- detailed quarterly returns from partners
- using individual reviews, staff reflective logs and observational notes to capture what is happening at the individual level

One unique feature of Future Pathways is our partnership with the Glasgow Psychological Trauma Service. It helps ensure the highest possible quality of support by contributing to good clinical governance and supporting frontline staff when they speak to people about risk. This is a very important support for frontline staff that is offered through clinical supervision and embedding trauma-informed training and practice across Future Pathways.

Again, it is not enough to merely collect evidence: you also have to analyse it and work out what changes you need to make. We do this in team and management meetings. Those discussions are then shared with the Alliance Management Team, to help them make operational decisions.

2

We make changes based on the experiences of people registered with us.

In addition to our standard process for gathering feedback, we have carried out several reviews aimed at learning from the people we work with. Some recent improvements that we have made as a result are:



An example of improvement

Because more people registered with Future Pathways than we had initially expected, a waiting list started to build up. By the middle of 2018 it was over 350 people. This was obviously frustrating for people.

We realised that we needed to challenge some of the assumptions that we had made when setting up Future Pathways. So we made a concerted effort to contact anyone who had not yet accessed support. (We are able to speak to 251 people out of 363 that were waiting.)

We learned that most people felt able to have an early, in-depth conversation about their needs (we had assumed that this would not be the case).

We therefore created a new framework for conversations with people about their safety. This framework is known as SHEER, because it focuses on Substance, Health, Environmental, Emotional and Relationship safety. We found that SHEER helped us to structure conversations around wellbeing, and to prioritise the person's needs.

Then, as our staff numbers increased, we had to consider how we could ensure that support decisions were made consistently.

In 2019, using both the initial work and feedback from survivors and staff, we made further changes. Now:

- Support Coordinators receive registration calls, and offer conversation about the person's needs and circumstances from the start
- conversations are structured around the individual's wellbeing and safety
- on registration, all individuals are linked with a small, dedicated team, and told how to contact that team if their situation changes
- for people aged over 65 or with immediate needs, ongoing support coordination is offered
- staff are organised in teams of Support Coordinators. Each team is supported by an Administrator and a Practice Learning Manager

By making these changes, we reduced the number of people waiting for more than 12 months from over 200 in March 2019 to none in July 2019.

Overall reach also improved. In February 2019, Future Pathways had supported 65% of all those registered with us. At the end of December 2019, we had supported over 82% of all those registered.



3

We could share our learning more widely.

We put a high priority on individual and team learning. All team members take part in annual training on trauma-informed practice and data protection. They also go to relevant events. And when our quality assurance processes identify gaps, we carry out training to fill them.

Frontline staff meet once every eight weeks in practice development sessions. These detailed discussions of practice issues help to ensure consistent practice across the team.

Once per quarter, all operational staff attend an ‘Ops Day Out’ meeting, at which they reflect more deeply on topics of concern.

We have always been keen to share what we learn. Attention to learning has been a fundamental aspect of the project since it began. In 2017, we contributed to ‘Beyond Survival: sustaining services, organisations and impact’, a resource for services working with survivors. It aimed to help Scottish Government, funded organisations and their stakeholders to understand the impact of survivor support services and develop practical resources to assess, prepare for and improve their sustainability so that impact may be sustained long term.

Our researcher presented at the 2019 European Network for Mental Health Service Evaluation (ENMESH) conference in Lisbon, Portugal. This looked at the evaluation of mental health services across Europe.

We could do more, however. People we work with are clear that they experience persistent struggle in accessing support. They have much to share about their experiences, which would positively contribute to future policy.

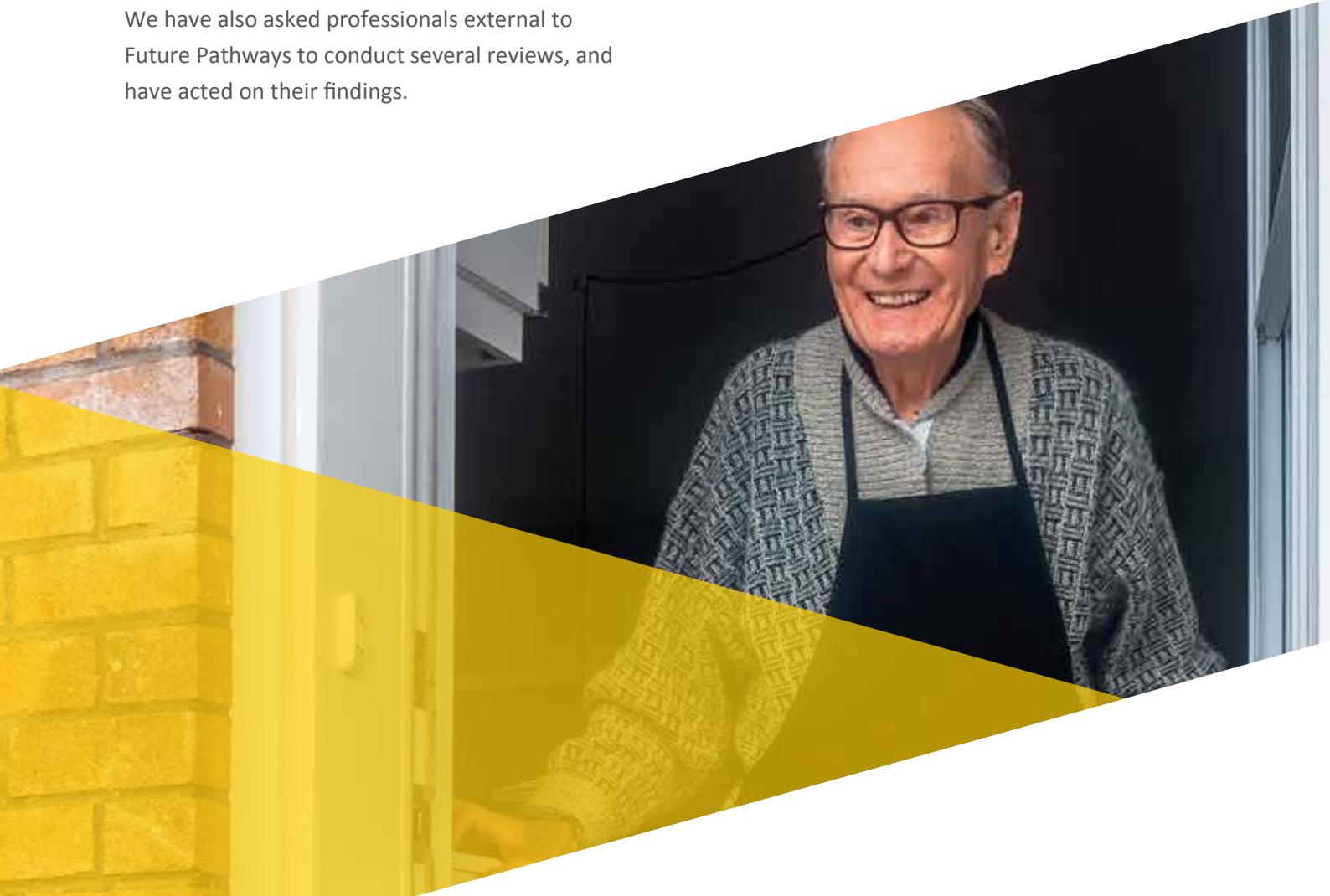
Summary

Future Pathways is the first project of its kind in Scotland. So we have always had a lot to learn, and since the start we have been focused on doing that.

We have detailed systems in place for measuring the quality of our service, measuring our performance, reflecting on what we have done, and continually improving. Our unique partnership with the Glasgow Psychological Trauma service drives high quality through trauma-informed training and clinical supervision of staff. It also provides clinical governance in relation to the psychological support that is sometimes offered through delivery partners.

We have also asked professionals external to Future Pathways to conduct several reviews, and have acted on their findings.

We see further opportunities to do more in partnership with people and delivery partners, in particular for them to describe what it is like for people to use trauma-informed services. This will help to enlist the support of others. Future Pathways is only one part of a wider system, and survivors experience many barriers in getting help from existing supports and services.



Conclusions and next steps

We draw eight key conclusions from this report.

People feel safe and heard by Future Pathways, and they trust us.

The number of registrations we have received, and the growing number of ‘word of mouth’ referrals, both suggest this. Nonetheless, we could perhaps do more to reach those who face additional barriers, such as people with learning disabilities or sensory impairment, or those who are affected by homelessness. We are also not sure that our current approach reaches younger people.

There is strong support for a person-centred model that responds to individual circumstances.

Future Pathways’ approach is effective: there is good evidence that working in collaboration to set priorities and identify the right supports helps people improve their lives.

People registered with Future Pathways are living in a wide variety of circumstances.

Some are living with poor physical and mental health, which can be compounded by other problems such as inappropriate housing, poverty, or use of substances. Many lack coping strategies, confidence, and social networks. It is also very common for people to have difficulty in accessing services.

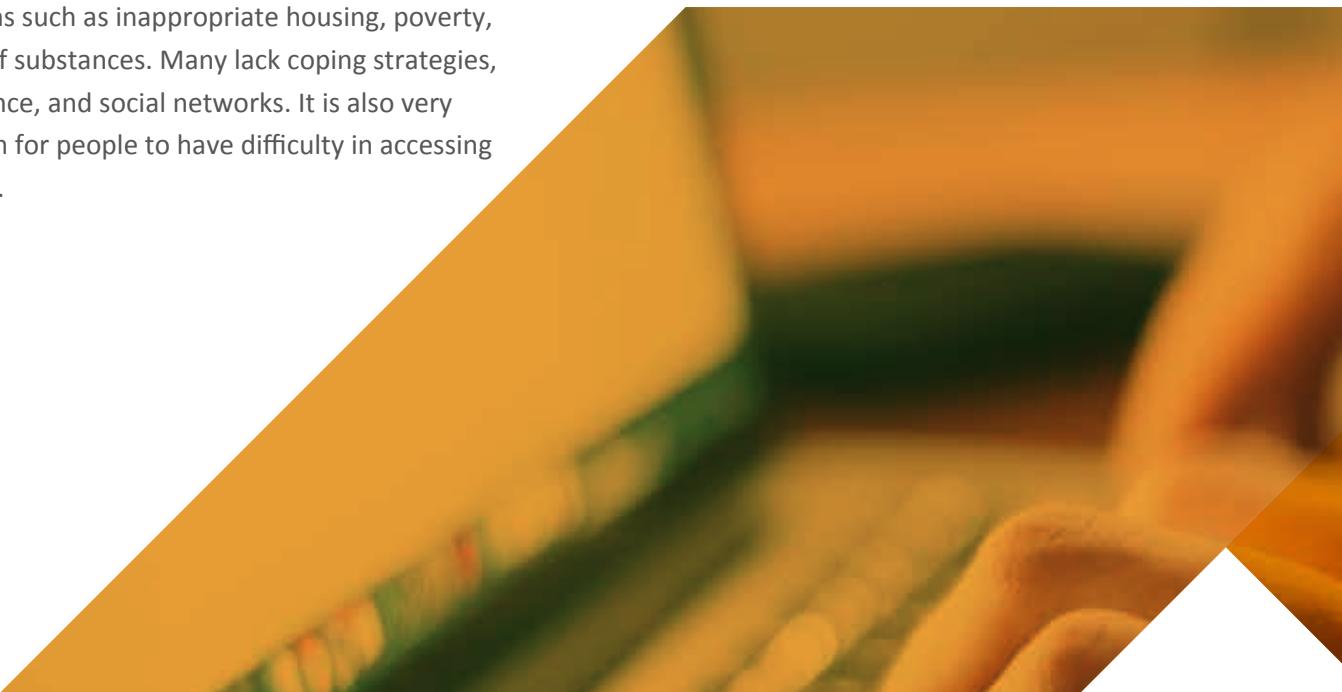
People highly value the relational approach that our Support Coordinators take.

Building trust takes time. So does exploring and negotiating the right supports. Yet it is almost always possible to make progress.

People have significantly improved their lives with contributions from Future Pathways.

We have helped people to gain confidence and know-how that has transformed their lives. Future Pathways has provided support to 80% of the 1,289 people registered with us. There is evidence of positive change.

However, barriers remain. At times, there is pressure for Future Pathways to assume responsibility that other services may be better placed to take on. Many survivors do not trust statutory services, and so prefer direct support.



A much greater range of resources is now available.

Future Pathways draws on a network of 70 delivery partners. Individual contracting has maximised flexibility, which is important.

We are confident that people feel able to tell us what would make the most difference in their life, and ask for the help that they really need. We're also confident that our partners view us as trustworthy, and value their relationship with us.

However, some barriers remain. Not everyone experiences as much control over their support as they want. Some of our partners are working around problems such as a shortage of skilled staff, and this can affect the service they provide. Our Support Coordinators say that it can be difficult to help people to get the right support quickly. This has been particularly true of psychological services and support work.

Looking ahead, as redress legislation progresses this may increase people's requirements for support. Not just in practical terms, such as help with the application process, or obtaining records

of their time in care but also emotionally. Many people have fought for redress, acknowledgement and apology for some time, so they may need help to deal with the finality of getting them.

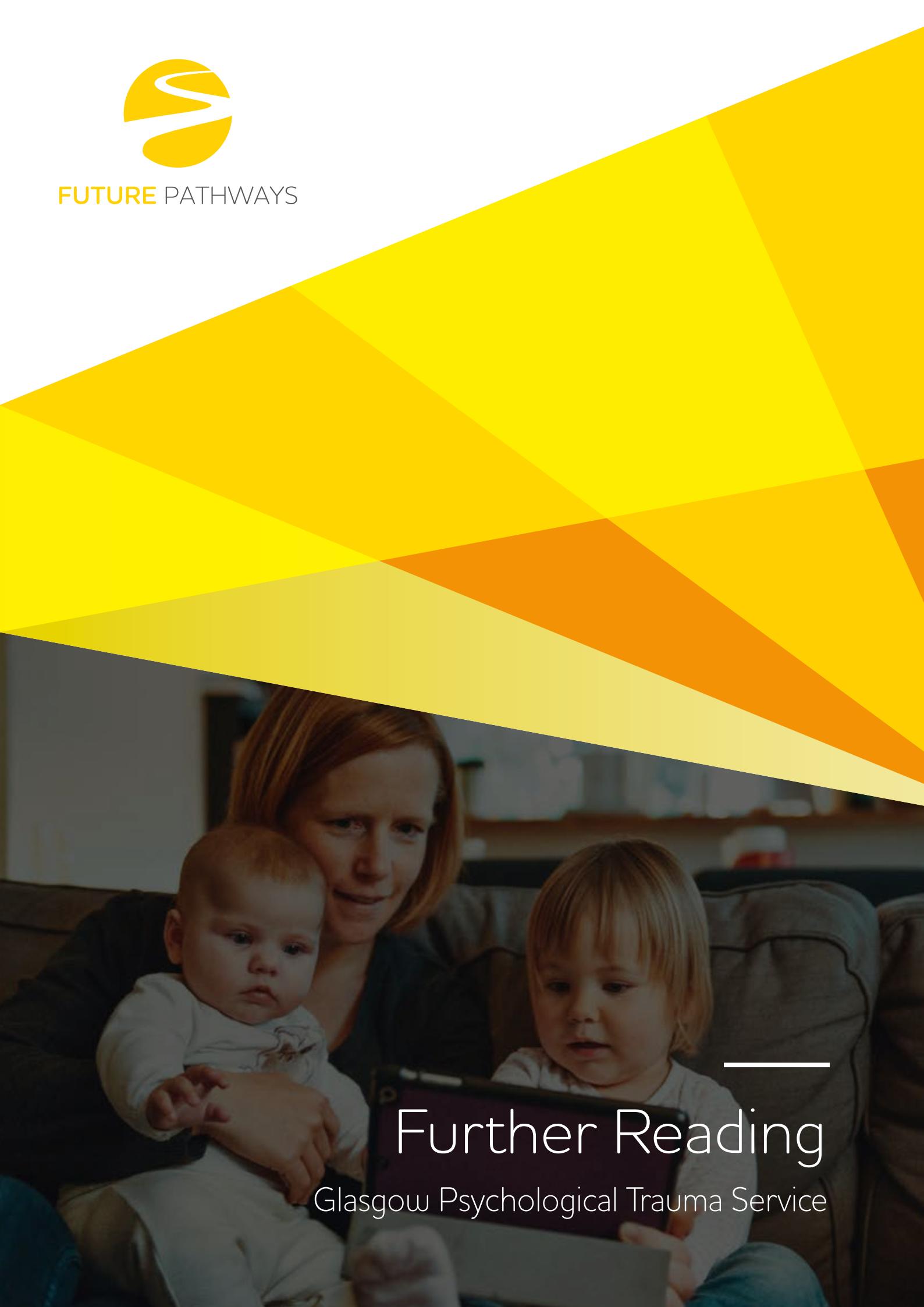
We have learned a lot about how to connect people with the services they need, and there is still much more to learn. In the future, we will do more to highlight how people experience support, and work with delivery partners to reduce barriers. We will also share our experience so that others can benefit from it.

Next steps

- 1.** We should target people who are likely to experience additional barriers to accessing support. For example, people with learning disabilities, those living with sensory impairment, and younger people.
- 2.** Future Pathways has grown quickly and developed an effective approach. We now need to embed what we've learned. We will continue to refine our approach in line with evidence, learning and feedback from survivors.
- 3.** We face a dilemma in balancing the required level of support against our finite capacity. More people continue to register every month. There is a need to decide how staff time and other resources should be directed to enable as many people as possible to access support.
- 4.** There is considerable pressure on Future Pathways to fill gaps when other resources are not accessible. There may sometimes be good reasons why it is not appropriate for someone to access statutory services. However, in some other cases people are not getting support that they are entitled to. Future Pathways should work with survivors and delivery partners to share what we know about tackling these problems. We should also call upon others to play their part in contributing to flexible, compassionate services that meet survivors' needs.
- 5.** As Future Pathways has grown, many people wish to contribute to the service. We must ensure everyone who wants to contribute can do so, in a meaningful and safe way.
- 6.** As you have seen in this report, Future Pathways currently uses four outcome pathways. As we have made a lot of progress in 'Raising Awareness' and 'Enabling Access to a Range of Supports', we will use just two pathways in future: 'Supporting People' and 'Enabling Effective Work'.



FUTURE PATHWAYS



Further Reading

Glasgow Psychological Trauma Service

NHG Greater Glasgow & Clyde (NHSGG&C) is a founding, core Alliance Partner of Future Pathways. Services offered from NHS GG&C are delivered by Glasgow Psychological Trauma Service (GPTS). GPTS is a specialist mental health service for survivors of complex trauma experiences who have difficulties associated with Complex PTSD.

The role of GPTS in the Alliance is to promote and embed trauma-skilled practice, to drive governance and risk policies and procedures and to offer clinical supervision to staff who are routinely exposed to trauma narratives of clients of Future Pathways. Working at a trauma specialist level (NES National Trauma Training Framework) to offer robust psychological assessments to clients of Future Pathways and recommending or delivering robust, evidence-based psychological treatments/interventions.

Clinical Governance

Clinical governance is achieved through continuously improving the quality of a service and safeguarding high standards of care and support. There are a number of ways that GPTS contributes to, promotes and upholds clinical governance within the Future Pathways Alliance.

GPTS Staff are Embedded in Future Pathways

Staff from GPTS are embedded within the various leadership, management and operational structures of Future Pathways. This ensures quality of the service for survivors by embedding knowledge of mental health, psychological theory, evidence-based interventions, trauma-informed practice and risk issues throughout strategy, policy and operations. Currently GPTS provides in excess of 1000 hours per year to drive quality strategic leadership and operations within Future Pathways

alongside clinical, supervisory and governance roles.

Clinical Supervision

All Future Pathways staff, working in front line roles, are offered clinical supervision. The core function of clinical supervision is to provide a safe space for staff to reflect upon their personal and emotional reactions to their work, to challenge practice, to maintain safety and to increase opportunities for professional development. This contributes to the high standard of practice employed Alliance partners. This high standard of practice is important for the work Future Pathways does with clients as it promotes robust, quality and healthy practice. GPTS offers in excess of 600 hours of clinical supervision per year to staff of Future Pathways. There is also the opportunity for ad hoc supports to be put in place should that be identified.

One form of additional support recently offered, which is now embedded in practice, is the use of reflective practice sessions. Reflective practice offers Support Coordinators an opportunity to meet in group settings to have facilitated discussions about their practice and their reflections upon it. Support Coordinators may work with some clients using a team approach and with other clients alone. Therefore having an opportunity to come together with colleagues to reflect upon work related issues

allows the development of mutual support, fostering problem solving and consistency of practice. Both clinical supervision and reflective practice are grounded in psychological theory.

It is rare that clinical supervision is embedded in practice as a core organisational support. Staff have recognised this as invaluable to their practice in terms of challenging the way they work and also offering support regarding their work. Below is some feedback of how clinical supervision has improved practice:

How do you find clinical supervision?

“It’s positive, I really value it. Coming from a background of having regular reflective supervision, in the past, it [clinical supervision] meets my needs. In terms of my expectations, it challenges me to think about my practice and situation and how the work impacts on me and how my work then impacts on the people I work with.”

“I find it the most useful support that I have within the organisation. It gives me space to think about the cases and reflect on the impact the cases have on me and seek advice and guidance on how to progress the work.”

What is the most helpful aspect of clinical supervision?

“That reflective part and having things reflected back to me and thinking about what I could have done differently. It’s the challenge of being able to learn from practice that I really value.”

“Sometimes I can be very busy just doing and so it can be helpful to have a sense check that I am working ethically and within the guidelines and parameters of the organisation. The other thing is that there have been times that someone’s presentation can be difficult and I can find it difficult to manage the dynamics within that and supervision helps me to see both sides of the dynamics.”

How would your job be without clinical supervision?

“Without it, I think it [the job] would be unmanageable. If I didn’t have that space and time to reflect and recognise and work through the impact that things are having on me I’m not sure I would be able to sustain it [the job].”

Training/Theory practice links

All Future Pathway’s staff are offered training on psychological trauma, Complex PTSD, trauma-informed practice and wellbeing. Information from these sessions are embedded in clinical supervision and reflective practice sessions such that this training forms an integral feature reflecting research practice links.. This training is designed to help people registered face the fewest possible barriers to successfully accessing the service as well as ensuring staff have the knowledge and skills to deliver a safe and effective support.

Learning is bi-directional

GPTS has changed policy and practice based on our learning from clients of Future Pathways. For example, we now write to each client with a succinct summary of the assessment detailing the

recommendations and plan having received feedback from Future Pathways' clients that this would be helpful to aid their recall of the assessment.

Clinical Impact

Safeguarding and Risk

Embedded within all client contact is a clear safeguarding role. This function is paramount to protect our clients and to enhance their wellbeing, resilience and progress towards achievement of outcomes. Clients of Future Pathways often describe ongoing, complex mental health difficulties and vulnerabilities and inform us that other services may not recognise these issues or have struggled to support them with these issues. From the point at which someone registers with Future Pathways we begin to think about and explore with clients their safety, vulnerabilities and risk. This is based on sound psychological evidence that for change and outcomes focussed work to succeed individuals must feel safe and well enough to invest in change. If clients do not feel safe or well enough to invest in change then the focus of the work becomes enhancing stability to help clients move to a position in which they can engage in outcomes-focussed work.

Risk Assessment

GPTS developed the safety/risk (SHEER) assessment conducted with clients when they register with Future Pathways. This assessment is designed to be naturalistic and feel like a conversation and helps us to have an open conversation with our clients about safety and risk. This conversation underpins the outcomes-focussed work so that our clients and staff are not placed in positions that leave them feeling unsafe.

Risk Subgroup

GPTS staff chair the Future Pathways Risk Subgroup. The aim of this group is to identify risks that affect the effectiveness or reputation of Future Pathways, to scrutinise and advise on related policy and procedures so that safety is enhanced and risk minimised for clients and staff of Future Pathways.

Transforming Psychological Trauma

GPTS promotes and encourages staff to embed a range of local and national drivers within their practice. Policies and procedures that enhance child and adult protection and to prevent gender-based violence are integral to practice. NHS Education Scotland (NES) have developed the Transforming Psychological Trauma Framework (TPT) with the aim of increasing understanding of trauma and its impact across the broad Scottish workforce. In doing so the hope is that, across all sectors of society, stigma around discussing trauma will be reduced and that strategy, training and advice will be available for the people who are having these conversations.

GPTS staff use and embed the NES TPT Framework within routine practice at Future Pathways.

It is embedded through training, clinical supervision, reflective practice, meetings and discussions and that is evidenced by client narrative elsewhere in this report that details the acceptance, normalisation and understanding clients of Future Pathways describe when discussing their experiences of working with Future Pathways.

Staff at Future Pathways are working at the Trauma-Skilled level of the TPT Framework. This offers immediate benefit to the clients of Future Pathways but it also creates a legacy as people

working withing the Future Pathways Project will eventually go to other places of work and disseminate high quality trauma-informed knowledge and practice.

Assessments

A Specialist and National Resource

GPTS is the largest, specialist mental health psychological trauma service in the UK and one of only two NHS psychological trauma services in Scotland. Being a core partner of the Future Pathways alliance means that clients have access to this specialist service regardless of where they currently live. There are also benefits for the whole NHS and care system as GPTS can share specialist knowledge, learning and assessment to areas where there may not be a specialist trauma service. As a service we have also observed that our assessments and recommendations are being used as part of legal and court proceedings.

Complexity

As stated at the beginning of the Impact Report, people registered with Future Pathways often report complex individual, mental health needs that they have experienced for several decades. In addition, people often describe a lack of supportive relationships in their personal lives and they often report that they have struggled to find or access appropriate treatment/support/ intervention from services. It follows that access to timely and robust psychological assessment and formulation of difficulties can help clients feel validated and hopeful that they can receive support/treatment that will make a positive impact upon their situation.

Referrals

GPTS received 418 referrals from Future Pathways to December 2019. It is likely that during this period GPTS saw more than 418 clients who are eligible for Future Pathways as some individuals present to GPTS from other referral sources and some individuals referred to GPTS do not wish to be registered with Future Pathways. All 418 clients were offered robust psychological assessment and this was offered faster than typical NHS wait times.

Evidence-Based Treatment and Choice

Following completion of the assessment an initial formulation is discussed with clients and recommendations for further treatment or support will be made, should that be indicated.

This discussion often includes a ‘normalising’ of the client’s presenting difficulties based on their past experiences, something clients tell us is important and often the first time they have heard this within services.

Recommendations are based upon the psychological evidence-base and client wishes. Clients who live within the NHS GG&C region may be offered treatment at GPTS or may be referred to another NHS or 3rd sector services. For clients who live beyond the NHS GG&C region a referral to a local NHS or other service may be made depending on the client’s presenting issues and wishes.

Treatment

Clinical Pathway

GPTS is a specialist mental health service offering evidence-based psychological interventions for individuals impacted by issues associated with Complex PTSD. In terms of psychological treatments, the clinical pathway following

assessment by GPTS is, if indicated, clients will be referred to a local NHS service for the evidence-based treatment associated with their presenting difficulties. GPTS offers psychological interventions to residents of the NHS Greater Glasgow and Clyde region who are impacted by issues associated with Complex PTSD.

Active Cases

At December 2019 GPTS had 19 clients actively engaged in psychological treatment who were referred from Future Pathways. The length of treatment ranged from 8 sessions to 56 sessions with the average number of treatment sessions being 20. Given that Future Pathway's clients are attending in excess of 20 sessions it is likely that they will remain in the service longer than other clients of GPTS.

Following treatment at GPTS clients report a range of significant improvements to their mental health and functioning. The most common pre-treatment

and post-treatment themes are presented below. These themes are ranked in order of frequency.

Treatment ended prior to completion

21 people referred by Future Pathways did not complete treatment and one client opted not to commence treatment. This rate of ending treatment prior to completing is unsurprising given the range, complexity and duration of client's difficulties. We anticipate that the assessment process offered clients an opportunity for validation and normalisation.

Clients report to GPTS's clinicians that the assessment is often the first time they have felt heard and felt assured that their difficulties are understood given their past experiences. Additionally, some clients have reported that they spent years believing that there was something significantly wrong with them for which they must seek treatment and support.

Pre Treatment

Traumatic re-experiencing

Interpersonal Issues

Anxiety

Negative view of self

Sleep difficulties

Low Mood

Hypervigilance

Difficulties with emotion regulation

Post Treatment

Significant or Complete Reduction in Re-experiencing symptoms

Better able to cope and manage difficulties

Improved sleep

Improved relationships with others

Better able to normalise impacts of trauma

Better able to manage difficult emotions

Improved self-compassion

Improved Mood • Better able to manage symptoms of anxiety

However, the opportunity to explore their experiences during a full psychological assessment and initial psychological intervention sessions provided them reassurance and confidence that focussing on other aspects of their lives was their priority.

The transition from assessment to treatment is not an easy one and can present a significant challenge for any individual. Some Future Pathways clients describe living in stressful or distressing situations and can encounter significant life events like court proceedings, which helps us understand why clients may choose to end treatment before it is complete. The client narrative below illustrates the challenge of treatment:

“I’m not going to lie, it’s been a heart-breaking, traumatic journey so far, the toughest fight of my life, in some sense more painful than the actual abuse I suffered. I had numerous attempts at therapy over the years. The therapists just never seemed to understand me, the reasons for my thoughts, feelings or actions. To be finally engaging with a therapist who knows exactly why I think the way I think, act the way I act, has been life changing so far, for not only me but my whole family. Some days I can genuinely smile, laugh and appreciate me, the true me!!”

A comprehensive and robust clinical psychology assessment is completed on all clients including those who have chosen to end treatment before it has been completed. This assessment can be used as a baseline should the client re-present to services. In those instances clients will not have to repeat their whole trauma history, rather an update since the time of the assessment can be made.

Trauma Expert Role

A legacy requirement of the Future Pathway's contract is advancing learning and understanding of issues impacting upon clients who have experienced historic institutional abuse in Scotland. GPTS fulfils this requirement within Future

Pathways through the many roles and shared responsibilities discussed above. However, GPTS also fulfils this role outside of Future Pathways.

Disseminating Learning and Practice

GPTS has introduced the work of Future Pathways to various teams across NHS GG&C. It has also shared this information with the Scottish Trauma Advisory Group and the Forensic Network, Scotland.

In addition GPTS has presented learning on Trauma-Informed Practice; Working with In-Care Abuse at the Perth and Kinross Council Adult Support and Protection Conference and at the Social Work Scotland annual conference. GPTS hosted and presented a symposium at the United Kingdom Post Traumatic Society (UKPTS) in February 2020, this was the first event of this kind in the UK, where the clinical psychologists involved in Scotland's response to historic institutional abuse shared learning and practice.

Influencing Policy

GPTS regularly influences local policy through its work in NHS GG&C and the six Health and Social Care Partnerships within this area. We also influence national policy by responding to national and professional consultations including those for the Advance Payments consultation and future supports for survivors of historic institutional abuse.

Our work with Future Pathways is cutting-edge in terms of integrating theory and practice to the benefit of clients, the Alliance and the wider system. This approach has garnered widespread recognition and praise from clients, and from clinicians, policy makers, researchers and providers at a local and national level. This is something we are proud of and we remain committed in our work to help redress the health and social inequalities experienced by survivors of historic institutional abuse, to create and sustain a trauma-informed society and combat abuse and neglect.



FUTURE PATHWAYS



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