

Transforming the IMPACT

A report on the Self Management IMPACT Fund 2013 – 2016





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CONTENTS

Foreword.....	Page 2
The Self Management IMPACT Fund.....	Page 3

THEMES

Importance of local information and support.....	Page 5
Partnerships and sharing learning.....	Page 6
Power of personal experience.....	Page 7
Sustainability and skills.....	Page 8
Carers.....	Page 9
Adapting.....	Page 10

CASE STUDIES

Aberdeen Foyer.....	Page 12
Action for M.E.....	Page 13
Carers Scotland.....	Page 14
FDAMH.....	Page 15
Let's Get on With it Together (LGOWIT) – Highland TSI.....	Page 16
MS Centre Mid Argyll.....	Page 17
No Strings Attached (Scotland).....	Page 18
RNIB Scotland.....	Page 19
Scottish Communities for Health and Wellbeing.....	Page 20
Support in Mind Scotland.....	Page 21
Waverley Care.....	Page 22
Work4ME.....	Page 23

Foreword



The Self Management IMPACT Fund has been a driving force in demonstrating the value that the voice of lived experience can bring to all aspects of the health and care system.

This report showcases an outstanding breadth and range of projects and approaches, with the focus on how self management continues to develop, support and deliver impactful change for people and organisations.

The new clinical paradigms and models we are moving towards fully supporting people to be

active partners in their care. It remains vital that we draw upon the emerging ideas and transformative ways of working that the IMPACT Fund has nurtured, to enable people to make shared decisions that are right for their life.

Through the learning that the IMPACT Fund provides, we can all become the improvers and innovators that are needed to maintain the positive momentum of our collective self management journey across Scotland.

Shona Robison MSP
Cabinet Secretary For Health and Sport



Self management continues to be absolutely central to the work of the ALLIANCE. As we adapt, develop and change as the world around us evolves, so too does self management in Scotland and the self management

fund. The IMPACT Fund has attracted greater than ever interest, with applications totalling £28.2 million pounds against our available £2 million per year. As a result, the decisions of the independent Grant Allocation Panel have increasingly become between 'excellent' ideas and 'outstanding' ideas. However, the demand, drive and diligence from the Third Sector to continue to push innovation, encourage creativity and achieve transformation is clear.

I feel particularly proud to see people living with long term conditions and their unpaid carers continuing to be at the forefront of change; taking control of their lives, conditions and their own self management; using their experiences to design positive solutions not only for themselves, but for others in their communities. The range of projects and initiatives supported through the IMPACT Fund is exciting, impressive and diverse. They all demonstrate the power of co-production in action, the focus on the person at the centre is key to the success of each project individually, and of the IMPACT Projects

collectively. Together we are changing the face and shape of self management in Scotland, empowering people to remain at the heart of everything we do and achieve.

As a whole, the IMPACT Fund has highlighted the crucial role that peer support plays in successful self management, whatever the project or proposed solution looks like in practice. Supporting each other, giving something back and channelling lived experience into positive solutions is crucial to the success of projects large and small, and also to the work of the ALLIANCE in transforming the shared impact of the strong range, scope and reach of projects. Our work continues, but is not complete. As the projects change, self management changes and so the Fund must change to ensure that we continue to work in an effective, adaptive and transformational way ourselves. I personally look forward to seeing how the work the team have undertaken to refresh and re-launch the Transforming Self Management Fund for Scotland adds to what we know already, changes the way we work collectively and leads the way for more innovation as we enter a new phase of integration.

Ian Welsh
Chief Executive of Health and Social Care Alliance Scotland

The Self Management IMPACT Fund

The Self Management IMPACT Fund opened in 2013 with an additional £6 million from the Scottish Government to be allocated over three years. This Evaluation Report builds on the Interim Report published in 2015 which collected together information about the 95 innovative projects which have been supported over four funding rounds. This report focuses on the themes that have come from these projects and their own evaluations, highlighting their learning and indicates how this will be used to develop the Fund further in future years. Information on all 95 funded projects including how much money each was allocated, timescales and themes can be found in the interim report.



The Grants Team at the ALLIANCE have continued to work closely and collaboratively with projects, and potential projects, through pre-assessment as well as monitoring and reporting once they have been funded. In partnership with Evaluation Support Scotland, workshops were delivered to encourage projects to think differently about evaluation, and to develop practical tools and ideas to ensure that their reports had impact for them, as well as meeting the needs of the ALLIANCE as funders.

The Self Management IMPACT Fund provided a unique opportunity for Third Sector and community organisations and partnerships

to develop and strengthen new ideas that supported self management, as well as building upon existing approaches. The ALLIANCE has been able to highlight the learning that has emerged to influence changes in policy and understanding of self management. We have also worked over the past three years to capture the learning and work with other partners to sustain it through the Self Management Network Scotland.

The IMPACT Fund has demonstrated essential learning about the impact of self management and the value of lived experience. Projects have shown that even a small investment can have a significant impact, especially when people living with long term conditions and their unpaid carers have been involved in the design, delivery and evaluation. Seeing things from the perspective of those living with long term conditions and unpaid carers has enabled new approaches to flourish, supporting significant changes to practice and understanding .

The Third Sector is able to make good use of investments to continue to 'think differently', highlighting different ways of working and supporting people to use self management tools and techniques in their lives. Self management continues to be a partnership between individuals, professionals, organisations, communities and service providers. Projects have been instrumental in establishing and maintaining partnerships not only to deliver their ideas, but to sustain and develop them above and beyond the life of the funding.

As this allocation of funding drew to a close, the ALLIANCE team undertook a review of the Fund, its processes and aims. The ALLIANCE team spoke to organisations who had received funding, who were unsuccessful in their applications and who had never applied, enabling a refresh of the Fund. Together with the themes and learning from this allocation of Funding, the ALLIANCE was able to open the Transforming Self Management Fund for Scotland, supporting projects to begin in April 2016.

THEMES

All of the 95 projects gathered a wealth of knowledge and learning throughout the three years of the Fund. Each of these in turn has contributed to a shift in attitude towards the importance of self management for people living with long term conditions and their unpaid carers. From the projects' own evaluation of their work and the core issues, key learning and challenges, a number of common themes have become apparent.

A number of themes were identified as emerging in the most recent IMPACT Fund report – Building on the IMPACT – most of these themes continued to be prominent and are still evident in the continued work of the organisations.

We will focus on the six strongest themes clearly threaded through the learning and which had the biggest impact on the projects, their communities and their wider learning. These six themes are:

- **Importance of local information and support**
- **Partnerships and sharing learning**
- **Power of personal experience**
- **Sustainability and skills**
- **Carers**
- **Adapting**

The following sections look at and study each theme in turn, with more in depth examples explored with funded organisations in the case studies. Other organisations whose project work has influenced the prominent themes have been referenced at the end of each thematic discussion.



Work 4 M.E.

Importance of Local Information and Support

Local information has been identified as a key component of self management since Gaun Yersel was published in 2008. Individuals involved in projects also identified that access to local support is as important as access to information which is key to their ability to live well.



Aberdeen Foyer



LGBT Health and Wellbeing

Projects have found a range of different, innovative ways to provide local information and support including link worker style approaches, development of local information toolkits, and being able to give support in a format and at a time and place which is most suitable for the individuals involved.

Funded organisations found that individuals, particularly in disparate, rural areas, felt much better able to self manage when there was support or advice available locally to them. This reduced the need to travel long distances with overnight stays to attend appointments and receive support. People identified that they did not have to go out of their way either in the amount of time needed to find resources or physically to attend the activities which support their self management.

Simple solutions have been suggested and trialled with positive feedback from individuals, such as being able to have an appointment with a local GP with a consultant in attendance via video link or similar. Projects have found other ways to overcoming barriers to local support by trialling use of social media, online support and outreach work. This also lends itself to peer support approaches – by meeting and chatting with peers who know the local area, challenges it may pose and local provision of support services, individuals can access support they may not have discovered otherwise.

- [Scottish Communities for Health and Wellbeing](#) (see page 20)
- [Support in Mind Scotland](#) (see page 21)
- [Carr Gomm's Community Compass Service](#)

Partnerships and Sharing Learning

Partnerships and the importance of sharing information and learning has become more evident as a key part of the work of funded projects. Evidence gathered by the projects indicates a significant shift in attitudes to partnership working approaches across sectors. This has been shown in an increase in both the formal and informal partnerships which have been established between Third Sector organisations, Local Authorities and NHS. The introduction of Health and Social Care Integration in Scotland has spurred this on to a point. Many of these partnerships have developed through a common purpose to put people in the driving seat, co-produce relevant and impactful services on a locality basis, to improve and strengthen accessibility to services, support and information in local areas.

Developing partnerships is not always plain sailing. Funded projects have shown that they have had more than their fair share of challenges along the way to develop good, realistic and practical partnerships with other organisations. It is evident that the desire is there to work in partnership, however a number of common barriers to partnership work have been identified. Commonly experienced barriers tend to be due to:

- **organisational commitments**
- **internal bureaucracy**
- **time constraints for individual members of staff who are keen to work in conjunction with community organisations but have high caseloads**

Many of the funded projects have worked to find ways to overcome these, creating successful partnerships which benefit individuals.



RNIB Scotland

Projects have told us that one of the strengths of the Fund are the opportunities to network with other funded organisations through a variety of channels. These opportunities have allowed projects to develop formal and informal partnerships to share their experiences and learn from one another's successes and challenges to develop and strengthen their projects.

Individuals who have been part of the funded projects have highlighted that the partnerships that are important to them are not only those between organisations, but the partnerships that develop between them and the practitioners they meet and work with along their self management journey. These partnerships and relationships can be tense and challenging at times, due to a number of factors including time constraints, and differing views on what is important in managing long term conditions. Projects have been working to develop, improve on and strengthen these partnerships to ensure that they are meaningful and beneficial. Successful examples to overcome some of the challenges have included research to understand the difficulties, and developing toolkits for individuals and practitioners to overcome these.

- [Let's Get On With It Together \(LGOWIT\) Highland Third Sector Interface](#) (see page 16)
- [Waverley Care](#) (see page 22)
- [Bowel Cancer UK](#)

Power of Personal Experience

It's no surprise that the power of personal experience features prominently throughout each and every funded project, since one of the key criteria for the Fund is that people are involved in the design, delivery and evaluation of all projects. However in the IMPACT round of projects, personal experience shines through stronger than ever.

The Grants Team supported more ideas than in previous years during the life of the IMPACT Fund, and often organisations initially came with ideas that weren't rooted in lived experience. The team were able to prompt them to focus in on this as the starting point for successful project ideas, and in some cases to re-focus entire project ideas.

The most successful project ideas have been those in which the organisation has honestly and openly listened to what people have told them is important, and why, and then involved people in designing and shaping a solution. The power of personal experience has enabled projects to adapt and develop ideas throughout their funding cycles too,

with many making changes to their delivery ideas and outputs. Projects have reported that maintaining the involvement of people in their projects with the explicit aim of harnessing their personal experience has been beneficial. This has resulted in new ideas, new ways of working, or simply a new way of approaching ideas.

Projects have developed a range of ways to demonstrate their own impact based on personal experience. It is often difficult to evaluate and measure the benefits of self management succinctly. However projects which have shared the responsibility for reporting and developing new tools to gather information have found that their impact has been more obvious, and is easier to communicate. Projects regularly now use case studies, personal stories, videos and personal testimonies to illustrate their impact to the ALLIANCE as funders and also more generally to sustain their work, learning and engagement of people with valuable lived experience.

- [Aberdeen Foyer](#) (see page 12)
- [RNIB Scotland](#) (see page 19)
- [Pain Concern](#)



Sustainability and Skills

As part of their funding, organisations are encouraged to think about sustainability. Funded organisations are finding innovative ways to overcome the challenges that the current funding landscape poses to sustainability of not only the project activities but the learning gained from this.

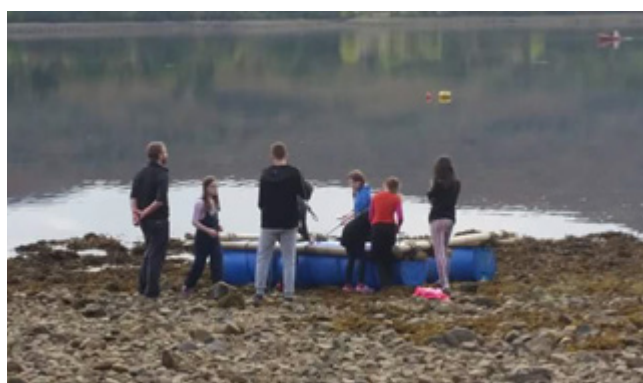
Many of the funded organisations have overcome issues of sustainability to continue to disseminate training and learning when the funding period comes to an end. Other organisations have produced a range of publicly shared media such as videos, art work and publication of books with stories and poetry written by individuals demonstrating the impact of life with long term conditions and as carers.

By developing and working with people's own skills and attributes, their own self management toolkits are strengthened, allowing sharing of learning and skills to others in a similar situation as well as promoting self management and projects' work to the wider public. By working with individuals to develop their own self management skills and confidence, many organisations have found that individuals often wish to **"give something back"** through volunteering. Through volunteering individuals further develop self management skills but also strengthen and bolster the learning gained through the project by sharing this with and supporting others, therefore creating a sustainable legacy for the learning and skills created through the work of the funded project.

- [Action for M.E.](#) (see page 13)
- [MS Centre Mid Argyll](#) (see page 17)
- [Clydeside Action on Asbestos](#)



LGBT Health and Wellbeing



PBC Foundation



Healthy Valleys

Carers

A common theme across a number of funded projects was supporting unpaid carers.

Many carers identified that the biggest challenge to them was finding the time to be able to either look for support resources for themselves or those they care for. Carers identified that despite their difficult and demanding circumstances it was important to share their stories and learning with others to help them find sources of support and develop their own skills. Organisations worked with carers to find convenient ways to develop their skills and share their stories. Carers were supported through online learning resources and workshops which could be accessed at any time; training carers within their homes to use computers and access online materials and developing short, simple videos featuring real carers talking about topics important to them and they know will be useful to others.

It was found by many projects that language was incredibly important. Organisations found that many carers would not call or class themselves as a carer, particularly when caring for a family member their view is that **“this is just something that you do for family”** rather than a formal caring role. So some projects, as a result of this learning began to open up their offerings to friends and family of people living with long term conditions to try and encourage those who would not react to or consider something for carers.

- [Carers Scotland](#) (see page 14)
- [No Strings Attached \(Scotland\)](#) (see page 18)
- [Firsthand Lothian](#)



Talking Mats

Adapting

As a funder we recognise that many organisations worry that if things have not gone to plan that this will mean that funding will be withdrawn, however, we work hard to overcome this, but understand that this is not likely to ever completely dissipate.

Many of the funded organisations who have faced challenges have been resourceful in finding different opportunities and solutions to establish the reasons why things haven't gone to plan and utilise this information to better support individuals in the future.



LGBT Health and Wellbeing



RNIB Scotland

Despite a wish to tackle issues of sustainability, this is an area where a number of organisations have faced difficulties and have come up with innovative ways to prepare for and plan for the future through developing connections and partnerships with other organisations and groups, making internal organisational changes and exploring alternative models of delivery such as social enterprise.

Some organisations despite having done consultation and research prior to applying for funding have found that in practice some ideas have not been as engaging as their information has indicated. To overcome this, projects have come up with a number of routes to ensure that they can achieve the project outcomes and generate learning. These developments have included widening referral criteria, running activities on a smaller scale to demand; undertaking a research piece of work to investigate the reasons behind the reduced interest in the project.

Many of the projects which have faced challenges have gone on to be incredibly successful with their reviewed and adapted project activity, and have achieved and exceeded project outcomes. These projects have been keen to share their experiences and learning to inform the overall self management picture across Scotland and support organisations in similar circumstances.

- [Falkirk and District Association for Mental Health \(FDAMH\)](#) (See page 15)
- [Work4ME](#) (See Page 23)
- [Solar Bear](#)

CASE STUDIES



Aberdeen Foyer

The Foyer is a successful social enterprise working to support individuals in communities in the northeast of Scotland.

The IMPACT project reaches out and encourages individuals to find their strengths, build confidence and find time to flourish with a programme of support for adults living with long term mental health conditions.



Aberdeen Foyer first submitted a project idea to the Self Management IMPACT Fund in 2012, but following an initial meeting with the Grants Team, they realised they needed to go back to the

drawing board. The feedback was eye-opening for the Foyer team and made them question everything about their application, and their approach to involving people in the design of a new, exciting, meaningful self management service.

“The question the ALLIANCE team asked us – ‘how do you know that’s what people want?’ – now defines what we are all about.” Brenda McGinlay - Aberdeen Foyer

Brenda, who led on the project development, knew to get it right she needed to speak to as many people living with long term mental health conditions as possible. People responded well, feeling respected to be asked and truly involved by having their say. The insights gained from this engagement helped the Foyer secure funding and set up some initial groups which attracted people who traditionally had difficulty, or reluctance, in accessing existing services.

“We believe that the ALLIANCE are genuinely interested in our learning, which has meant we’ve had the ability to be experimental to try things out.”

The Foyer, although always forward thinking, has embraced this way of working as a result of the successful project being so ‘visible’, not

just physically with sessions being held in their on-site café instead of the usual training room, but also with the strong voice of experience at the fore.

“It’s been a challenge to encourage folk to find other things in the community – we’ve been clear that this isn’t their ‘forever place’, so we have a clear pathway to support people to turnaround.”

The project has embraced the focus that the IMPACT Fund has given the Foyer on making a difference for the people they are supporting. Being able to report back in interesting and fresh ways, without solely concentrating on traditional outcomes and numbers, has meant that the real impact of the project has been clearer for them, and the people involved.

“I tell everyone to apply to the ALLIANCE – we’re now using our creative evaluation approaches with other funders too.”

It’s not all been plain sailing, but the Foyer have used the experience within the group to influence changes and overcome challenges. People have looked for support to ‘come through the door’, to be involved and to influence improved interactions with professionals, which became the main aims of the project as it developed, and the target for the future.



www.aberdeenfoyer.com

Action for M.E.

Action for M.E. takes action to end the ignorance, injustice and neglect faced by people with M.E. They do this by meeting need to improve the lives of people with M.E. while taking action to secure change for the future.

Action for M.E. had two projects funded by the Self Management IMPACT Fund, both of which had a storytelling element to support people to use storytelling as part of their self management.



Kat Allen from Action for M.E. had been doing some work with Michael Williams, a storytelling facilitator, and really saw the potential of storytelling to give people living with M.E. more of a voice and support their self management. Based

on this and discussions with their members the digital storytelling project was born. On the back of the success of this project, the idea came about for the Living and Learning with M.E. project which brought together people affected by M.E. to share their experiences of managing the condition and to pass on their knowledge to others.

“People were telling us that they didn’t always have the confidence in their ability to tell their own story or to be heard. So we found a way to give people a safe space to share their stories.” Kat Allen

It became apparent, although not unexpectedly, that a large degree of flexibility was needed to engage with people living with M.E. at a time and place which worked for them and around their self management needs. Action for M.E. found some innovative ways around these challenges such as working with University of Highlands and Islands to provide a video link for some of the meetings to allow those in rural areas, and with limited capacity to take part in the group activities.

“There was a lot of interest in both projects, one of the things we had to get right was the time that the groups were held and the length of sessions that people could manage. This is something that we had to play about with until we got it right.”

The projects allowed people living with M.E. to come together with health professionals, policy makers, academics and the public to

share their stories. This was much easier said than done, however, as it was a challenge to do this practically given the time constraints of professionals and the nature of M.E. but when it came together it was really worth it. The project participants were also involved in producing two resources to share with both people with M.E. and professionals - the Digital Storytelling Toolkit and ‘Taming the Gorilla: A Guide to Living and Learning with M.E.’

“With some funders you can feel cautious about showing your vulnerability but you don’t feel that at all with the ALLIANCE. It’s good to have a funder who genuinely wants to hear about the project learning.”

Knowing that the ALLIANCE team were there to have a chat and discuss project ideas before applying, and then to discuss any challenges or potential changes during the project was a great source of support for Action for M.E. Kat also found the opportunities to attend events which linked to the project, but also supported the wider work of the organisation helpful, as well as having members of the ALLIANCE team coming along and supporting their Action for M.E. events too.

Action for M.E. have now secured funding from the Transforming Self Management in Scotland fund to set up a new peer support network across Scotland for people affected by M.E., an idea which was championed by those who took part in the Living and Learning with M.E. project. They continue to use the resources and storytelling as a key part of their work with individuals with M.E.



www.actionforme.org.uk

Carers Scotland

Carers Scotland are here to make life better for carers. Working as part of Carers UK they give expert advice, information and support; connect carers so no-one has to care alone; campaign together for lasting change; and innovate to find new ways to reach and support carers.

Carers Scotland worked with carers to produce a series of simple films about the practical and online support available to help people care and look after their own needs. Each video features a carer talking about their own experiences.



Carers Scotland ensure that carers have access to information in a variety of different formats and knew that carers were looking for information in a way they could get quickly and in

their own time. They had produced films in the past but these had become dated. Carers Scotland were passionate that carers should be involved in presenting updated films as well as developing the themes about practical topics.

“Everything we were hearing from carers was that films would be helpful for getting information quickly and signposting people to help and resources. We didn’t want people to be scratching their heads at the end of the film, but empowered with solutions.” Patricia Clark – Carers Scotland

Research Carers Scotland had already done with carers gave them an idea of what the most important themes to cover in the films might be. Carers Scotland worked with carers centres across Scotland to speak to carers about the project idea, the themes from the research and to find out what else carers might like to see covered in the films.

“It was important not to go into the project with a pre-conceived idea of what we wanted the films to be. Speaking to the carers changes the way things might be done – we didn’t want to tell the carers ‘these are the films you are going to make’ but let them tell us.”

Due to the nature of caring, one of the challenges was that there were often last minute cancellations due to caring

appointments. It was important for Carers Scotland to be mindful of carers’ complex lives and recognise that a lot of time and flexibility was needed to ensure they could work with the carers to present and produce the films. Carers Scotland worked hard to get it right for the carers and not assume that because someone’s life might be chaotic that they did not want to be involved.

“We knew that some of the carers with the most difficult lives were the most keen to be involved. They are often facing an uphill battle so they know that if they can share what works for them and how, this can then potentially help others.”

The structure and ethos of the Self Management IMPACT Fund was helpful in allowing Carers Scotland to know that it was something that would work for them to achieve the objectives of the project. They also found it useful that the ALLIANCE was a relatively “light touch” funder which they found useful for a short project to focus on getting the most out of the funded activity.

Carers Scotland continue to use the films in a variety of ways and now have a method which they know is relatively quick and doesn’t require a big budget production to produce effective films. They plan to continue using this learning to co-produce films with carers in response to the changing landscape for carers.



www.carersuk.org/scotland/videos

Falkirk & District Association for Mental Health (FDAMH)

FDAMH work with people and families experiencing the impact of mental illness.

The social prescribing service aims to promote recovery and self management through a short intervention, aimed at those experiencing reduced mental wellbeing. The service is accessed through participating GP practices, or directly.



FDAMH researched social prescribing before starting on their project. They identified a similar project in Dundee, visited them to find out more, established focus groups and gauged interest locally.

They then used all the information they'd gathered to establish a short pilot project, which gave some strong evidence of the need to apply for development funding.

"We were attracted by the recovery and self management focus we saw, and thought it could work well in our area." Jane - FDAMH

FDAMH knew that GPs were becoming more restricted with time, and people living with anxiety and depression weren't aware of the range of support available locally. FDAMH were able to offer another option. People appreciated the extra time and space that was available to talk, and GPs felt less frustrated with things 'not working' too.

"It was tough at first, GP practices we spoke to weren't sure if it would work, but thankfully were willing to give it a go." Lorna - FDAMH

FDAMH based themselves in GP surgeries, which was easier for people to attend without feeling 'stigmatised' about attending a local mental health organisation. It also meant the team could see people more quickly, without people waiting to be referred to psychology services, sometimes unnecessarily. The short intervention work the team were able to do with people was sometimes enough to avoid some people's mental health becoming worse while they waited on a referral.

"This is the best job I've ever had - I can practice with flexibility and creativity" – Lorna, FDAMH

Although working in close partnership with NHS colleagues, FDAMH were able to see people as people, not boxed in by processes and priorities, or seeking to 'fix' people.

"It's been a change of mind set for a lot of people, moving away from 'fixing' to enabling people to self manage and change things for themselves."

Selina - FDAMH

The team were all professionals too, but working in a different way, and some practices took more time than others to see them as a valuable part of the team.

"The ALLIANCE funding allowed us to reach out and really work in partnership, extending our role into the community through GP practices."

FDAMH have benefited from being linked in with ALLIANCE networks and training, especially around evaluation. Being creative, including stories and case studies has enabled FDAMH to demonstrate their impact to other funders and supporters beyond the usual numbers and statistics that they are asked for.



www.fdamh.org.uk

Let's Get On With it Together (LGOWIT) – Highland TSI

Let's get on with it together (LGOWIT) is a partnership of voluntary organisations, NHS, Local Authority and University of the Highlands and Islands who collectively want to support people with long term health conditions to self manage.

Highland Third Sector Interface (TSI) were funded to develop and refine the LGOWIT work and test this out in different areas across Highland.



Highland TSI had done some pilot work on the Let's Get on With It Together (LGOWIT) concept and the impact of this work seemed to be very successful in terms of finding different ways and activities

to support people to self manage in their local area. The next step for them was to develop the partnerships and the LGOWIT work based on what people had said would be useful for them to be able to self manage life with a long term condition in a disparate, rural area.

"We purposefully kept the ideas broad so that there was still room to develop activity based around what people wanted."

Joanne McCoy - LGOWIT

It was a real positive that the project was based within Highland TSI as it was itself a young organisation. This allowed LGOWIT to develop alongside the TSI, using the growing local knowledge and links as well as the strategic connections that Highland TSI has developed over the years.

"From our pilot the partners had learned that there was real added value of being hosted within Highland TSI and this was key to the evolution of the project"

Mhairi Wylie - Highland TSI

The grant from the Self Management IMPACT Fund allowed the project to grow and develop and set the scene for culture change in Highland. However, they found that enabling culture change was far easier said than done and took a lot of time and patience. There was a lot of pressure on the team with expectations that the team would be able to do everything

to do with self management. They recognised that there was no point in reinventing the wheel when there is already good work going on that could be tapped into and allow more partnership working to take place.

"The Fund has allowed us to grow and develop to where we are now, and it's been really valuable to have been involved with the wider work of the ALLIANCE too." – Joanne McCoy

The team found that the flexible nature of the Self Management IMPACT Fund has been helpful in allowing them to adapt and shape the project as it has evolved in the area, as well as being able to use the connections that the ALLIANCE encourages and offers to promote their work.

Despite some of the challenges that came up in developing a culture of self management in Highland, Let's Get on With it Together are now seeing a real shift in the activity in the area and in the general understanding of the concept of self management. Working in partnership with other local organisations and agencies has been key and has allowed them to develop a good reputation and trust in the community. The work continues to be developed in and across Highland to foster a continued shift in attitude to self management through the work which has been awarded funding through the Transforming Self Management in Scotland Fund.



www.lgowit.org/

The MS Centre Mid Argyll

The MS Centre Mid Argyll has been established for over twenty years. Based in Lochgilphead, they provide an asset-based approach to support people living with multiple sclerosis and long term conditions to self manage within Argyll and Bute.

They provide access for people living in the inner Hebrides through an Outreach Worker.



Reaching out to people living in outlying communities who couldn't travel to the centre was always on the wish list for the MS Centre Mid-Argyll. They knew that contacting people by phone

was no longer enough, and an Outreach Worker would enable them to support people who were previously hard-to-reach.

"Before we'd even launched the project, people living in the Islands asked us to come sooner than we had planned."

Karen McCurry - MS Centre Mid Argyll

Karen realised they would need a special mix of skills, knowledge and ability to make the post successful and integrated into the communities they aimed to support. Originally, they planned a phased approach to outreach, but following feedback from the people they hoped to reach, they quickly changed their plans. Despite responding to the need they were presented with, the MS Centre were still surprised by some of the barriers to sharing information they encountered when they arrived.

"It's been an emotional experience sharing in their project, especially returning to Islay and seeing a real transformation in people. We told people we didn't have a cure, but we could help make their lives a bit better – and we did."

Working sensitively and honestly with communities enabled some of these barriers to be overcome however. The MS Centre became quickly used to working proactively and realised that they were learning all the time, within their limitations.

"We had to learn that things happen in stages – we were keen initially just to replicate what we knew worked in Lochgilphead and 'fix' things locally."

They found it difficult at first to change things before they had even reflected and learned but they soon became comfortable with this approach.

"Our evaluation helps us to develop things, or even to simply know if it's okay."

The project came up against some other attitudinal and organisational barriers throughout the project, but have remained focused on the support they are able to offer individuals and families to take control of their lives. Often things which seemed tiny to staff actually had a huge impact for people.

"The ALLIANCE gave us confidence, believing in our project, seeing our potential and prompting us to think bigger."

The MS Centre knew that they could have continued to operate in Lochgilphead successfully, but receiving the IMPACT funding gave them a confidence boost to reach out of their 'bubble' and achieve much more for people in Argyll and Bute.



www.mscentre-midargyll.co.uk

No Strings Attached (Scotland)

No Strings Attached (Scotland) is an independent registered charity, committed, through asthma management and music education to providing opportunities for young people with asthma to help them better self manage their condition and to more fully participate in all that life can offer through music and the performing arts through the playing of wind instruments.



No Strings Attached were approached by the Carers Trust following their successful asthma management project based in schools in Govan. They wondered if young carers could

come along, which set Fiona from No Strings Attached to thinking. She researched what was available for young carers, consulted with groups of young carers and spoke to a range of partners to help develop a project idea for funding.

“We wanted to know what would work best for young carers – one girl couldn’t come every week, so we asked ‘When can you come?’” Fiona Garrett – No Strings Attached (Scotland)

Fiona found that a person centred approach worked best, and developed a project which could be flexible to the particular needs of young carers. No Strings Attached were determined to keep their sessions fun, enjoyable, informative and helpful. Young carers they spoke to already had lots of things happening in their lives that they had to deal with, the project had to recognise that.

“It’s not a clinical setting, the nurse is not in a uniform, it’s fun and the young people are able to share things more easily.”

No Strings Attached were able to offer the opportunity to young carers to play musical instruments, without the usual ‘tests’ which they had to pass at school. Young carers welcomed the opportunity to do so, and join up with others who had asthma too to share

and learn together – about music and their conditions.

“We’ve been able to give young carers the tools and information to understand their Asthma better – this is what’s happening and why. They can then take control.”

Young carers were able to learn more ‘deeply’ about their conditions and make efforts to change behaviours which enabled them to get on with their lives and focus on other responsibilities. No Strings Attached were able to learn from the young carers too, involving them in their evaluation, and acting upon their feedback flexibly and innovatively.

“Having funding from the ALLIANCE adds some credibility to our work, especially with partners like the NHS, it really helps”

No Strings Attached have been able to make good use of their connections through the ALLIANCE. They continue to spread their message through partnerships and connections they have made along the way. Fiona speaks regularly to groups of medical students, Carers Centres and other professionals to encourage more people to ‘think differently’.

“The ALLIANCE are different to other funders, you can speak to them about ideas, as well as accessing support and workshops to help with evaluation”



www.nostringsattachedscotland.org

RNIB Scotland

RNIB Scotland are there for everyone affected by sight loss. You Care Eye Care is an initiative for black Africans with visual impairment living in the Glasgow area. It aims to support people in becoming more independent and to find their way through the maze of available services that can help with their eye condition and with the other issues they face from the benefits they're entitled to, to mobility training.



Through their own work and discussions with black Africans in Glasgow RNIB Scotland knew that there were a lot of individuals from this community who were not aware of eye

conditions which impaired their vision until it was irreversible. People told RNIB that the most helpful thing to help self manage existing conditions and prevent damage to sight was support to overcome barriers to accessing information and healthcare.

**“Reaching out to other organisations working with black Africans and identifying some of the community Champions allowed me to make sure the project was right for people”
Satya Dunning - RNIB Scotland**

RNIB found that key to ensuring the success of You Care Eye Care was building trust and partnerships with people from a range of support services and networks. Developing a collaborative approach with the professionals providing referrals and finding the 'right allies' was important to ensure Project Officer, Satya had the most relevant information for individuals so that they could focus on outcomes and moving forward. Satya found that arranging joint appointments and information sharing with professionals was an effective approach when arranging a first meeting with individuals.

“People have told their stories so many times and it is a draining process. I would speak directly to the referrer prior to first meetings so that we can focus on the

things that matter to people and conserve their emotional energy.”

Having an open and honest relationship with the ALLIANCE was instrumental to ensuring the development and success of You Care Eye Care. This partnership approach with the funder, rather than being at arms-length, allowed Satya to feel confident in developing evaluation and reporting methods that involved and focussed on people without being admin heavy.

“The ALLIANCE have a very human approach and this forward thinking, supportive approach really lets you know that they are on your side.”

What has been most important in ensuring the success of You Care Eye Care has been the relationships that have been built throughout the project. This was reflected in the successful outcomes for individuals and the peer support group, See No Borders, which individuals involved in the project have set up to share their learning and experiences of living with visual impairment. RNIB have now secured further funding from the Transforming Self Management in Scotland Fund to further develop You Care Eye Care, with particular focus on the development of the See No Borders peer support group and the influence this can have.



www.rnib.org.uk/scotland

Scottish Communities for Health and Wellbeing

Scottish Communities for Health and Wellbeing is dedicated to promoting and delivering health improvement and reducing health inequalities in many of Scotland's communities that are in most need.

Out and About supports individuals with long term conditions and the wider community in five areas of Scotland to tackle the causes of social isolation and health inequalities.



Scottish Communities for Health and Wellbeing (SCHW) and the community led organisations who are part of the SCHW consortium spoke to communities to find out what the need

for a Community Navigator approach would be, and the response was overwhelmingly positive.

“It was important to us that the Community Navigators were based in and part of organisations already embedded in and trusted by a community, rather than an unknown organisation being ‘parachuted in’” John Cassidy

SCHW recognise that Out and About's strength came from the fact that the support was provided by existing community organisations which were known by members of the community, which people reported they were more comfortable with, rather than approaching statutory agencies. The fact that the five Community Navigators were part of the local “anchor” organisations meant that they were able to become a key part of the community, but it was also important that they came together to discuss and share their learning and any challenges they faced.

“This partnership and peer support between organisations was a very successful approach which worked well to help us identify issues and tackle them effectively.”

SCHW found that the need for the project far outstripped the capacity of the project. This meant one of the challenges the project faced was the need to balance the wish to provide

support but also to manage the expectations of the referring agencies.

“Gaining and building the trust with health professionals who would be referring was important and took a while, but once it was there we ensured this trust was continued by giving them regular updates on the projects and the individuals they had referred”

The biggest piece of support that the ALLIANCE provided which SCHW found helpful was the ability to be more flexible, both with the project plans at the beginning, and in the ability to be flexible when there were changes needed to achieve the outcomes.

“It was very helpful to know the breadth of work that the ALLIANCE does and the support that was available if we needed it.”

The Out and About project has been successful in gaining the support of local funding in some of the areas where the pilot took place. This ensured the continued support for individuals in these areas. This could not have happened if there had not been such a strong partnership learning approach, which focussed on local organisations providing support in an area they know well.



www.schw.co.uk

Support in Mind Scotland

Support in Mind Scotland seek to support and empower all those affected by mental illness including family members, carers and supporters.

The Solas project encourages and supports individuals in the community who are currently subject to a Compulsory Treatment Order (CTOs) or are being treated through the Mental Health Act 2013 to manage their illness and take control of their lives.



Support in Mind Scotland worked with their members and supporters to design and create the Solas project. Solas provided an approach which gave individuals living in a disparate rural area

consistency. The project aimed to be something that was more aspirational than focussing solely on public safety and compliance measures.

“Being able to sit down and ask people ‘what do you want’ and be able to actually help them with that, made such a difference.”
Ben – Outreach Worker

Initially, Solas outreach workers found that the people they were working with already had support workers in other services. People they were working with often told them things that they wanted to hear, rather than the goals they really wanted to work on. Solas found that working towards goals others often thought were ‘unrealistic’ actually helped people to begin their self management journey and move in the right direction for their recovery.

The Solas team found that getting the word out about the project and encouraging appropriate referrals was more difficult than they had originally anticipated. This was partly due to the individuals they were working with often being seen as ‘challenging’. However Solas staff persevered, meeting regularly with clinical staff and telling the positive stories of those who have benefitted from the service.

“The flexibility of the IMPACT Fund allowed us to be able to widen our criteria to include people with Compulsory Measures as well as CTOs made a huge difference to the

development of Solas.” **Wendy Hatton – Project Manager**

Working in a flexible and open way with the ALLIANCE to develop Solas has been key to the success of the project. This has allowed the team to demonstrate the impact and develop trusting partnerships with clinicians in the Highlands, therefore increasing the number of referrals to the project.

“My Community Psychiatric Nurse saw the difference in me after I’d been involved with Solas. They now get it and have begun to refer others.” **Rob – Peer Support Worker**

Despite some challenges along the way, the work of Solas, particularly the peer support aspect has now been recognised for its value by clinical workers such as Community Psychiatric Nurses who now understand how Solas can complement and strengthen their work, rather than competing with it. Solas found that they could spend a few hours with people, while CPNs traditionally had shorter appointments available. People using Solas appreciated the time and space to discuss things with the team, and with each other. However, there is still more to be done.

With the outcomes demonstrated through the IMPACT Fund, Support in Mind Scotland have been able to secure funding from The Big Lottery to continue to deliver Solas to individuals in the Highlands, strengthen their links with local healthcare providers and continue to build on the peer support aspect of the work.



www.supportinmindscotland.org.uk

Waverley Care

Waverley Care is Scotland's HIV and Hepatitis C charity, aiming to make a positive difference to the lives of people affected. Their work is focussed on prevention, education, testing and support.

Their self management Programme was designed to enable people to take control of their lives and think positively about the future.



Waverley Care applied to the IMPACT Fund to take their previously funded work to support training programmes for people affected by blood-borne viruses to the next

level. They knew that to do this effectively they would need to work with staff teams externally to deliver their self management training on their behalf.

“We wanted to extend the reach of our training to broaden and sustain the development of our self management work.” David Cameron - Waverley Care

Waverley Care worked with the Scottish Qualifications Authority to run an accredited pilot in partnership with NHS Tayside. Staff taking part were able to put the training towards their Continued Professional Development. NHS staff were able to observe Waverley Care teams delivering training, and then be observed in return, and supported, by them delivering the programmes for themselves.

“We helped teams change from a ‘fixing’ approach to one of more facilitated, person-centred approach – we wanted to enable sustainable change.”

This approach to training proved to be intensive both for Waverley Care to support, and also for the NHS teams to participate and commit to. However, it brought additional unexpected benefits. It created a greater awareness of the work Waverley Care were doing to support

self management, and attracted other Boards to consider how they too could embed self management into their existing programmes.

“All our work has been about encouraging behaviour change, supporting people to think differently about their conditions, and professionals to think about their practice too.”

Waverley Care undertook to redesign delivery of their programme again, looking at modular input which increased choice and accessibility, for vulnerable people living with the conditions, and also for professionals.

“Being connected to other ALLIANCE projects enabled us to share and learn with others, develop new ideas and partnerships and stay linked to national policy.”

The learning and evaluation that Waverley Care gained has helped them to shape a more flexible approach to delivering the same outcomes for people.

“Alliance funding gave us a platform to share what we do with others and secure recognition for it, like the Quality in Care Award”

The Self Management IMPACT Fund allowed Waverley Care to share and be recognised for their work, winning several awards and developing new partnerships resulting from their self management work, with NHS teams in England and abroad



www.waverleycare.org

Work4Me

Work4Me is a consortium cooperative championing the cause for self employment for people living with long term conditions.

Work4Me members comprise professional people from diverse industries who have come together to find a solution to their work/life balance.

Work4ME offer a range of services provided in a flexible manner.



Work4Me knew from their own experience and through regular meetings as a group, that the traditional 'workplace' may not be the solution to coming off benefits for people living

with M.E. and other long term conditions. They wondered if a mix of volunteering and coaching would be a good route to support people to understand their own capacities and routines, before embarking on self-employment.

**"Living with long term conditions can be challenging, people often need more time, more support and more flexibility."
Catherine Eadie - Work4ME**

Work4Me were delighted to receive funding from the ALLIANCE to test out their ideas. Initially they were over-subscribed with more people wanting to join the project than they had capacity to support. People had found other employability services to be less understanding of long term conditions and the implications, challenges and barriers for self employment.

"We empower people who've been told that 'it's never going to happen' to realise that it is achievable, with the right support."

Navigating the benefits system was a common challenge, with people unsure who to tell what, and with confusing information surrounding what will happen to people's money when they earn flexibly. Work4Me were able to offer support to help people to navigate more effectively.

"Time was our main challenge, we were all busy working freelance with Work4Me and juggling supporting the project, but we all knew from personal experience why it was so important."

The message people were getting was that working for themselves was not an achievable goal, but Work4Me were able to turn that around, turning an old way of thinking into a new one through a mixture of volunteering and coaching support. Work4Me see opportunities to continue to do things differently in Scotland regarding employability, and the evidence they have gathered could contribute towards that.

"Funding applications can be really time consuming, so we took advantage of the support from the Alliance to meet and have a look at things as we developed the idea. We didn't want to waste time if our idea didn't fit well."

The project wasn't for everyone, and Work4Me have reflected on their learning to clarify what support and services they can provide. Although time was a constant challenge for Work4Me, they delivered a successful project in just 12 months and found the ALLIANCE to be flexible and supportive throughout.



www.work4me.co.uk

About the ALLIANCE

The Health and Social Care Alliance Scotland (*the ALLIANCE*) is the national third sector intermediary for a range of health and social care organisations. It brings together over 1,800 members, including a large network of national and local third sector organisations, associates in the statutory and private sectors and individuals.

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

The ALLIANCE has three core aims; we seek to:

- Ensure people are at the centre, that their voices, expertise and rights drive policy and sit at the heart of design, delivery and improvement of support and services.
- Support transformational change, towards approaches that work with individual and community assets, helping people to stay well, supporting human rights, self management, co-production and independent living.
- Champion and support the third sector as a vital strategic and delivery partner and foster better cross-sector understanding and partnership.



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