

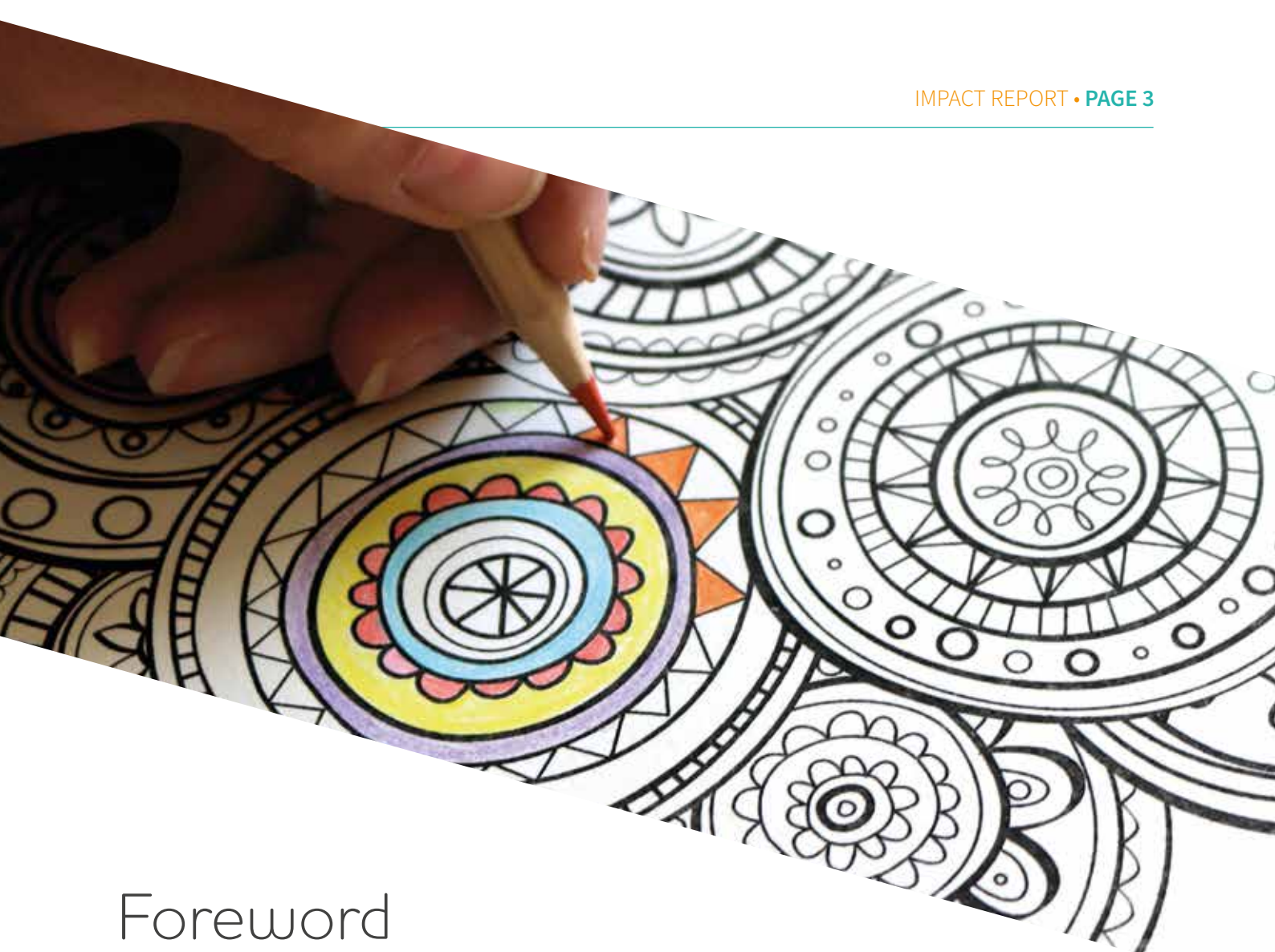


FUTURE PATHWAYS



Impact Report

2016-2019



Foreword

Future Pathways is a new way of supporting people who have experienced neglect or abuse as children in care. The service places individual need at the heart of support.

This report shares the achievements of people registered with us. Many have shared moving accounts of how support made a real difference to them. It also describes what we have learned 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 survivor members, and all those who participated in the Future Pathways Advisory Group. This report showcases a growing body of work, and I wish to also thank the dedicated and hardworking team.

Flora Henderson, Alliance Manager



Contents

Introduction	6
About Future Pathways	7
Raising Awareness and Encouraging Involvement	9
Supporting People	17
Enabling Access to Services	28
Promoting High Quality Support	36
Conclusions and Next Steps	42

Eligibility

Future Pathways is open to adults who experienced abuse or neglect as a child whilst in care in Scotland, including for people who no longer live in Scotland.

“child” means a person under the age of 18. **“in care”** includes institutional residential care such as:

- Children’s homes (including residential care provided by faith-based groups)
- Foster care
- Secure care units including List D schools; Borstals; Young Offenders’ Institutions
- Places provided for Boarded Out children in the Highlands and Islands
- State, private and independent Boarding Schools including state funded school hostels
- Healthcare establishments providing long term care
- Any similar establishments intended to provide children with long term residential care

How Future Pathways works

1. People register with us by phone or via email. It is also possible for referrals to be made on behalf of someone although we would always have to gain consent from the person themselves.
 - We will ask people to confirm they meet the eligibility criteria and where and when they were in care.
 - We will not ask people to share information about their past experiences.
2. Once registered, people can work with a support coordinator to help them identify their priority goals and explore the various supports that can be put in place to help achieve them. After people have registered they receive an information pack explaining how the service works in more detail.

The World Health Organisation (2014) defines "child abuse and neglect" as ‘physical and/or emotional ill-treatment, sexual abuse, neglect, negligence and commercial or other exploitation, which results in actual or potential harm to the child’s health, survival, development or dignity in the context of a relationship of responsibility, trust or power. Exposure to intimate partner violence is also sometimes included as a form of child maltreatment.’ Research shows that many people experience more than one type of childhood abuse.

“in care” does not include:

- Children living with their natural families or with members of their natural families
- Children living with adoptive families
- Children using sports and leisure clubs or attending faith-based organisations on a day-to-day basis
- Hospitals and similar treatment centres attended on a short-term basis
- Nursery and day-care
- Short-term respite care for vulnerable children
- Schools, whether public or private, which did not have boarding facilities
- Police cells and similar holding centres which were intended to provide care temporarily or for the short term
- 16 and 17 year old children in, and accommodated by, the armed forces.

Welcome

Thank you for reading this report on the work that Future Pathways has done over the last four years.

This report gives you the 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 here.

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 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 and manage evidence about the impact the service is having.

This evidence can take many forms, including face-to-face interviews with survivors (taking great care over privacy and consent); notes and interviews; analysis of our documents; and more.

We hope this report will be especially useful for people who work with survivors: our experience may help them to develop their own approach. But we have also 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 0141 465 9228.



About Future Pathways

Future Pathways is an alliance of four organisations: 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 funds Future Pathways and are Sponsor Members of the Alliance Leadership Team.

Future Pathways is overseen by the Alliance Leadership Team (ALT), which meets quarterly. The team is made up of representatives from each partner organisation as well as three survivor representatives.

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 person registered with us.

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. This report's findings are grouped in the same way:



Raising awareness and encouraging involvement



Supporting people

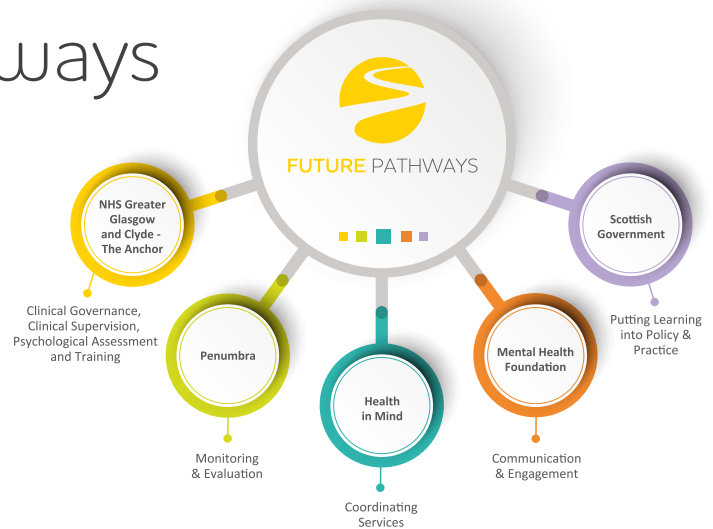


Enabling access to services



Promoting High Quality Support

Future Pathways Alliance Structure



We have always seen high demand for our services: by the end of December 2019 a total of 1,289 people had registered. 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 problems vary widely, so do the solutions. Some of the things we do with people include:

- Helping them to get other assistance that they are entitled to but couldn't previously get
- Supporting people to be active and maintain or improve their physical and mental 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

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

Equity and equality

We will be sensitive to equity and equality in our approach

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

Participation

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

Wisdom and professionalism

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

Innovation

We will seek new ways and be risk takers
We will pool our ideas and expertise

Solution focused

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



Raising awareness and encouraging involvement

In this category, we learned 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, the UK 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.

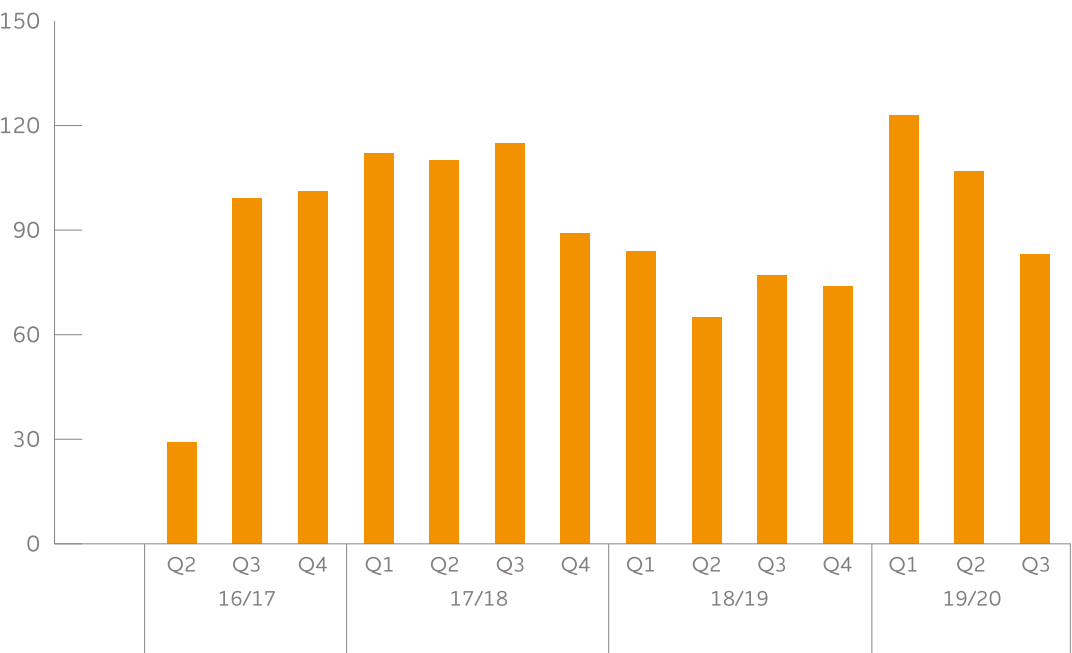


1 People can find and register with Future Pathways

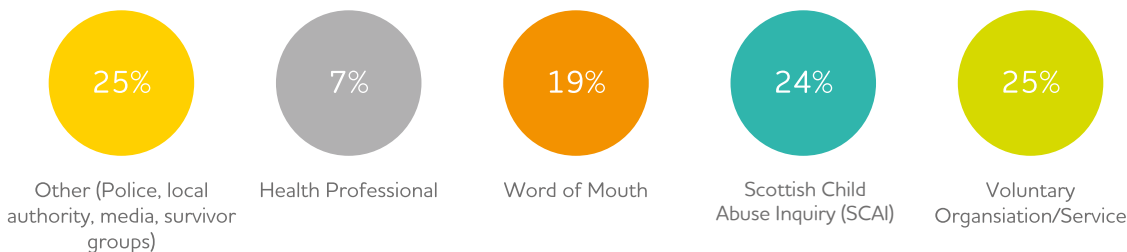
When we first started, it was estimated that about 12 people per month would register with us. In fact, the figure has averaged about 35 per month. Up to the end of 2019, a total of 1,289 people had registered.

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 make 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

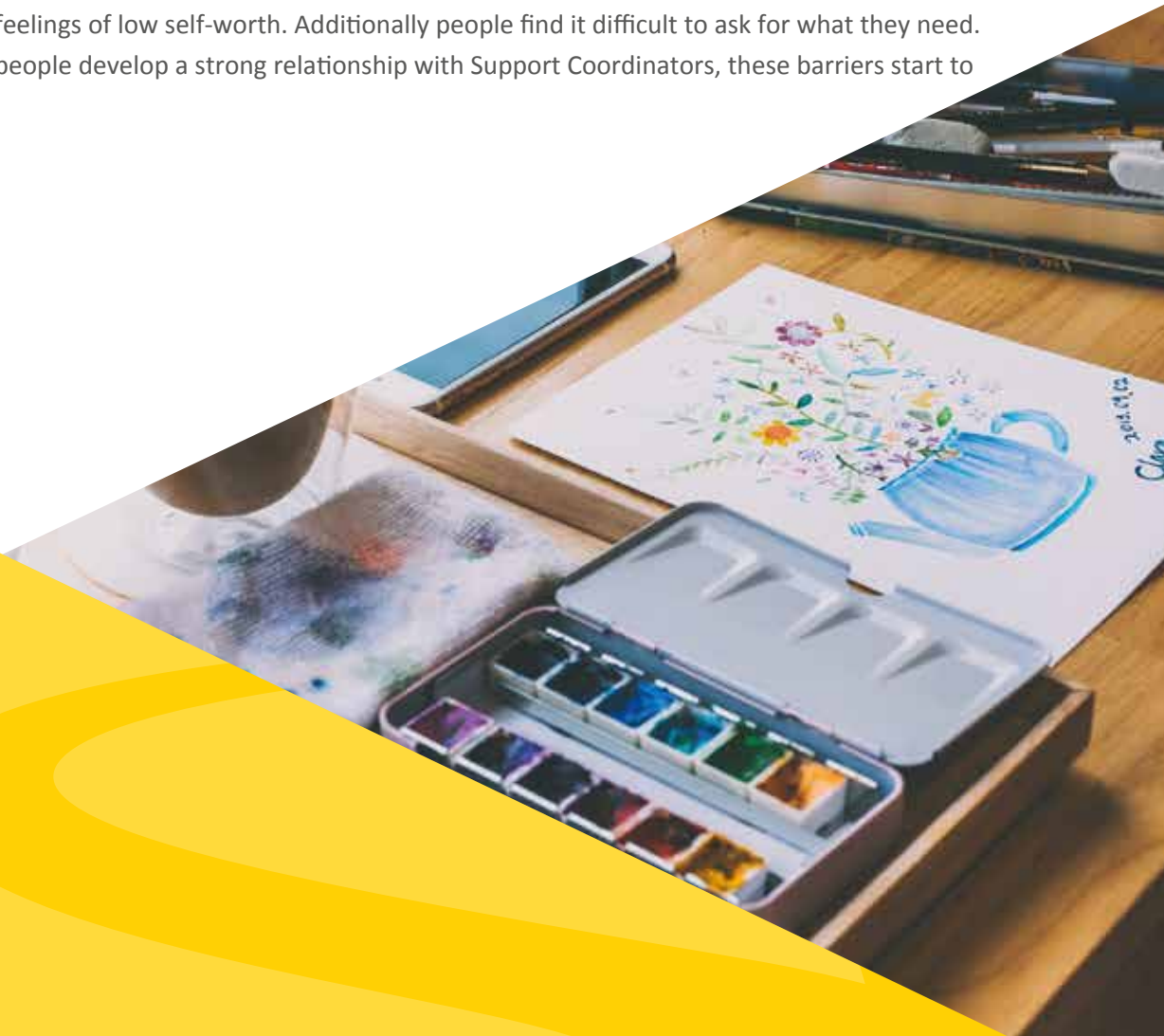
The proportion of people who hear about us from a word of mouth recommendation has greatly increased since we started. In 2016 it was about 4%, and by 2019 it had gone up to about 31%. We hope that this shows that people trust us, and that therefore they feel happy to recommend us to others.

1,289 people have
registered with us

98%

OF PEOPLE WHO CONTACTED US
WERE ELIGIBLE FOR THE SERVICE

Even when people are eligible, sometimes they share feelings about not being sure if they deserve support and also express feelings of low self-worth. Additionally 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.

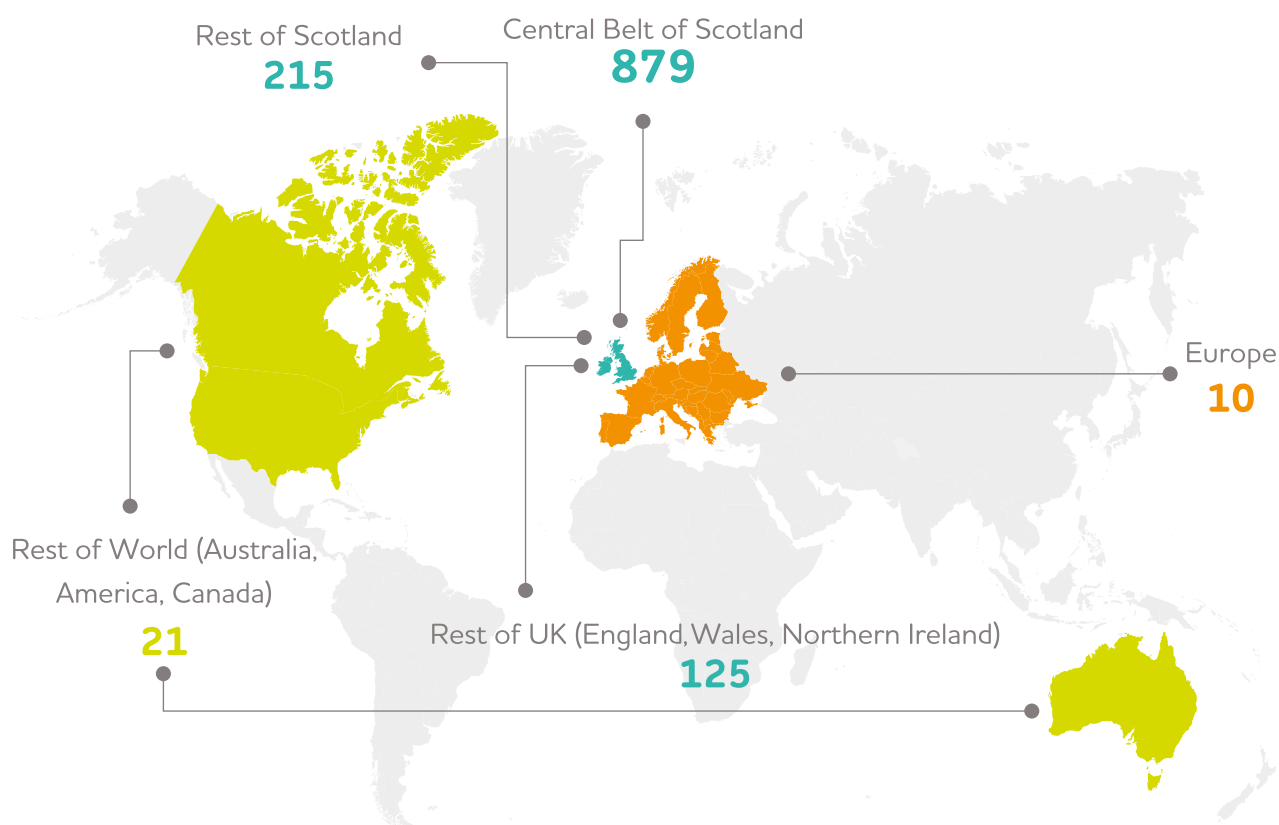


3 We help people across Scotland, and overseas

We 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 supported 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.

Resident Country of People Registered (n = 1,289, December 2019)



4 We help adults of all ages

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

We have responded to this in various ways. In particular, we have recruited two of our Support Coordinators to work only with people aged over 65. We have also streamlined our 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

We could do more to reach younger adults, people with sensory impairment, and those with learning disabilities.

It is impossible to be sure, because we cannot monitor 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 chose not to tell us. However, we do know that people with learning disabilities may be affected by childhood abuse or neglect in care¹ yet the number of people with learning disabilities that have registered with us seems to be relatively low.

Reaching these people may require different approaches, and we recognise we have more work to do in this area.

¹14 Truesdale, M. and Brown, M. (July 2017). People with Learning Disabilities in Scotland: 2017 Health Needs Assessment Update Report. School of Health and Social Care. Edinburgh Napier University.

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 wording in line with feedback from people registered with us and our staff. 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 different groups of people: those registered with us, Support Coordinators, people who work for delivery partners, and people we meet at engagement events.

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 provide insight on common themes in feedback we receive.

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

“She didn’t judge me. She already knew. 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.”



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. In addition, 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 was developed with people registered with us and our staff. Early feedback suggests that it has helped newly registered people to understand the support available through Future Pathways. We are also mindful that we offer a person-centred service, therefore what is appropriate for one person may not be for another. This may add to some of the difficulties understanding what we do.



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 helped us introduce many improvements. We then held engagement events across Scotland to find out what worked well and what could be improved on. 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 hope 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. We have also attended or organised a range of events including training, conferences and engagement events.

People are registering with us at a high and steady rate, and are increasingly 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 may be affected by childhood abuse or neglect in care, and yet the number that have

registered with us seems to be relatively low. This could be due to different communication needs and preferences. The same may be true of young people, and those living with sensory impairment. We are striving to find ways to address these difficulties.

Many survivors have told us that they want to be more involved in Future Pathways. Having this support is of great value and we want to encourage people to do that. For example, people could assist 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.

5

Change is happening, but barriers still exist.

2

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

6

Future Pathways works with a varied mix of people.

3

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

7

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

4

Future Pathways helps people to live the life they want.

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:

- Recognise that trauma is common
- Realise that a person's trauma may impact the way a service is delivered, for example, using a person centered approach

- Respond safely and effectively, ensuring that those who require support 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 SMID 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, 1,059 (82%) have received support. At the heart of this are conversations with a Support Coordinator, in which the person explores 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. 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, often over a period of between two and six months. We generally find that face-to-face meetings are best, although of course that is sometimes not possible as we work with people all over the world. Our Support Coordinators say that phone and email contact can also work well, though these can take more time to establish the person’s needs.

We do not ask for evidence from people’s experience in care. 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 the 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 feels 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 around what is important to people:



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.

We will illustrate this point by telling Debbie's story.

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 (which Future Pathways organised / were able to arrange). Over time, the coach was able to establish a safe and comfortable environment for Debbie, and she could 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 helping make a positive difference. As challenges have arisen – such as the substantial waiting list that built up in 2018 – we have dealt with them. We also continue to 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

Notes

1. 2016/17 includes data for only six months.
2. 2019/20 includes data for only nine months

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



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



Home safety
and comfort
£984,826



Mobility
£590,612



Travel/
accommodation
£352,548



Miscellaneous
£250,457



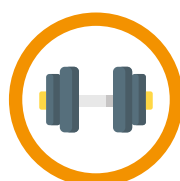
Furniture
£222,969



Day trip
£177,607



Access to
courses/education
£125,325



Health and
fitness
£109,709



Funeral
£108,173



Transport
£107,803



Computer
£99,600



Clothing and
personal care
£78,333



Business support
£67,851



Hardship
£57,766



Complementary
therapies
£44,796



Dental
£43,896



Driving lessons
£40,483



Unknown
£28,361



Short term
purchased support
£13,947



Record search,
genealogy
£4,280

Total: £3,509,340*

Notes

1. The information above is based on over 7,500 financial records. Data was cleaned and then cross-checked with paper files, however not all data was recorded in sufficient detail for coding, particularly during the start-up period. For these reasons we have not included this data.

However, there are some barriers that we will have to overcome in the future. 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.



A Support Coordinator shares their experience of helping someone who required input from numerous services and supports.

I supported someone who attended frequent appointments with multiple health services. They had several physical and mental health diagnoses and there did not appear to be a plan to coordinate the services' input. The appointments were difficult for the person to manage. Having to repeat their current situation and their history was extremely distressing.

It could take several months for a referral to result in an appointment. Quite often, appointments would be changed or cancelled. The impact of this was that the person was not always able to attend appointments. Sometimes they presented what was seen as difficult or disruptive behaviour in service locations like GP practices. The person would then be prematurely discharged from services. Being without a GP for any length of time would be extremely detrimental to this person, and result in issues with medication and potentially benefit entitlements.

I felt it was important for this person to have some regular, practical support and assistance around managing these appointments. I requested a meeting with

each of the involved services; the person's GP, a specialist dietician, the social work addictions service, representatives from the mental health team, a private counsellor, and support staff from two of Future Pathways delivery partners who had worked with the person.

This meeting was organised by the addictions service. None of the other involved services attended, however some offered input for me to communicate at the meeting. The social worker attached to the addictions service shared that they planned

For people who have experienced trauma, new environments, meeting new people and changes to routine can cause huge levels of anxiety. It is also common for people that we support to have a mistrust of services, particularly statutory services, due to their past experiences. For example, waiting in a social work office can bring back negative memories and associations which can result in that person re-experiencing and re-living traumatic events. It can take careful planning and supportive conversations before someone agrees to meet with professionals.

to discharge the person. There were no alternative supports in place; although it was recognised there were many areas where support was needed because the person's health and wellbeing was at risk.

The social worker agreed that a community care assessment would be important.

After the assessment, a meeting was held with several professionals to discuss what statutory support was available and appropriate. The person was not invited to this meeting, but we agreed I would advocate on their behalf. After this, we discussed the proposed supports with the person who was able to share how they felt about what was suggested. They had input and control over how the care plan was developed.

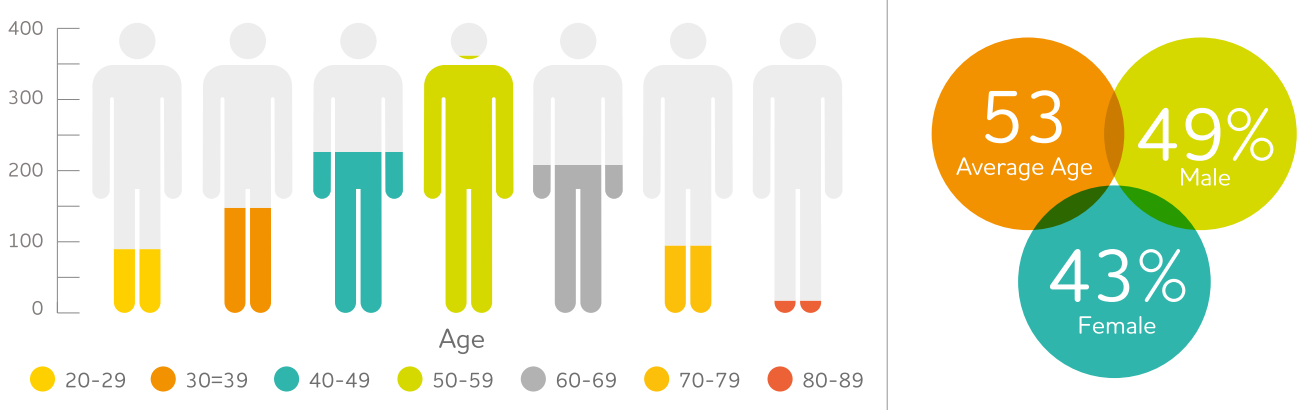
There is now a coordinated support plan in place with weekly input through the community social work team. An expanded support network is building; the person now has a trusting relationship with a worker from a statutory service so it has been easier to establish connections with other supports. The person is visiting the GP and hospital less frequently and has built a better relationship with their GP because their needs are better understood. Regular reviews with the community social work team also ensure the person's views are heard.



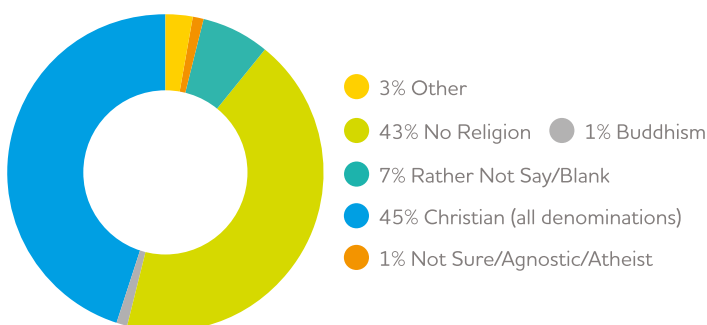
6 Future Pathways works with a varied mix of people

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:

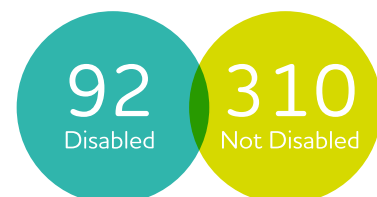
Age of people registered with Future Pathways (n = 1,124, December 2019)



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 types of services.

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

We have learned a lot about how we can help people to make positive changes. We hope these changes are long lasting. However, 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 to better meet survivors' needs. Much work is done in this area, but it takes time to make a difference. We hope to 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.

4

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

2

Accessing a range of services is important because survivors' needs vary.

5

People appreciate our efforts to improve our own procedures.

3

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

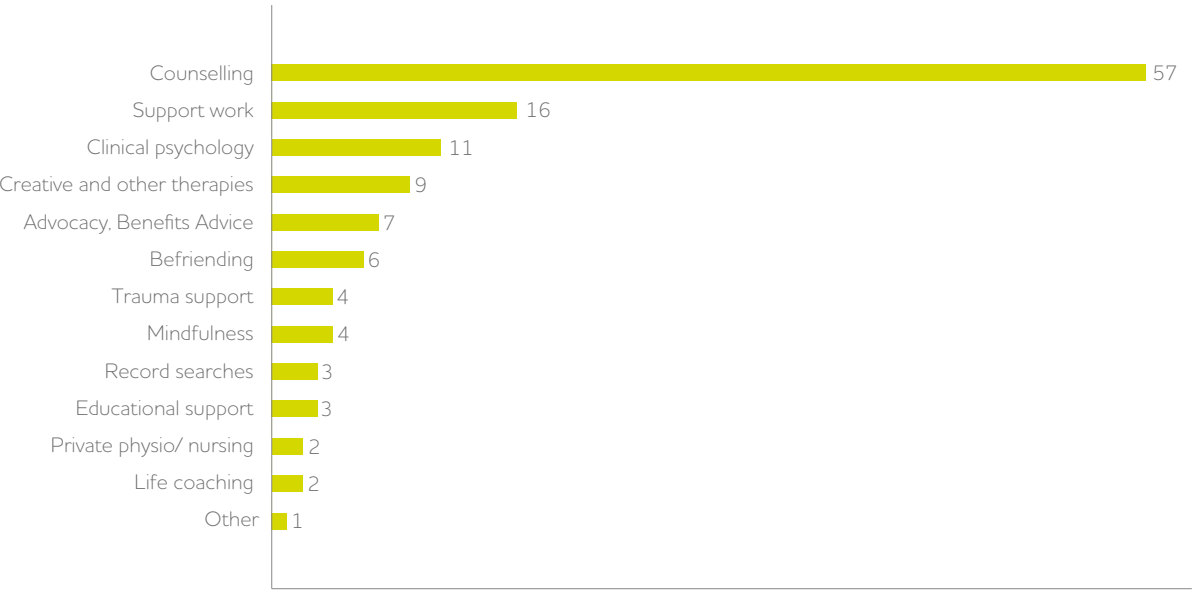
1

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)



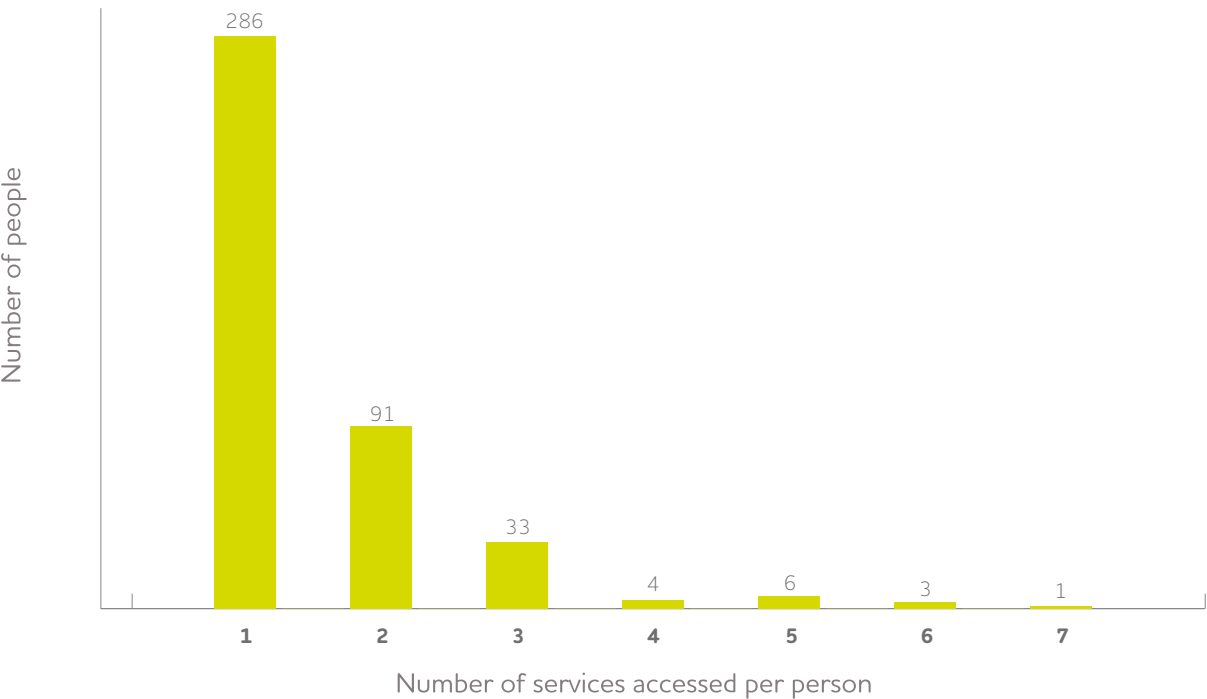
Note

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

2 Accessing a range of services is important because survivors' needs vary

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

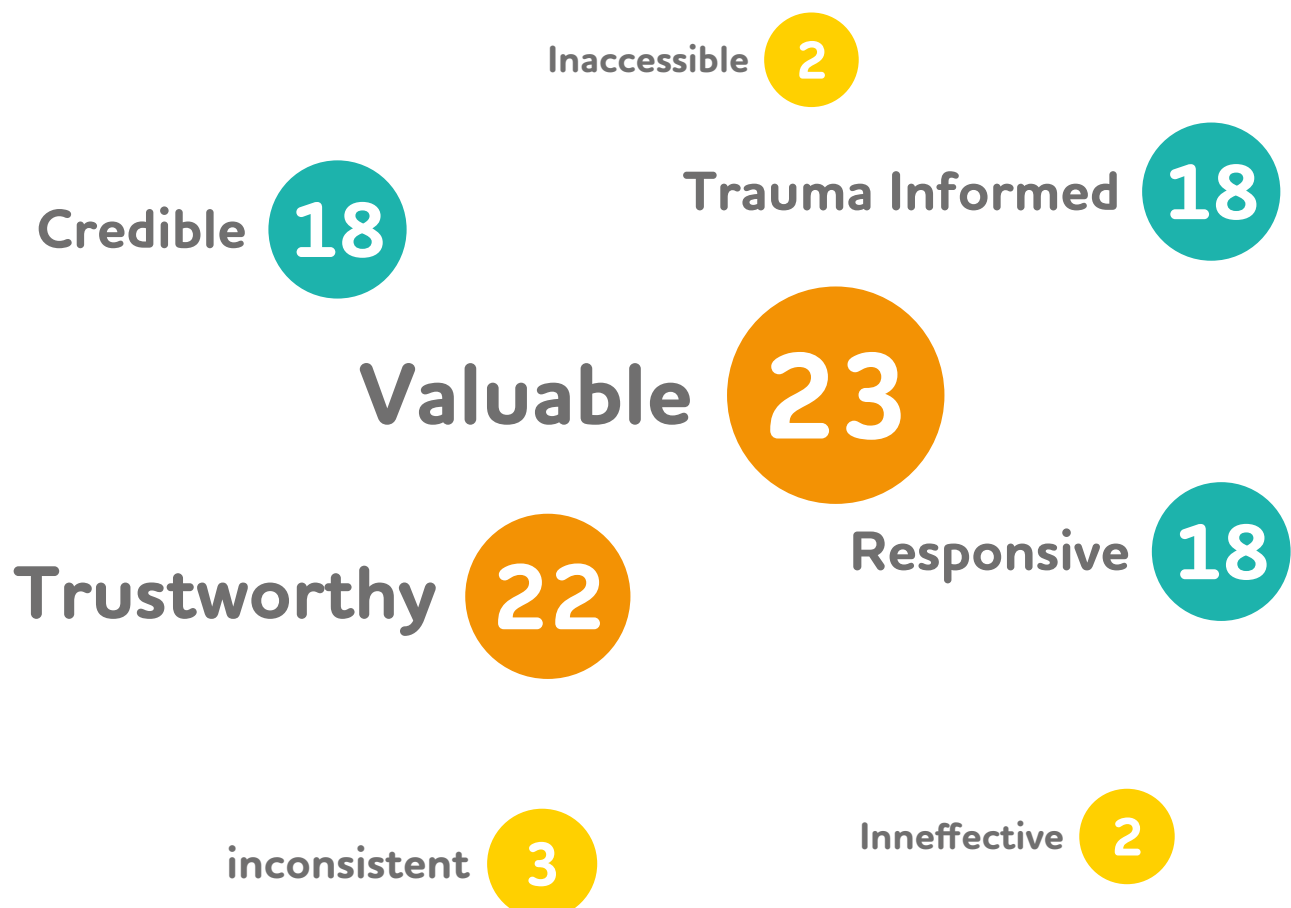
We regularly review our work with partners, and ask them what it is like to work with us. They tell us that we collaborate well, and that they like dealing with us.

Typical statements are:

"I think it's been a beneficial mutual partnership"

"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 with Future Pathways. One organisation said that this usually means that they can work with people over a longer period/time-frame than in other cases. Their staff valued that, because they sometimes had to end the work too soon because other types of funding did not allow for support to be adjusted in line with individual needs.

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 they would like to have more choice or control. This is important, because the biggest single reason that people stop getting support is because they feel 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 most instances, partners reported that although the sign-up process was daunting at first sight, it was very helpful that a Future Pathways staff member was available to speak to them and answer questions. They also told us that interim agreements and individual contracts helped to clarify expectations. They also 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 contradicts 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.



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 software called OutNav to record all these success indicators, and allow staff to upload relevant evidence.

That evidence can take many forms, including internal reports, the researcher's 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 have a detailed process for measuring performance.

The key elements of this are:

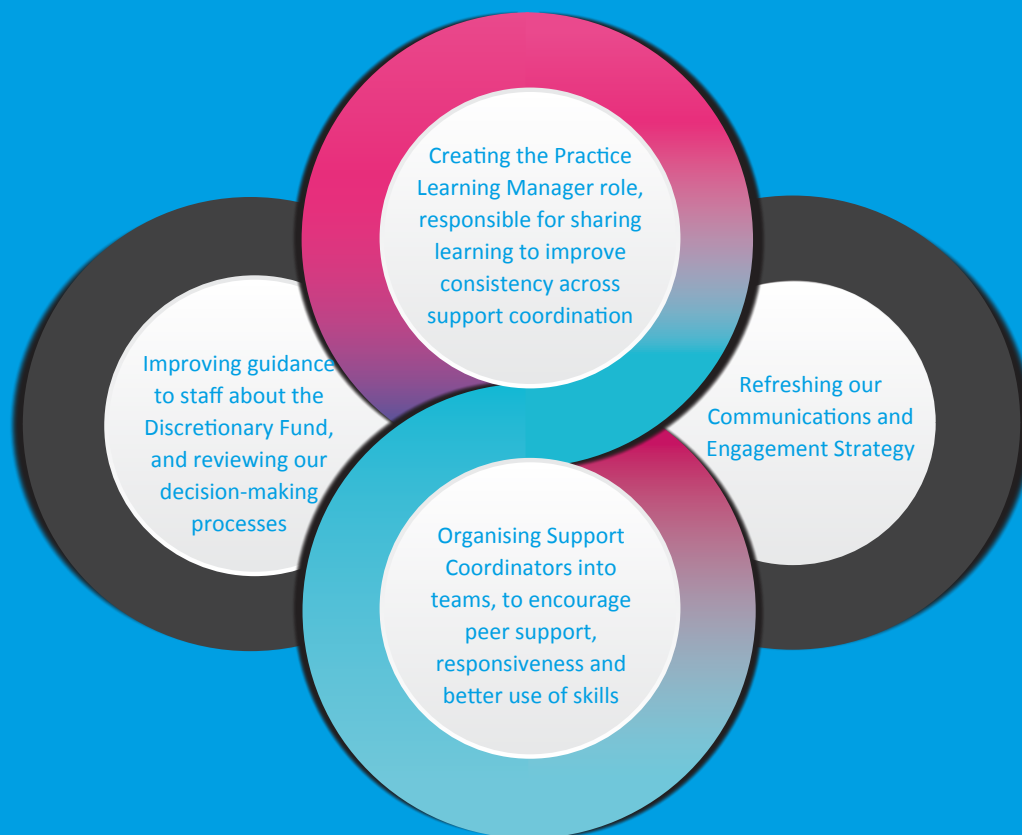
- Quarterly reports
- Monthly Key Performance summaries
- Regular operational reviews, such as the annual review of work with delivery partners
- Quarterly returns from partners
- Use of individual reviews, staff reflective logs and observational notes to capture what is happening at the individual level

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 resource 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: we also have to analyse it and work out what changes we need to make. We do this in team and management meetings. These 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 have registered with Future Pathways than we 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. To do this we made a concerted effort to contact anyone who had not yet accessed support. We were 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 to help guide conversations with people about their safety, existing supports, wellbeing, and hopes for the future.

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

In 2019, using 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
- Upon 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





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 on practice issues help to ensure consistent practice across the team.

Once per quarter, all operational staff attend an 'Ops Day Out' meeting, where they reflect more deeply on areas for development.

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 difficulties in accessing support. They have much to share about their experiences, which would positively contribute to future policy and practice.

Summary

Future Pathways is the first project of its kind in Scotland. Therefore, we have always been aware we have a lot to learn, and have focused on this from the start.

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 to hear experiences of 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, suggest this. Nonetheless, we could 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 support 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.

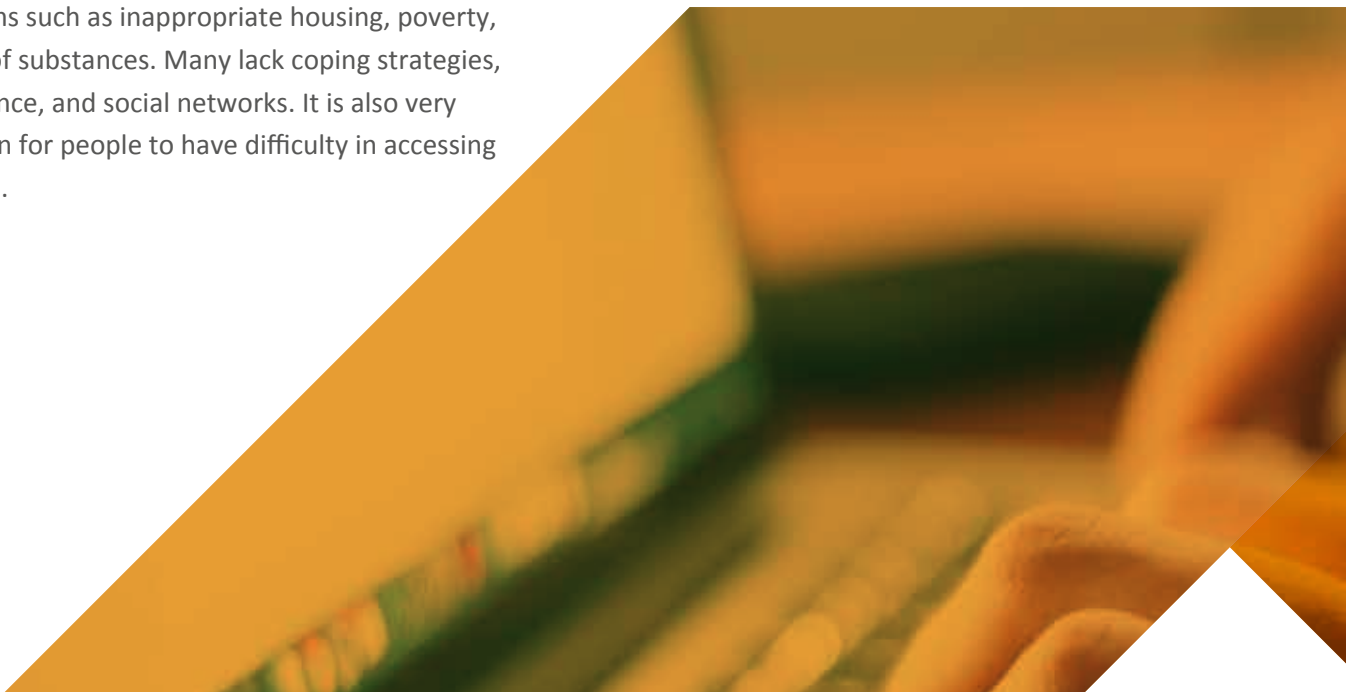
People highly value the relational approach that our Support Coordinators take.

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 skills that have transformed their lives. Future Pathways has provided support to 82% 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 are also confident that our partners view us as trustworthy, and value their relationship with us.

However, we recognise there are still some limitations. Not everyone experiences as much control over their support as they want. Some of our partners are working around problems such as shortage of skilled staff, which 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.

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 our learning.

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 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 focus on two pathways in future: 'Supporting People' and 'Enabling Effective Work'.



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Future Pathways is funded by the Scottish Government and managed by a partnership of Health in Mind, Penumbra, NHS Greater Glasgow and Clyde (The Anchor) and the Mental Health Foundation.