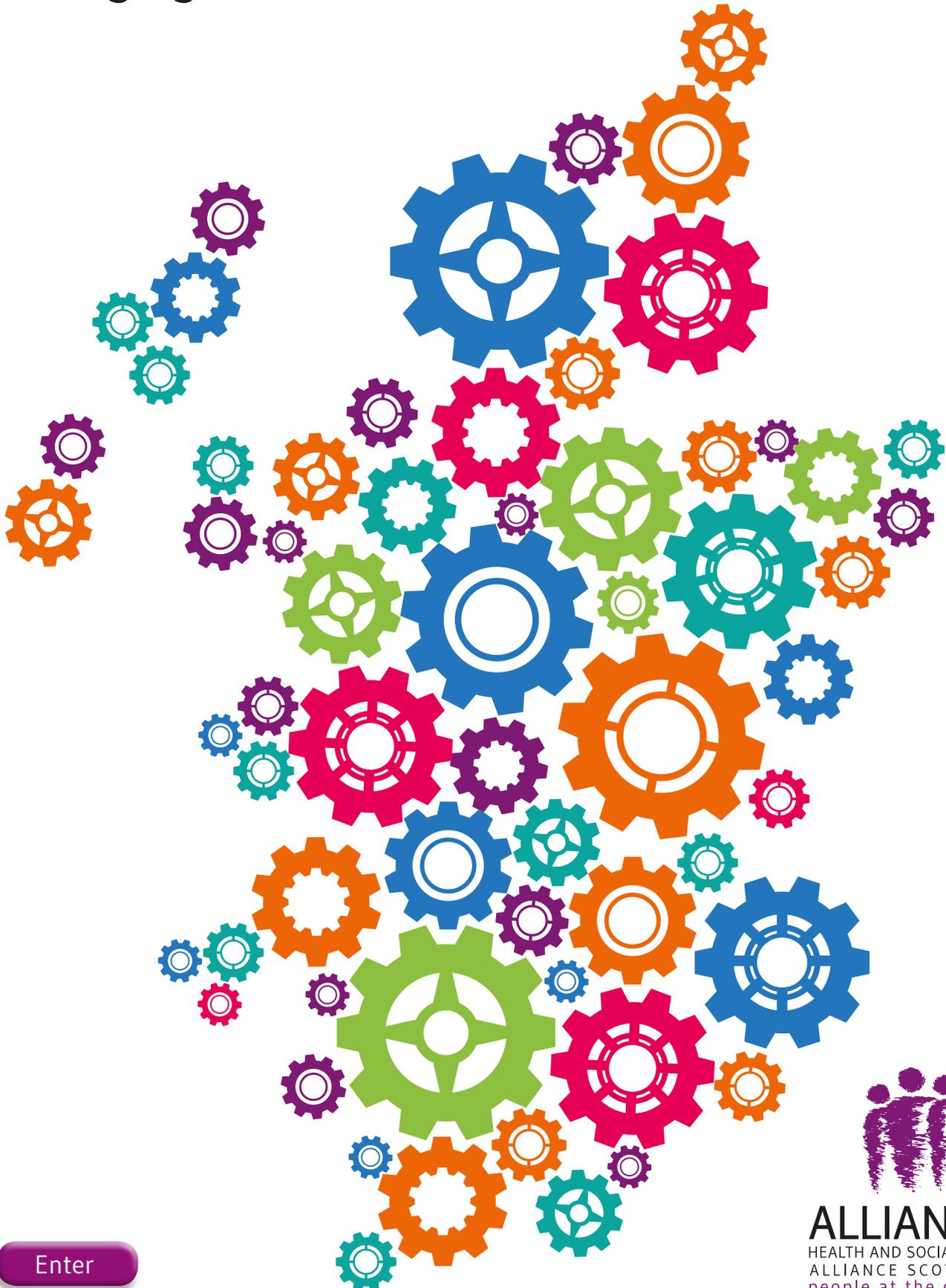


Health and Social Care Alliance Scotland
ANNUAL REPORT 2014
Changing Scotland



Enter



ALLIANCE
HEALTH AND SOCIAL CARE
ALLIANCE SCOTLAND
people at the centre

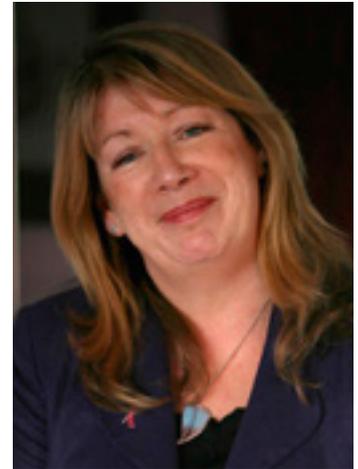
Chair's Foreword

The theme of 'change' has shaped so much of the past year in Scotland. Citizens in communities the length and breadth of Scotland engaged passionately in debate about the future of the country. While the focus was on our constitutional future, people's real concerns were about building a more socially just society in which we all flourish. These issues resonate strongly with the work of the ALLIANCE and we have continued to enrich our contribution, bringing together members and others through our 'Scotland – small country, big ideas – imagining our future' think piece and conference. More recently we have supported our members' role in informing the Smith Commission and will continue to engage in that work as it unfolds.

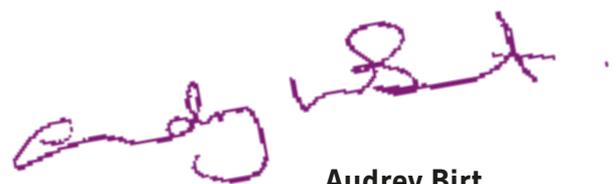
The ALLIANCE has continued to play a vital role in shaping change in health and social care, helping to shape strong principles and a drive for a substantial shift towards an approach that empowers, supports and works *with* people and communities. We know such a shift requires fundamental change in the way we look at health, wellbeing and support. It means working differently – in true co-production with people and communities. It means far more investment in preventative approaches, that support people to stay well and to self manage, and much deeper connections across all sectors. This year we launched the Health and Social Care Academy to support these transformational changes, particularly by focusing on culture, relationships and people. The Academy offers a safe space for all of us – people who use services, frontline staff, service and policy planners and leaders – to share learning, inspiration and collectively seek to address the challenges of delivering real change.

In all our work our members remain the heart of the ALLIANCE. I am delighted that

we now have over 800 members and that we have a unique role in bringing together people with lived experience of long term conditions or disability and people and organisations who deliver support from across all sectors.



As 2014 draws to a close it is a time of change for me on a personal level too as I hand over the reins after eight years as Chair of the ALLIANCE. I'm immensely proud to have been Chair of the organisation since its inception. The achievements not only this year but in previous years too have been inspiring. I'm delighted to hand over the Chairing to Nigel Henderson who shares my commitment to this agenda and will be a wise counsel for the organisation as it goes forward. My decision to stand down was made easier as I remain on the journey with the ALLIANCE as Champion for the Health and Social Care Academy. In many ways our role in the ALLIANCE has always been to enable transformation enabling the voice of the rarely heard to be amplified, it's inspiring to see the work of the Academy strengthening that and emboldening it too. Thanks for your support to make the change we all want to see.



Audrey Birt
Chair

Chief Executive's Introduction

The ALLIANCE has continued to work hard to shape policy in Scotland, reflecting the lived experience of people across the country and the expertise of many third sector organisations that provide the bedrock for healthy, flourishing and engaged communities. In particular we have contributed significantly to the policy and legislation designed to integrate health and social care; securing a strong rights-based narrative and reinforcing the role of people who use services and the third sector as key partners.

We know that policy matters, but that change on the ground and in people's day-to-day lives matters more. We now have a rich set of ALLIANCE programmes that are embedding real transformation and making a reality of the policy aspirations of self management, co-production, asset-based approaches, community connectedness, prevention and health inequalities. All of this continues to reflect the road map provided by the Christie Commission and made real by ALLIANCE members as they support individuals and communities and drive innovation in how we deliver health and social care.

We were delighted this year to launch the Health and Social Care Academy for Scotland. The Academy offers a dynamic, creative space for everyone who has a stake in our future health and social care and a commitment to transformative change in response to the challenges we face.

This year also saw the development of our Third Sector Health and Social Care Support Team to focus not just on Reshaping Care for Older People, but on supporting the sector's role in health and social care more broadly. This programme is a flagship example of our commitment to strong partnership working with others in the sector, including Voluntary

Action Scotland and the network of Third Sector Interfaces.

Self management remains a core priority for the ALLIANCE, as it does the Scottish Government. The Self Management Impact Fund not only enables delivery of, often life changing, support to thousands of people across Scotland, but also offers a rich source of insight for all those concerned with transforming health and social care. This year saw the launch of our new Self Management Partnership and Practice Development Team and the National Self Management Network for Scotland, both supporting sharing of learning and spread of good practice.

This report offers a snapshot of 2014, highlighting a few of our key achievements and activities. Above all else, the touchstone for all our work remains the voice of lived experience and the strengthening of the choice, control and influence of disabled people, people living with long term conditions and unpaid carers. We see lived experience as the most powerful driver for radical, transformative and positive change. As we continue to navigate a period of substantial change in Scotland the work of the ALLIANCE and our 800-plus members is more important than ever if we are to ensure that all our citizens are able to flourish, contribute and live well.



Ian Welsh
Chief Executive



Partners over 2014

- Boehringer Ingelheim
- Centre for Health Policy, Strathclyde University
- Coalition of Care and Support Providers in Scotland (CCPS)
- Community Health Exchange (CHEX)
- COSLA
- Evaluation Support Scotland (ESS)
- Healthcare Improvement Scotland
- Inclusion Scotland
- Joint Improvement Team (JIT)
- Macmillan Cancer Support
- NHS Dumfries and Galloway
- NHS Education for Scotland
- NHS Greater Glasgow and Clyde
- NHS Health Scotland
- Patient Opinion
- Perth & Kinross Association of Voluntary Service (PKAVS)
- Royal College of General Practitioners
- Scottish Association for Mental Health
- SENScot
- The Association of the British Pharmaceutical Industry (ABPI)
- The Coalition of Carers in Scotland
- The Scottish Council for Voluntary Organisations (SCVO)
- The Scottish Federation of Housing Associations (SFHA)
- The Institute for Research and Innovation in Social Services (IRISS)
- Thistle Foundation
- Scottish Community Development Centre (SCDC)
- Scottish Recovery Network
- Scottish Co-production Network
- Scottish Health Council
- The Deep End
- University of Edinburgh
- University of the West of Scotland
- Voluntary Action Scotland (VAS)
- Voluntary Health Scotland (VHS)
- What Works Scotland

Changing Scotland ANNUAL REPORT 2014



Accounts Health and Social Care Alliance Scotland (the ALLIANCE) *For the year ended 30 June 2014*

HEADLINE FIGURES	2014 £	2013 £
Statement of financial activities		
INCOMING RESOURCES		
Grant to support operational costs	3,676,506	2,245,404
Sponsorship	2,299	1,500
Membership events and conference income	40,770	40,939
Grants to redistribute	4,000,000	2,028,656
Investment income	52,681	15,137
Other income	358,025	143,360
	<u>8,130,281</u>	<u>4,474,996</u>
RESOURCES EXPENDED		
Costs of generating voluntary income	217,577	226,864
Charitable activities costs	7,280,906	1,913,569
Governance costs	57,871	48,914
Support costs	263,393	207,320
	<u>7,819,747</u>	<u>2,396,667</u>
NET OUTGOING / (INCOMING) RESOURCES	310,534	2,078,329
Balance brought forward	2,930,819	852,490
Balance carried forward	<u>3,241,353</u>	<u>2,930,819</u>
Allocated:-		
Unrestricted funds	605,561	399,618
Restricted funds	2,635,792	2,531,201
	<u>3,241,353</u>	<u>2,930,819</u>
BALANCE SHEET		
Tangible fixed assets	30,020	56,098
Current assets	6,327,430	5,677,832
Creditors, falling due in less than one year	(2,683,434)	(2,803,111)
Creditors, falling due in more than one year	(432,663)	0
Net assets	<u>3,241,353</u>	<u>2,930,819</u>
Represented by:-		
Unrestricted funds	605,561	399,618
Restricted funds	2,635,792	2,531,201
	<u>3,241,353</u>	<u>2,930,819</u>

Board Members

(as at 1 December 2014)

Audrey Birt – Chair

David Clark

Ruth Dorman – Vice Chair

Kate Fearnley

Nigel Henderson – Vice Chair

Mark Hoolahan

Alexander Johnston – Treasurer

Irena Paterson

Shona Sinclair

Elaine Steven

Douglas Taylor

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2014 – Highlights

Voice and Co-production

Over the past year **People Powered Health and Wellbeing** (PPHW) has delivered a suite of activity to help ‘shift the balance of power’ and contribute to the Scottish Government’s ambition that by 2020 all health and social care will be person centred. PPHW brings together a significant collection of partners, including the Joint Improvement Team (JIT), Thistle Foundation, the Institute for Research and Innovation in Social Services (IRISS), Scottish Community Development Centre (SCDC) and Scottish Recovery Network (SRN). The programme has worked with health and care teams to support them to work in co-production with those they support, to adopt personal outcomes approaches and to build connections with local community assets. The PPHW Reference Group has placed lived experience at the heart of this work.

Training on personal outcomes approaches has been delivered to over 400 practitioners by facilitators working with the Joint Improvement Team and the Thistle Foundation. As a result, practitioners have reported feeling confident about having positive conversations with the people they support and understanding how they can work differently with the person to make a difference to their life.

“...through my experience of care and medical interventions I’ve got some experience of what’s worked well and what’s not worked well, so I’d like to think I can help by reshaping care to improve the experience of the public and patients.”

(Jim Walker, PPHW Reference Group member)

The ALLIANCE’s **Involvement Network** is

a growing and dynamic community of 62 individuals who have taken part in a diverse range of activities over 2014, contributing their lived experience to policy, research and practice.

The potential for people’s personal stories to drive change in culture and practice has also been demonstrated powerfully by the ALLIANCE’s **Dementia Carer Voices** programme.

During 2014 Dementia Carer Voices reached several thousand health and social care students, practitioners and leaders and asked ‘what one thing will you take away and change in order to make a difference to the lives of people with dementia and their carers?’. The ‘You Can Make a Difference’ campaign collected over 2,600 pledges over the past year, including from First Minister Nicola Sturgeon and Chief Executive of NHS Scotland Paul Gray.

“I pledge to view the person I care for as all that they have been, they are and all that they can be.”

A highlight of 2014 was the launch of the ‘Make a Difference’ film, in partnership with NHS Ayrshire and Arran and the University of the West of Scotland. The film follows the journey of some of the 300 staff at University Hospital Ayr and Crosshouse Hospital who have pledged

63 events reaching over 6,000 people



‘to make a difference’, supported by strong commitment from the Health Board.

The ALLIANCE has continued to develop a range of programmes aimed at bringing lived experience into the heart of service improvement. It is hosting the service user involvement element of the Macmillan Cancer Support **Transforming Care After Treatment (TCAT)** programme which aims to address the needs of people living with the consequences of cancer. The ALLIANCE has established a Cancer Experience Panel that contributes to decision making on funding applications made to the TCAT and to local development of funded projects. 2014 also saw the launch of the ALLIANCE’s **Prescription for Excellence** programme, enabling people’s direct engagement in the development of pharmacy in Scotland and delivery of the Prescription for Excellence Vision and Action Plan.

The prominence given to lived experience was strengthened in June 2014 with the then Cabinet Secretary’s assertion that “we must do more to listen to, and promote, the voices of those we care for”. The ALLIANCE has worked as part of the **Stronger Voice** project team, along with Healthcare Improvement Scotland, Scottish Health Council, COSLA and Scottish Government to develop proposals for a system that will enable people’s voices to be heard much more strongly within health and social care. The ALLIANCE has also worked with Patient Opinion to launch a pilot (in Ayrshire and Arran and Fife) of the **Care Opinion** website to enable a strong voice across both health and social care.



Rights

The past year has been a significant one for the rights agenda in Scotland. The ALLIANCE, with NHS Health Scotland, has co-convened the first year of the **SNAP (Scottish National Action Plan for Human Rights) Health and Social Care Action Group**. The group has begun to take forward a range of activity to support the right to health, the empowerment of rights holders and the embedding of a Human Rights Based Approach across health and social care.

Health inequalities have formed a key aspect of the ALLIANCE’s work on human rights, representing a significant infringement on the right to health for many of our citizens. We have worked closely with NHS Health Scotland and with our members, including COPE, to highlight the lived experiences of health inequalities and contribute to shaping the solutions.

ALLIANCE members raised significant concerns about the implications of proposed new **mental health** legislation for the rights of those they represent. We convened a round table of members and made representations to the (then) Minister for Public Health, Scottish Government officials and the Scottish Parliament Health and Sport Committee.

Welfare reform has continued to be another area of substantial concern for our members. We have worked with members, including the Scottish Independent Advocacy Alliance, to develop proposals for improving access to advocacy support for people undergoing benefits assessment processes. We hope to see this work funded in 2015.

We have continued too to develop our work on Self-directed Support (SDS) with our **Creating**

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the Connections programme working with local authorities and health boards to support dialogue on SDS in the context of integration. This work has contributed to progress towards a vision of a more person centred, joined up framework for SDS.

The past year also saw delivery of our **Getting to Know GIRFEC** (Getting It Right for Every Child) programme, along with work to influence the Children and Young People (Scotland) Act 2014. The programme has developed an information and training resource aimed at empowering families so that they understand the GIRFEC approach to wellbeing and can make best use of it to influence and shape the support they need.

Self Management

In 2014 we supported 73 projects through the Self Management Impact Fund, as well as launching our new **Self Management Partnership and Practice Programme** to support the sustainability of self management approaches across Scotland and contribute to transformation in the culture and delivery of health and social care. The programme has created a platform to share learning and good practice, facilitated through the **Self Management Network Scotland**, launched in late 2014 and currently has almost 200 people signed up.

“The ALLIANCE is welcoming - reaches out, takes time to understand your project and provides training. We’ve been supported so much - we feel we can always go back and ask for help.”

“It is encouraging to feel that a funder has a genuine desire to learn and there’s a real sense they want to know what’s going on. There is a sense of having a supportive, collaborative relationship with the funder. There is a sense that the Impact Fund is trying to develop too - willing to take things on board and make it happen.”

We are working with early adopter projects



in Lothian, Glasgow and Tayside to test the **‘House of Care’** model in Scotland. This allows healthcare to embrace care and support planning and support self management, including by enabling people to articulate their own priorities and needs through a process of joint decision making, goal setting and action planning.

Our **My Condition, My Terms, My Life** campaign has continued to help raise awareness and understanding of self management. Over the past year the campaign has worked in partnership with NHS Dumfries and Galloway and with the Allied Health Professions (AHP) sector. We were delighted that the campaign was selected to be part of Legacy 2014, the programme to ensure lasting benefit to Scotland from the 2014 Commonwealth Games. Our sister campaign **My Skills, My Strengths, My Right to Work** has also continued to challenge negative views of people with long term conditions among employers, as well as increasing awareness of the role of self management in relation to work. The campaign was a partner in producing the ‘Just the Job’ animation which received a bronze Best of Health Award.



The Self Management Awards 2014

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Community Connections

The ALLIANCE has always argued that stronger relationships between the statutory and third and community sectors must be at the heart of reshaping health and social care. In 2014 we published the report of our **Improving Links in Primary Care** programme, delivered in partnership with the Royal College of General Practitioners (RCGP). The project aimed to test use of ALISS (A Local Information System for Scotland) in four general practices and found substantial positive impact on the ability of staff to connect with local community supports. The findings supported the spread of ALISS as well as recommending a 'links worker approach' which we are now trialling through our five year **Links Worker programme**, funded by Scottish Government and delivered in partnership with General Practitioners at the Deep End, Royal College of General Practitioners (RCGP) and Scottish Association for Mental Health (SAMH). The programme has created new Community Links Practitioner (CLP) posts, employed by the ALLIANCE and located within seven GP practices in areas of deprivation across Glasgow. The programme has already supported 446 people in 2014.

A good quote from the film is: to address issues affecting their wellbeing, as well as working with the practice teams to develop their ability to connect with and to signpost to community-based supports. The programme has captured significant insight and learning on instigating



a transformational approach to community-facing primary care.

"I wasn't coping very well and went to my GP, who signed me off work. He also recommended a links worker to me. One phone call can really really help you. It made a big difference to me, I looked at my problems totally differently and felt my spirits lifted that day. My attitude to my problems has changed dramatically and I feel 100% better."

ALISS (A Local Information System for Scotland)

has continued to develop as a vital tool to make local sources of support findable for people who could benefit from them, and more visible to local planning processes. Over the past year ALISS has worked across Scotland with communities and health and social care teams, including as part of the InS:PIRE project, funded by the Health Foundation to support people on discharge from the Intensive Care Unit at Glasgow Royal Infirmary.



"ALISS is realising its vision and has worldwide potential to connect community assets."

Professor Craig White, Divisional Clinical Lead, Planning and Quality, Scottish Government

We have also built upon our work with the Allied Health Professionals (AHP) sector, continuing to support greater mutual understanding and collaboration through our **AHPs and the Third Sector** programme.

Health and Social Care Integration

One of the major drivers for change over the

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coming years should be the integration of health and social care, required by the Public Bodies (Joint Working) (Scotland) Act

2014. The ALLIANCE has worked hard to make sure the views of people who use services, unpaid carers and the third sector are strongly reflected in the legislation and guidance. We created opportunities for members to come together and use the strength of their collective voice, as well as inviting other third sector intermediaries to partner on key activity including productive sessions with the (then) Cabinet Secretary for Health and Wellbeing. The influence of the ALLIANCE with our members and partners is evident and we have already begun to engage with the emerging Health and Social Care Partnerships to support them to turn policy into practice that makes a real difference to the lives of people across Scotland.



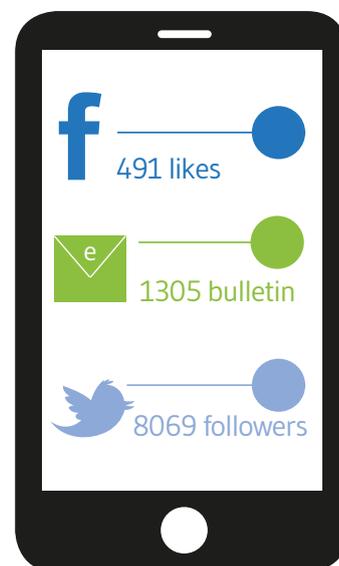
working closely with Voluntary Action Scotland (VAS) and the network of Third Sector Interfaces (TSIs). The extension in 2014 of our Reshaping Care for Older People; Enhancing the Role of the Third Sector programme to form **The Third Sector Health and Social Care Support Team** will enable us to build on what has proven to be an essential source of support for the sector. This will be vital in supporting the third sector's capacity to act as an influential and equal partner in health and social care integration.

Health and Social Care Academy for Scotland

The last year saw the launch of the Academy, led by the ALLIANCE and supported by a cross partnership. The Academy was born from an identified need for a safe space and focal point in Scotland for efforts to drive transformational change in health and social care. Crucially, the Academy holds lived experience at the heart of all it does. It has already begun to demonstrate its unique ability in bringing together a diverse collective of people with a stake in health and social care, including senior leaders, people who use services, frontline staff, planners and policy makers. During 2014 we began to deliver the Academy 'Being Human' series, offering fresh opportunities to hear from international speakers and to engage in the challenges inherent in radical change.



The ALLIANCE has a strong track record of supporting the third sector's engagement locally in health and social care, particularly by



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European and International

Over the past year the ALLIANCE has developed its engagement at European and International levels. The organisation is represented on the **European Innovation Partnership on Active and Healthy Ageing** and Chairs the **EUPATI (European Patients' Academy on Therapeutic Innovation) UK National Liaison Team**. The organisation also contributed as part of the Scottish delegation

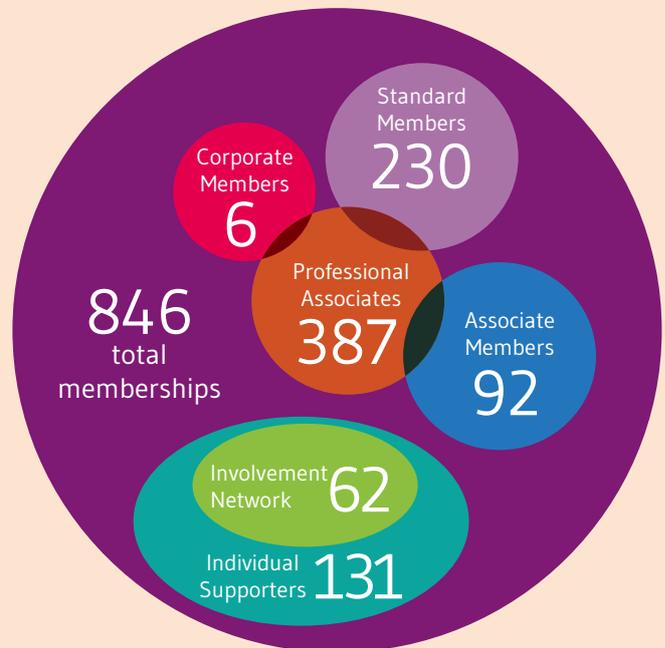
to a workshop held by the European Council Human Rights Commissioner.

We also make links with the international Institute for Healthcare Improvement (IHI), with participation in a study visit which the Chief Executive attending in his capacity as Chair of the Court of University of the West of Scotland and a masterclass with IHI Executive Vice-President and former Chief Executive of NHS Scotland Derek Feeley.

Membership

The strength of the ALLIANCE is its membership of over 800 organisations and individuals, working together to ensure the voice of people who are disabled, living with long term conditions or delivering unpaid care is heard.

In 2014 we welcomed 350 new members. Working with Professional Associates has helped us to further strengthen collaboration between people with lived experience and practitioners from across sectors. We were also delighted that all Third Sector Interfaces have joined the ALLIANCE and we look forward to continuing to work with them, and with Voluntary Action Scotland (VAS) in the years ahead.



"The ALLIANCE's role is to be a coordinated voice at a strategic level as well as supporting individual groups. To make sure that everyone's thoughts are taken on board."

ALLIANCE member

"In my opinion the ALLIANCE does an excellent job of supporting third sector organisations like mine with support in a multitude of different ways."

"It has made a tremendous difference, and allowed us to concentrate on the organisation."

"There is strength in third sector organisations coming together and harnessing a purpose like health and social care. It makes sense for them to pool resources and to collectively sharpen lobbying activity."

"If we didn't have the ALLIANCE we would need to invent [a body like it]."

About the ALLIANCE

The ALLIANCE 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 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 800 members, including a large network of national and local third sector organisations, associates in the statutory and private sectors and individuals.

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.



Health and Social Care Alliance Scotland (the ALLIANCE)

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www.alliance-scotland.org.uk



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