

A local Surrey approach to prevention, population health and tackling health inequalities for people with multiple disadvantage

Presenters :
Collette Levan: Senior Programme Manager, Changing Futures, Public Health, SURREY County Council
Dr Jo Jennison: Consultant Clinical Psychologist seconded to Changing Futures Programme
Regional Conference 8th June 2023

Implementing a Psychologically and Trauma Informed Workforce to tackle multiple disadvantage

- Changing Futures
- Multiple Disadvantage
- Foundation Projects
- Workforce Support and Development
- What the beneficiaries and Workers are saying
- Local and National Evaluation
- Next Steps

What is Changing Futures?

Department for Levelling Up, Housing & Communities

COMMUNITY FUND

CHANGING FUTURES

SURREY COUNTY COUNCIL



is a funding programme to improve outcomes for adults experiencing multiple disadvantage –

Surrey Wider System awarded 1 of 15 National “Changing Futures” Grants

To improve systems and services in order to achieve better outcomes for people with multiple disadvantage

£2.8M (August 2021 – 31 July 2024).

Operating costs estimate £1.3M per annum for 60 – 80 Bridge the Gap Clients

Twenty-seven system partners co - signed the bid

System accountability



:

An individual experiencing ““Multiple Disadvantage” has three or more of the following issues:

- **Mental health/Neurodivergence/physical health/ behavioral issues**
- **Substance use**
- **Contact with criminal justice system**
- **Domestic abuse**
- **Homelessness/ risk of homelessness**

Mapping for change

Department for Levelling Up, Housing & Communities

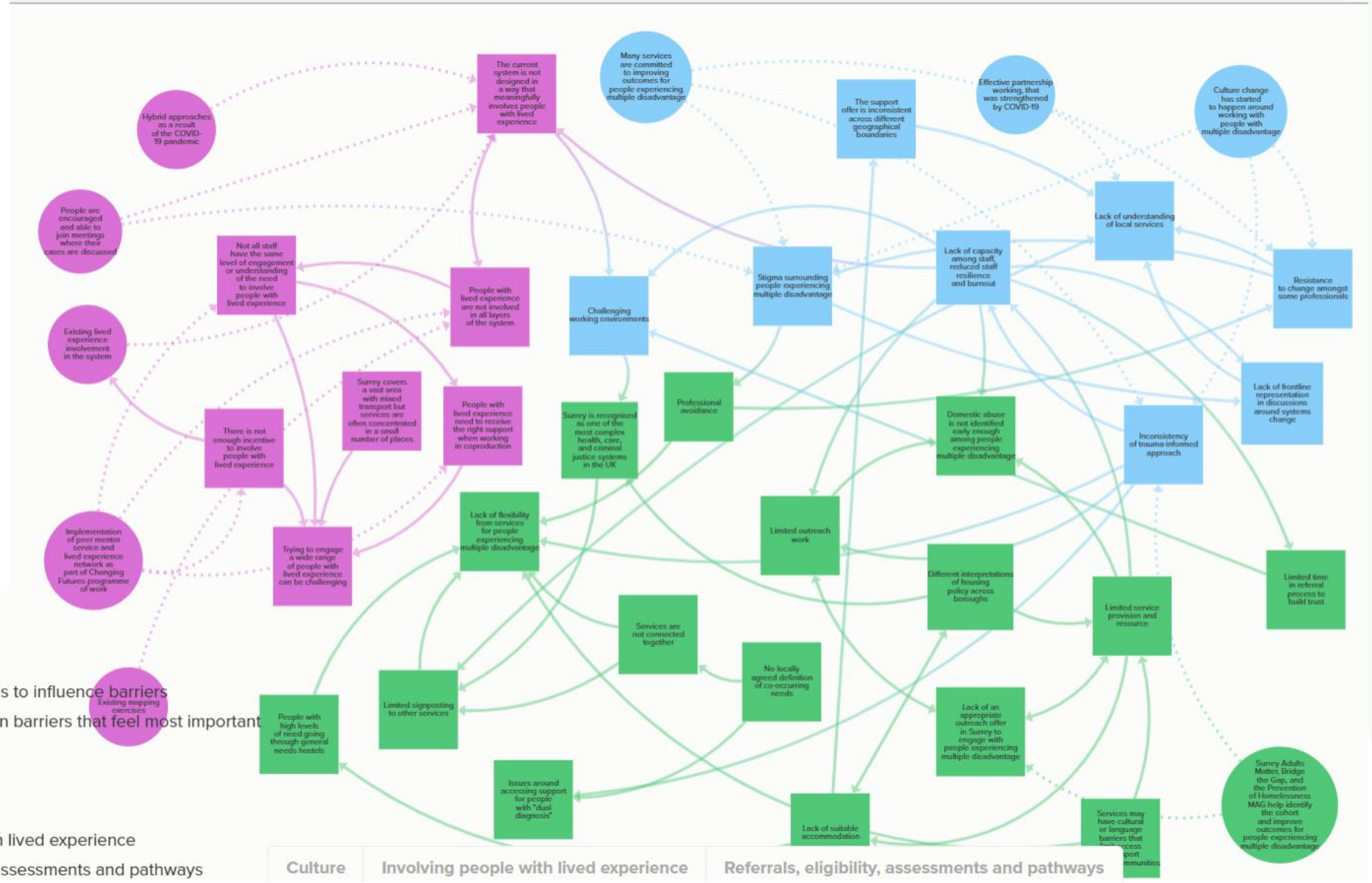
COMMUNITY FUND

CHANGING FUTURES

SURREY COUNTY COUNCIL

Logic Model and original System Map for tackling multiple disadvantage

Reviewed as part of CF National Evaluation



Department for Levelling Up, Housing & Communities | COMMUNITY FUND

CHANGING FUTURES

SURREY COUNTY COUNCIL

Foundation Projects

1 **Appoint a Consultant Clinical Psychologist to offer clinical supervision and reflective practice to specialist bridge the Gap Outreach Workers**

10 **Create an Alliance of 10 of Surreys place based VCSE assets to deliver** Bridge the Gap Psychological and Trauma Informed Assertive Outreach Service within Surrey's Communities

18 **Create a Multiple Disadvantage Lived Experience Experts Network:** Co-produced 12 projects with 14 additional projects scheduled including JSNA for multiple disadvantage **.**

20 Support Alliance of **VCSE delivery partners to engaged 20 Bridge the Gap Specialist Trauma-informed Community Outreach Workers**.

1400 **Commission Trauma Informed Training and Support (**co –funded by crisis mental health concordat) to co produce a system-wide awareness programme

Department for Levelling Up, Housing & Communities | COMMUNITY FUND

CHANGING FUTURES

SURREY COUNTY COUNCIL

Bridge the Gap VCSE Delivery Partners

GUILDFORD ACTION
Enhancing Lives

oakleaf
MAKING LIFE WORK WITH MENTAL ILLNESS

the Hope Hub

North Surrey Domestic Abuse Service

YOUR SANCTUARY
FOR LIFE WITHOUT FEAR

SURREY DOMESTIC ABUSE PARTNERSHIP

esdas
working together towards a brighter future

catalyst
HELPING PEOPLE CHANGE

RICHMOND FELLOWSHIP
MAKING RECOVERY REALITY

South West Surrey Domestic Abuse Outreach Service

Rentstart

Department for Levelling Up, Housing & Communities
COMMUNITY FUND
CHANGING FUTURES
SURREY COUNTY COUNCIL

Strengths of the Bridge the Gap Specialist Outreach

- Trauma Informed Approach – Focussing upon what lies behind the 'issues'
- Outreach worker's well-being, support and development is paramount, aligning to a Trauma Informed and Skills/Competency based framework
- Long term approach, coupled with realistic small case loads means relationships can be built based on trust, which is a key ingredient in providing effective support
- Open referrals process – received from all system partners
- Reduces bounce around the system – BTG does not close the case if appointments are missed
- Abstinence is not a condition of support offer - harm reduction approach taken
- Service offer is personalised to the individual - flexible and bespoke
- Clients are taken and supported with appointments if that's what they'd find helpful
- Community, neighbourhood and place based

Improved outcomes from independent evaluation

Department for Levelling Up, Housing & Communities | COMMUNITY FUND | CHANGING FUTURES | SURREY COUNTY COUNCIL

What service providers say

"I feel that having the time to put **safe boundaries** in place, which the client and worker both understand, help the client to trust me and have enabled change to happen.

"The **flexibility** and **lack of restrictions** meant we could build on positive experiences rather than just problem solve.

"**Consistent** staff member to develop a relationship and principles… enabled a **person-led attitude** to problem-solving and not giving up on individuals, which differs from previous work.

"It allows a much **more holistic approach**. I enjoyed the **freedom** to look at all areas of my client's life and give practical help as well as emotional support.

What beneficiaries say

"Before the Bridge the Gap outreach worker came along and helped me **get my life back together**, there really was no end in sight. **Alcohol would have killed me.**

"I can actually **see a future.**

"Before I was using spice all day and night and with Bridge the Gap the staff helped **me get off Spice.**

"It was just so great to have that (…) little **light at the end of the tunnel** over someone helping.

"It's one of the **best things I've ever done**...If it wasn't for my Bridge the Gap outreach worker, I don't think I'd be here today.

Developing a Psychologically and Trauma Informed Workforce



Department for Levelling Up, Housing & Communities
COMMUNITY FUND
CHANGING FUTURES
SURREY COUNTY COUNCIL

Psychologist's role in Bridge the Gap Workforce Development

- Panel member to consider referrals and allocate a client to a worker. There are currently 65 clients receiving an average of 6 hours support week
- 1:1 supervision with each of the specialist Bridge the Gap Assertive Outreach Workers during which beneficiaries and all aspects of their work are discussed within a trauma informed frame
- Group meetings with VCSE CEOs/ Supervisors and Managers
- Co developing My Story, Strengths and Hopes formulation approach with Lived Experience Experts and rolling it out to the Bridge the Gap Outreach Workers
- Group Reflective Practise sessions to discuss resolution of difficult issues facing staff and clients
- Co developing and facilitating Workforce Training Programme
- Attending at all the Outreach Worker Workforce Development Forums
- Supervising specialist placement for Trainee Clinical Psychologist

Department for Levelling Up, Housing & Communities | COMMUNITY FUND | CHANGING FUTURES | SURREY COUNTY COUNCIL

Taking a Trauma Informed Approach In Bridge the Gap

- **Recognising & Responding** to prevalence and impact of trauma on both beneficiaries and staff
- **Staff training and support –** recognising affects of burnout, vicarious trauma, compassion fatigue and providing TI supervision, peer reflective practice and support to all staff
- **Relational focus** – trust, consistency and transparency are key
- **Co-production** - genuinely at heart of all we do
- Providing support in **psychologically and physically safe** environments for outreach and supervision
- **Empowering** relationships – putting the person's voice and story at the centre of the work
- **Strengths focused –** faith in possibility of change each is capable of achieving
- Equality of access – seeing people as individuals**, sensitivity to minority/cultural group** membership
- **Gender sensitive** approaches – Domestic Abuse partnership part of the Alliance
- **Mitigating against retraumatisation** e.g. ensuring timely referrals on to other services

My Story, Strengths and Hopes

Often people experiencing MD present with a collection of labels, diagnoses and narratives given by others/professionals, **and what can get lost is the person's own story**



Department for Levelling Up, Housing & Communities | COMMUNITY FUND | CHANGING FUTURES | SURREY COUNTY COUNCIL

Psychological Models

- The **Trauma Informed Approach** of Bridge the Gap means we consider all that lies behind the presentation or behaviours, along with their strengths and the social context, and what they've needed to do to survive and cope

- Draw upon **Bio-psychosocial** (Engel, 1977) and **Power, Threat Meaning models when co-creating formulations** (Johnson & Boyle, 2018)

- Aligns with Adapted Mentalisation Based Integrative Treatment (**AMBIT**) approach for vulnerable and excluded people who may have had little confidence or trust in the possibility of 'help' being actually helpful

- **Pre-treatment Therapy** approach: (J. Levy, 2020, J. M. P. Connolly (2018), Fulfilling Lives, 2020) and **PACE** (D. A. Hughes, 2012) - The need for an approach which offers a new, safe and attuned relationship, through which engagement, trust and hope can be fostered, is a crucial first step towards change.

Specialist Skills Training for Outreach Workers

Department for Levelling Up, Housing & Communities

COMMUNITY FUND

CHANGING FUTURES

SURREY COUNTY COUNCIL

Specialist Competency Training

Including Mental Health First Aid
Motivational Interviewing
Blue Light Training
Harm reduction
LGBTQA+ Domestic Abuse
Understanding Neurodivergence

Psychological Approaches

Including Formulation
Trauma Informed (TI) Approach and TI Supervision
Pre-treatment, relational work and emotional regulation (CFT)
Epistemic Trust/Mentalisation/Atunement
PACE approach
Executive Functioning
Understanding and managing boundaries

Touchpoints

Department for Levelling Up, Housing & Communities

COMMUNITY FUND

CHANGING FUTURES

SURREY COUNTY COUNCIL

Prior to Bridge the Gap: Example 30 touchpoints for one service user; 86 Touchpoints for 3 service users

transform housing & support

Narcotics Anonymous United Kingdom

British Gas

Department for Work & Pensions

York Road Project
Defeating Homelessness Together

National Probation Service

BT

UK Government

GUILDFORD ACTION
Enhancing Lives

Travelodge

SURREY COUNTY COUNCIL

SURREY POLICE

oakleaf
MAKING LIFE WORK WITH MENTAL ILLNESS

NHS
Royal Surrey
NHS Foundation Trust

SHELTER

Waverley BOROUGH COUNCIL

jobcentreplus

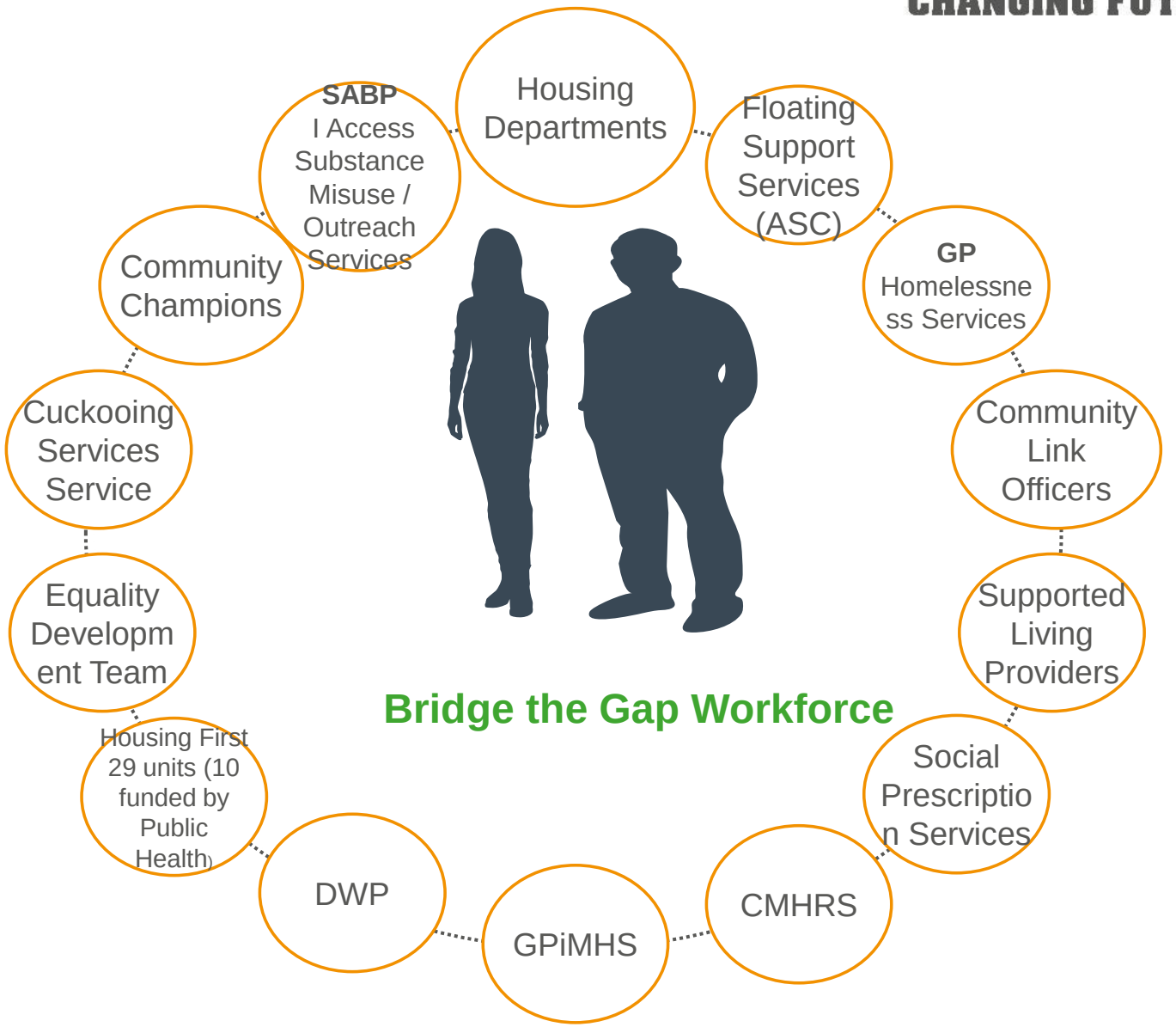
NHS
Surrey and Borders Partnership
NHS Foundation Trust

i-access drug and alcohol service

Stagecoach

Examples of collaboration/integration within and between systems

- A&E
- Ambulance Services
- Care navigators
- Citizens advice bureaus
- Community Connectors
- Community Link Officers
- Crisis funds
- Housing
- Mental health Improvement Plan
- Primary Care
- Social Prescribers
- Surrey Fire and Rescue Services
- Telecare
- Social Care



Video Feedback

22_05_SCC_BTG_MASTER_03 (Captioned by Zubtitle).mp4

Department for Levelling Up, Housing & Communities | COMMUNITY FUND

CHANGING FUTURES

SURREY COUNTY COUNCIL

Comments from Beneficiaries and Bridge the Gap specialist outreach workers

https://youtu.be/O8lJPZJuds4

Local and National Evaluation





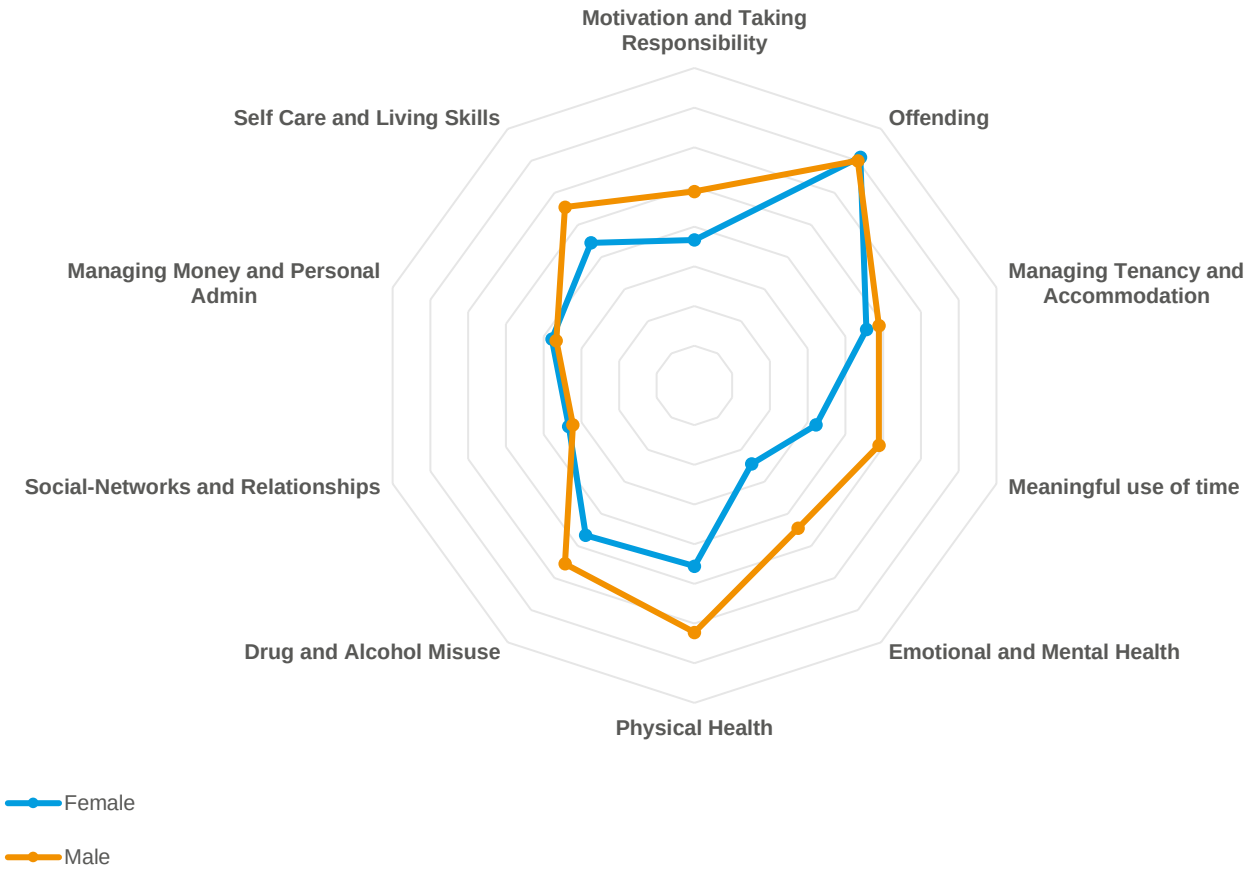
Collette Levan: Senior Programme Manager, Changing Futures, Public Health, SURREY County Council (Collette.LeVanGilroy@surreycc.gov.uk)
Dr Jo Jennison: Consultant Clinical Psychologist seconded to Changing Futures Programme (Jo.Jennison@sabp.nhs.uk)

Contact us for more information

Local Metrics and Improved Outcomes

Department for Levelling Up, Housing & Communities | COMMUNITY FUND | CHANGING FUTURES | SURREY COUNTY COUNCIL

Independently Evaluated – SEETEC



Female

70% Outcomes Measurement scores improved

Greatest improvement in Managing Tenancy and Accommodation and Offending

56% Reported high ongoing needs in Emotional and Mental Health

Male

100% of Outcome Measurement scores improved

Greatest improvements in Offending and Motivation and Taking Responsibility.

44% Reported high ongoing needs in Social Network and Relationships, Managing Money and Personal Admin.

Baseline National Evaluation of Changing Futures

Https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/1148547/Changing_Futures_Evaluation_-_Baseline_report.pdf



Next steps: Invest to save, prevention and pooled commissioning

Support costs

Department for Levelling Up, Housing & Communities

COMMUNITY FUND

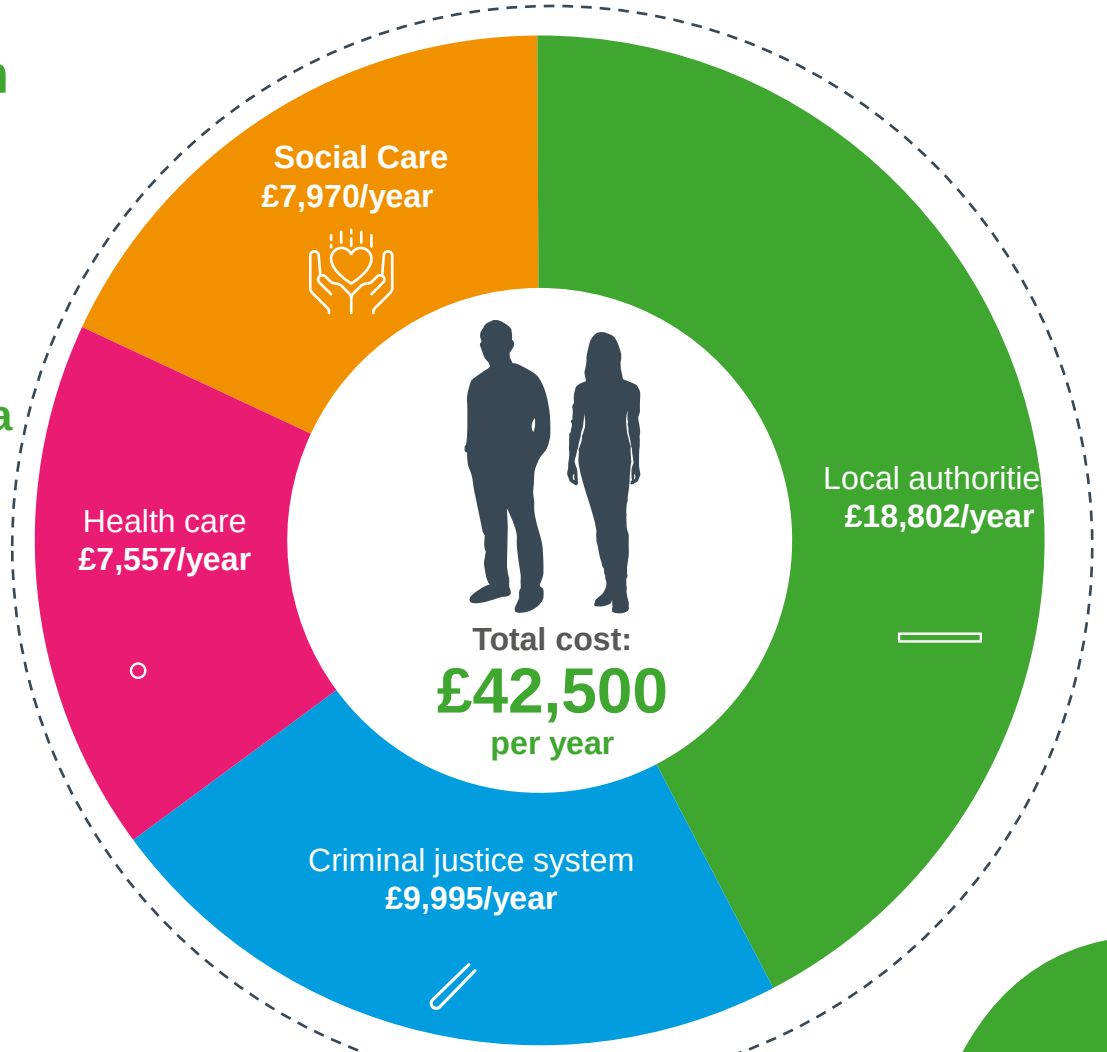
CHANGING FUTURES

SURREY COUNTY COUNCIL

Approximate cost/annum to the wider Surrey system to support one person with Multiple Disadvantage

(Prior to Bridge the Gap Trauma informed Outreach)

£42,500

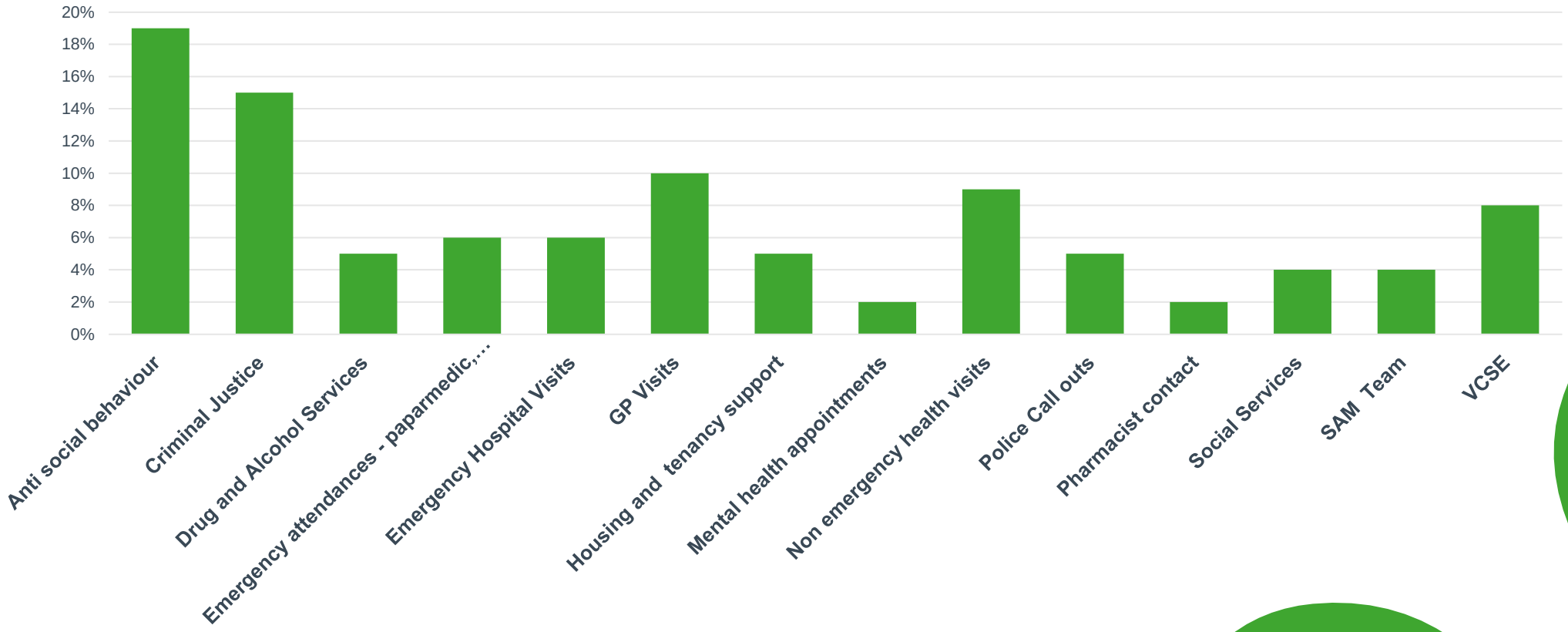


NB Published national Fulfilling Lives Campaign quotes £28800

Lancashire and Manchester have very similar findings using a different analytical model

Data

Current % breakdown of cost to partners within Surrey



Potential Prevention Impact

Department for Levelling Up, Housing & Communities | COMMUNITY FUND

CHANGING FUTURES

SURREY COUNTY COUNCIL

Fulfilling Lives Programme (8 year-national programme) displays the potential prevention impacts on Surrey systems by continuing with the Bridge the Gap Service

Reduced A&E high intensity attendance by

57%

Reducing reoffending

Nights in custody reduced by

84%

Reducing Reoffending

Prison stays reduced by

87%

Hospital in-patient admission down by

27%

(Source: Fulfilling Lives 2014–2022)

Department for Levelling Up, Housing & Communities | COMMUNITY FUND | CHANGING FUTURES | SURREY COUNTY COUNCIL

Invest to save - prevention planning

Number of beneficiaries	Current estimated system cost/year	Cost of Bridge the Gap/ annum	System saving/year	System saving over 35-year lifespan
60	£2.52m	£1.3m	£1.2m	£42m
300	£12.7m	£6.5m	£6.25m	£219m

NOTE: Cost in Surrey is **estimated** at approx. £42,500 per person/per year and rounded



Appendices

Supporting Literature

Supporting Literature

Evaluation of the Changing Futures Programme: Baseline Report, Departmentfor Levelling Up, Housing & Communities. April 2023

Https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/ile/1148547/Changing_Futures_Evaluation_-_Baseline_report.pdf

Evaluating Fulfilling Lives: Learning from a programme evaluation. R. Moreton, Dr J. Welford, C. Milner, M. Kent. (Dec 2022). CFE Research.

Evaluating-Fulfilling-Lives-Learning-from-a-programme-evaluation-2022.pdf

Exploring the links between neurodiversity and the revolving door of crisis and crime Neurodiversity: Police Briefing. (sept 2022) Revolving Doors

1681509285-revolving-doors-neurodiversity-policy-position.pdf (pdunottingham.org)

Improving access to mental health support for people experiencing multiple disadvantage: Evaluation of Fulfilling Lives Supporting people with multiple needs. (Jan 2020). Lottery Community Fund.

https://www.tnlcommunityfund.org.uk/media/insights/documents/Full-Report-Improving-access-to-mental-health-support-for-people-experiencing-multiple-disadvantage-2020.pdf?mtime=20200316155029&focal=none

Third Year Trainee (Current) Report of Clinical Activity (unpublished but submitted part of Doctoral training), (May, 2023) A. Ryan



RCA 3 - Report of Clinical Activity 3 - Te

Trauma Informed approaches to supporting people experiencing multiple disadvantage: A Rapid Evidence Assessment. (April 2023) Department for Levelling Up, Housing & Communities

Trauma-informed approaches to supporting people experiencing multiple disadvantage (publishing.service.gov.uk)

Understanding Models of Support for People facing Multiple Disadvantage: A literature review. L. McCarthy, S. Parr, S. Green & K Reeve (2020), Fulfilling Lives



understanding-models-support-multiple-d

More detailed formulation template

Department for Levelling Up, Housing & Communities | COMMUNITY FUND | CHANGING FUTURES | SURREY COUNTY COUNCIL

My Story – Knowing and Understanding me, my strengths, hopes and what I need	
Who am I? **Do I identify as belonging to any particular group?**	My name is/I like to be called…
How things are for me now, what my current situation is	
In my view what are my key life events and experiences, what they have meant to me and how they have affected me – positively and negatively	
What are **my priorities** now	
My Brain and Cognitive Functioning: Things I am good at and things I have more difficulty with. (You may want to look at The Spectrum of Executive Function. — lived experience educator to help identify areas of strength and challenge)	**Traumatic Brain Injury/Acquired Brain Injury through substance use (Korsakov's)/neurodivergence/cognitive decline/dementia/Intellectual Disability** **Any strengths/problems with impulsivity, communication differences, self-regulation incl. emotions, self-awareness (insight), self-organisation, cognitive flexibility (vs rigid thinking), planning, memory, attention, understanding context, perception, co-ordination, motor skills/balance/co-ordination. Visual vs Verbal problem solver**
What adaptations do I know I need to help with my functioning Any communication issues or aids I need	
Mental health and psychological symptoms	

e.g., trauma, PTSD, CPTSD, suicidal ideation, depression, anxiety, helplessness, hopelessness	
Physical Health: e.g., illnesses, somatic symptoms such as chronic unexplained pain, long term conditions, dental, foot pain	
Relationships: Who are my key relationships with How easy do I find it to trust others, what helps me trust someone and what do I do to cope with other people	
Trauma triggers: What now makes me feel vulnerable or unsafe, angry, or self-protective (*retraumatises* me), tips me into fight, flight, or freeze. How do people or situations affect me	
Behaviours: What do I do that helps me to cope well and what other behaviours am I likely to show that are more of a problem for me	
Emotions: What are the most common emotions I feel (if I recognise them) and how do I show these	
What have been my experiences of **services** to date, what has helped and what has been less helpful	

Self-acceptance: What thoughts do I have about myself, positive and upsetting ones	
What do I need and want from others to achieve my priorities	
Keeping myself safe	
What I can do to keep myself safe and well	
What can others do to help to keep me keep safe and well	
What should I do if I start to feel unsafe/angry/upset How will I know this is happening to me	
What can others do if I start to feel unsafe/angry/upset How will they know this is happening to me, what will they see	
What should I try to do if I feel in a crisis, what will I be presenting like if I am	
What should others do if I am in a crisis, what will they see in my presentation and behaviour if I am	
What do I need to do after a crisis to return to my baseline	
What can others do for me after a crisis to help me return to my baseline	
My Story, Strengths and Hopes: A Summary	

Example of a more simple formulation template

