Supported housing - Welfare reform, new commissioning frameworks and personalisation
Helping providers and commissioners navigate a radically changing landscape

20 June 2013

Delegate Resource Pack
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Programme

9.15  Registration

10.00  The new policy and economic context
- Phil Saunders, independent consultant on housing, care and support, presents the ‘state of play’ for supported housing in the light of change and key aspects of welfare reform, including exempt accommodation and service charges
- Brian Matthews, Housing Commissioning and Partnerships Manager, London Borough of Camden, on the new commissioning landscape for supported housing services including new links with health and social care
- Paul Teasdale, Reading and Region Regional Manager, Riverside ECHG, on the impact and business positioning of its services

11.40  Refreshments

12.00  Payment by Results
- Lee White, Supporting People Lead Officer, Southend-on-Sea Borough Council, on findings from its Payment by Results pilot and the influence it’s having on how services are being delivered

12.35  Personalisation
- Chris Hampson, Executive Director, Look Ahead Care and Support, on designing a wide range of supported housing services informed by customer needs within a challenging economic climate

1.15  Lunch

2.00  Health and well-being
- Beryl Gillespie, Head of Older People’s Services, CHS Group, on demonstrating the health benefits of its extra care housing developments
- Cath Gilliver, Chief Executive, SIFA Fireside, on innovative services to improve the health and well-being of homeless and vulnerable people including art, drama, music, football and gardening

3.15  Demonstrating preventative value
- Neil Tryner, Head of Performance and Business Development, Midland Heart on demonstrating the preventative value of its services

4.00  Close
Biographies of Speakers

Gerard Lemos leads the research team at Lemos&Crane. He is the author of several books and reports about social policy and supporting vulnerable people. His new book, The End of the Chinese Dream: Why Chinese People Fear the Future was published in June 2012 by Yale University Press. In September 2010 he became Chairman of the Money Advice Service. He is also Vice-President of the British Board of Film Classification. He chaired the Board of Trustees of the British Council in 2009/10 having been a trustee since 1999 and Deputy Chair from 2005. He is also a visiting Professor at Chongqing Technology and Business University. Gerard has formerly been Chair of Notting Hill Housing Group, an Audit Commissioner and a Civil Service Commissioner and a non-executive director of Crown Prosecution Service. He received a CMG in the Queens' Birthday Honours List in 2001 for services to the British Council. His speech on money and happiness won a Cicero award for oratory in 2011.

Phil Saunders is Director of his own independent consultancy, Phil Saunders Associates Ltd, which was established in 2001. He is also a Non-Executive Director at North Somerset Community Partnership, a NHS-funded Community Interest Company. His recent projects have included a successful consortium building project aimed at delivering county-wide services to young people, re-configuration of a London borough’s supported housing for people with mental health problems and a rent review for a national supported housing provider. On behalf of Sitra, Phil was author of a major study for a group of Yorkshire and Humber councils, Prevention & Personalisation – the case for Housing Related Support. He has also carried out wide-ranging strategic reviews for a metropolitan borough and a leading provider of homelessness services. For 10 years, Phil was Head of Supported Housing at the Housing Corporation (now the Homes and Communities Agency). He has considerable hands-on understanding of service delivery, having worked as Head of Supported Housing and Finance Manager for two housing associations.

Brian Matthews has worked in the supported housing sector for 27 years. He started out working for housing associations, spent seven years with Sitra, and went from there into consultancy before becoming the Supporting People Lead Officer and now Housing Commissioning and Partnerships Manager for London Borough of Camden. In his current role, Brian is responsible for a team that commissions a range of housing-related support services for single homeless people with support needs, rough sleepers, people with substance misuse problems, offenders, women escaping domestic violence and homeless families.

Paul Teasdale cut his teeth working with entrenched rough sleepers with high support needs and substance misuse issues. His role as Regional Manager for Riverside ECHG puts him on the frontline of managing a wide portfolio of housing services and stock across the South East. These range from sheltered housing and floating support ‘menu of choice’ for older people, through to high support clients with addiction issues and homeless ex-servicemen’s schemes. A key current focus for Paul is around developing personalisation in service delivery, with his schemes helping Riverside pilot a psychologically informed approach to delivering their services.

Lee White is currently the Lead Officer for the Supporting People Team at Southend-on-Sea Borough Council and initially joined the team as a Contracts Officer back in November 2006. Prior to working as a commissioner, Lee was a Local Service Manager for the Carr-Gomm Society (now merged with
Sanctuary Supported Living) and managed a number of accommodation-based services across Essex, South London and Kent for a wide range of vulnerable client groups. The combined 12 years experience as both a commissioner and provider has given Lee an insight into the priorities and requirements from both perspectives. Lee’s aim is to try to ensure a balance between meeting contract management obligations and ensuring that providers can focus on ‘doing the day job’ of supporting service users.

**Chris Hampson** is currently Executive Director of Operations at Look Ahead Care and Support. Chris joined Look Ahead in April 2000 as Head of Policy, Strategy and Service Development. Chris has over 20 years’ experience working in housing and social care, including research and campaigning on behalf of the National Housing Federation as well as working in new business, policy and communications for two London based housing associations. He currently chairs the NHF London Supported Housing Providers Forum and is a member of their national Care and Support Advisory Group. Chris is also a board member of a large general needs housing association and chairs their Customer Services Committee.

**Beryl Gillespie** joined CHS in 2007 as Strategic Manager for Older People's Services. Beryl qualified as a chartered physiotherapist in 1979, worked in the NHS for 20 years, then moved to the private health sector. As Outpatient Services Manager for a BUPA hospital she developed and restructured services for their wellness, physiotherapy and outpatient departments, whilst undertaking qualitative research relating to users’ perceptions of quality and service following surgery. This led to becoming a lecturer in the Faculty of Health, University of East Anglia, where her interests were in health and social care, management and policy, and health services for older people.

**Cath Gilliver** has been Chief Executive of SIFA Fireside, a Birmingham-based charity which works to tackle homelessness and alcohol misuse, since 2007, and oversaw the successful merger between SIFA (Supporting Independence from Alcohol) and the Fireside Charity. Cath previously worked in NHS Mental Health Services, training as a psychiatric nurse, a counsellor and then a psychotherapist, and becoming a senior manager in 1999. She took on the role of Senior Mental Health Commissioner for a Birmingham PCT in 2004 and joined the voluntary sector in 2005 as Regional Director for icap (Immigrant Counselling and Psychotherapy) which works particularly with the Irish community. Cath is currently Chair of the Birmingham Mental Health Consortium and, as Champion for the local Third Sector Assembly’s Health and Social Care Network, has a seat on Birmingham’s Health and Wellbeing Board.

**Neil Tryner** is Head of Business Development for Midland Heart, responsible for a £30m growth target of revenue services. As a former local authority commissioner of Supporting People services for Birmingham and a provider of statutory care and support services, Neil brings a provider’s and commissioner’s view to winning new business in the current challenging environment.
Supported Housing

The State of Play

An Overview of the Operating Environment

• Culture
• Resources
• Administrative Infrastructure
• The Way Ahead
“I’m one of the undeserving poor: that’s what I am”

Culture

- Deserving and un-deserving – the “scrounger narrative”
- Politicians
- The Public
- The Great and the Good
- Something must be done...

Lord Freud – April 2013

“...I am determined that our reforms will maintain a viable supported housing sector; I am very conscious of the invaluable services that providers offer to some of the most vulnerable members of our society.”
Funding Supported Housing – a Potted History

- 1990s – Hostel Deficit Grant, Supported Housing Management Grant, Housing Benefit (HB)
- The Perfect Storm – HB Judicial Review, Audit Commission, CLG/DoH policy initiative
- *Who Pays for What in Supported Housing? (Nigel Rogers 1999)*
- Early 2000s – Transitional Housing Benefit (THB)
- 2003 to late 2000s – Supporting People
- 2010s - ？？？？

The Supporting People Consensus

- Rent pays for property (after capital grants) and housing management
- Service charges pay for housing services
- Supporting People pays for Housing Related Support – *keeps rents down***
- Social Services pay for Care

Breaking the Consensus

- Supporting People failed to fund Intensive Housing Management
- Housing Related Support increasingly became equated with Care
- Supporting People was un-ring fenced and cut
- *Housing Benefit has started to take the strain once more*
So...Back to the Nineties!

- Housing Benefit being stretched but...
- HB is not meant to pay for “Care, Supervision or Support” (even in Exempt Accommodation)
- Re-categorisation – Intensive/Additional Housing Management etc.
- Measures to prevent improper use of Housing Benefit
- Government Review

New for the Teenies

- Deeper recession
- Wider welfare reform – including measures to control Housing Benefit
- DWP taking the lead
- Lack of CLG/DoH input?
- No “big idea” for Supported Housing

Exempt Accommodation

- provision of care, support or supervision by a not for profit provider
- HB levels less constrained
- Not in Universal Credit
- Government are not sure how much this is costing...
- ...but have a strong gut feeling it is costing too much
Exempt Accommodation – the Future

- A dash for exempt status
- More challenges from Local Authorities
- On-going Lord Freud Review
- Temporary “holding” regulations or status quo – THB re-booted?
- Longer term solution – devolve funding to LAs
- Grants, not benefits

Service Charges

- Not significantly constrained by Social Housing Rent Regulation
- In theory, constrained by Affordable Rents regime
- So, subject to review...
- Increasing scrutinised as part of “unreasonably high” HB challenges
- Subject to Universal Credit rules
- Sometimes scrutinised in challenges to “exemption”

The Way Ahead for Providers

- Take advantage of exempt accommodation rules
- Stay up to date with any transitional arrangements
- Keep an eye on the long-term solution
- Consider registration with the Homes and Communities Agency
- Keep supporting the most vulnerable.
Contact Me

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New commissioning landscape

- LB Camden
- Supporting People in Camden
- Removal of SP ring fence
- Hostel Pathway
- Links with health and social care
- New approaches – Individual Service Funds
- New approaches – Housing First
- New approaches – Health Pilot
**LB Camden**

- Central London borough
- Population of 211,700
- Wide income and health inequalities
- Kings Cross, St Pancras and Euston
- Historically high level of supported housing provision
- Emphasis on homelessness and mental health

**Supporting People in Camden**

- One of largest SP programmes (£40m)
- Introduced Pathway model in 2007
  - Hostel Pathway
  - Young People’s Pathway
- Developed in partnership with Community Safety and Social Care/Health
- Incorporating non-housing work streams:
  - Training, Education and Employment
  - Health and Treatment Services
  - Community Safety

**Removal of SP ring fence**

- SP mainstreamed January 2011
- Commissioning responsibility passed for:
  - young people services to Children’s Services
  - older people, mental health, learning/physical disabilities services to Adult Social Care
  - single homeless, rough sleepers, homeless families, substance misuse, offenders, domestic violence services to Housing
- Align with other services and savings programmes for these client groups
Hostel Pathway

- 700 beds
- 23 services (some big hostels)
- 9 providers
- Pathway stages
  - Assessment
  - Specialist support (drug & alcohol (continued use/recovery), offenders, domestic violence)
  - Engaging support
  - Move through

Links with health and social care

- Strong links established from start of Pathway
- Substance misuse treatment and aftercare & social inclusion services (voluntary sector)
- Specialist homeless community mental health team (foundation trust)
- Specialist homeless primary care service (voluntary sector)
- Also close partnership work with community safety – rough sleeper outreach team

New approaches – Individual Service Funds

- Piloted in one Mental Health Pathway service
- Being rolled out across MH Pathway through procurement exercise
- Contract separated into core and flexible parts
- ISFs created of £30-45 pppw
- Managed by provider but spend subject to panel approval
- Most commonly spent on college courses, gym membership, extra support
New approaches – Housing First

- Alternative provision for service users with complex needs ‘stuck’ in Hostel Pathway
- Small pilot since January 2012
- Provision of independent self contained accommodation in PRS (10 units)
- Harm reduction not abstinence approach
- Conditionality only in relation to housing management, i.e. must be willing to pay rent and be a good neighbour
- Wrap around support and coordination 24/7

New approaches – Health pilot

- Bid to Homeless Hospital Discharge Fund
- Redesignate 5-6 beds in existing 57-bed hostel
- Link to existing:
  - NHS ‘Homeless Pathway’ services in UCL and Royal Free hospitals
  - Specialist homeless primary care service
  - Provider’s outreach nurses for rough sleepers
- Apr 11 – Aug 12: 288 hospital admissions from Hostel Pathway (173 service users)
- Meeting with CCG to discuss future funding

Contact Details

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Housing Commissioning and Partnerships Manager
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Policy & economic context

Paul Teasdale
Regional Manager, Riverside ECHG

Riverside ECHG & supported housing

- Specialist division within Riverside
- 3,000 supported clients annually
- 140+ local authorities
- 200+ sheltered schemes
- Nationally recognised innovation

Our specialist support

- Drug and alcohol
- Mental health and learning difficulties
- Vulnerable women and children
- Ex-offenders
- Floating support
- Young people
- Ex-armed services
- Rough sleepers
Key service elements

- Setting high standards for accommodation and facilities
- Education, Training and Employment Initiatives including social enterprise
- Use of psychologically informed approach to service delivery & staffing
- Expanding GROW employment programmes for service users

Social enterprise
Bakeries, bicycle repair, cafes, partnerships

Working with Marco Pierre White
It makes business sense!
Working with celeb chef Rosemary Shrager
It makes business sense!

Please contact
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Presentation on Payment by Results (PBR) in Southend on Sea
Lee White- SP Lead Officer
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01702 534893
Content

- Where’s PBR used
- The Southend Model
- How Payments are calculated
- Other models used in SP pilots - Virtual, 80/20 split, QAF based, Staff incentives
- The Benefits and Pitfalls of PBR
- The future for PBR
- Questions & Hopefully Answers!!!

Where’s PBR currently used

- Troubled Families
- DAAT
- SP pilots x 10
- Homelessness
- The Work Programme
- Probation
- Mental Health services

The Southend Model

- Commenced August 2011
- Tenancy Outreach service - ALMO
- Range of client groups
- Reduce the risk of homelessness (ASB, rent arrears, condition of the property)
- Secondary needs identified & supported
- Benefits to the Authority through success
- Shared IT system - light touch monitoring
**Results and Payments**

**4 Performance Measures**
- % Introductory Tenancies to Secure (minimum & stretch)
- Number of individuals supported through the service per year (minimum and stretch)
- % of individuals evicted that have been supported by the service compared to % across the whole Council stock (met/ not met)
- % change in arrears per head of those in the service compared to the whole Council stock (met/ not met)

**Results and Payments (handout)**

**Probability Tree**

<table>
<thead>
<tr>
<th>Criteria 1</th>
<th>Criteria 2</th>
<th>Criteria 3</th>
<th>Criteria 4</th>
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<tr>
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<tr>
<td>Failed Min</td>
<td>Failed Min</td>
<td></td>
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</tr>
</tbody>
</table>

End product decides whether S.E.H receive the full contract payment (14), 10% penalty (18) or 10% bonus payment (4)

Bonus or penalty paid following year-end figures

**Progress & The Future in Southend**

- How did it go in Year 1?
- Payment Outcome
- Outcomes for service users
- Changes to service delivery
- Future Usage- New tenders, reducing residential care spend
- What we have learnt- not one size fits all
Challenges

- Learn as you go and start simple (tender, pilot or variation)
- Mobilisation period - partnership is key
- What do service users want (involve them)?
- Financial risks - Commissioner and Provider
- How do you reward success - £ or Contract Term
- Resources
- Cherry picking (referral hub)
- Perverse incentives - banking success

QUESTIONS??

PERSONALISATION

Chris Hampson
Deputy Chief Executive
Look Ahead Care and Support
### What We Do – Where We Work

- 7000 Customers
- London and South East – 35 Boroughs

**Client Groups:**
- Mental Health
- Learning Disabilities
- Homelessness/Rough Sleepers
- Young People

### Range of Service Models

- Supported Housing/Living
- Floating Support/Tenancy Sustainment
- Outreach Services
- Registered Care
- Crisis/Rehabilitation Services
- Foyers
- Family Mediation
- Personal Budgets

### What Does Personalisation Mean for Look Ahead

- Choice and Control to ALL Customers/Service Users
- Culture Change
- Systems Change
Choice and Control Offer to Customers

Choose your support worker
Choose when and where you are supported
Help control how resources are allocated and spent
Help design and deliver the services you want

Your life, your goals, your plans

Culture Change

• Part of broader Experts by Experience approach
• Co-produced support planning – Co-produced design/delivery of services
• Staff – a big shift required...move away from paternalistic services

Systems Change

• Overhaul Support Planning tools
• Review approach to risk
• Customers/Service Users in more depth e.g. HR, Strategy, service design/delivery
• Quality Assurance System Overhaul
What makes a good support worker?

- Good Listener
  - Always returns my calls
  - Good time keeping
  - Believes in me
  - Help me fill out forms
  - Reassuring
  - Understands my cultural background
  - *Asks when I'm free and fits around my timetable*  
  - *They should not be afraid to tell you the truth*

- Cooperative
  - Complex and Flexi models (for block and spot purchase contracts)
  - Personal Budgets

- Emotional and Practical Assistance
  - Supportive
  - Caring
  - Always returns my calls
  - Speech up for me
  - Friendly
  - Respectful
  - Understanding
  - Emotional and Practical Assistance

- Service Models
  - Core and Flexi models (for block and spot purchase contracts)
  - Personal Budgets

Impact of Economic Climate

Impact of Welfare Reform
Demonstrating the Role of Housing in Improving the Health & Wellbeing of tenants

20th June 2013

Beryl Gillespie
Head of Older People's Services
CHS Group
Beryl.gillespie@chsgroup.org.uk
www.chsgroup.org.uk

CHS Group

- Local to Cambridgeshire
- Founded in 1927 - Cambridge Housing Society Ltd
- General Needs Housing
- Supported Housing: learning disability, young parents, women’s hostel, young people’s projects, floating support services
- Community Investment – laptop loans, money advice, time-banking
- Residential Care Homes
- Extra Care Schemes
- Sheltered Schemes
- Domiciliary care
- Day centres for older people

Extra Care Partnership with Cambridgeshire County Council & Cambridgeshire Community Services NHS Trust

- 24 hr Care on site
- Housekeeping service
- Laundry service
- Restaurant service
- Lunch clubs
- Memory clinics
- Meals, housekeeping and Domiciliary Care out to the local community
- Access to the facilities by local community & health practitioners

Cambridgeshire County Council

CambridgeshireCommunityCare
Outcome focused services for older people

- ‘Aim to achieve the aspirations, goals and priorities identified by the service user’
- ‘In contrast to services whose content and/or forms of delivery are standardised or are determined solely by those who deliver them’

Ref: social care institute for excellence; ‘outcomes-focused services for older people – a summary, Feb 2007
www.scie.org.uk

Service process outcomes
as defined by scie

- Service users feel valued and respected
- Treated as individuals
- Have a say and control over services
- Value for money
- Services are a good ‘fit’ with other sources of support
- Compatibility with and respect for cultural and religious preferences

Collection of data

- For Commissioners
  - Monitoring Care Hours Grid using RAG measure
  - Reduced hospital length of stay (LoS)
  - Hospital admission rates
  - Falls incidence
  - Reduced Mortality Rate (as compared with Residential Care norms)

- Operational
  - Local satisfaction surveys
  - STAR survey – independent
  - ‘you said – we did’
  - Rickter Scale® – Quality of Life
  - Collation of customer meeting minutes
Wellbeing Outcomes:
Experience of moving residents from Residential Care to Extra Care 2008 -12

EXTRA CARE  RESIDENTIAL CARE
• Tenancy          Licence
• Own flat and front door  En-suite room
• Privacy          Institutional
• Independence     Enforced Dependence

Compared to residential care: INDIVIDUAL CONTROL = WELLBEING
• Reduced GP visits
• Falls reduction
• Reduced hospital admissions
• Increased mobility and functional independence
• Reduced care hours

Quantitative measures

Measures:
• Barthel-type Functional Measure
• Rickter Scale® – Quality of Life
• Monitoring Care Hours using RAG measure

<table>
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<tr>
<th>Name</th>
<th>admission 6 month</th>
<th>1 year</th>
<th>2 years</th>
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<td>AMBER</td>
<td>AMBER</td>
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<tr>
<td>b</td>
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<td>AMBER</td>
<td>RED</td>
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<tr>
<td>c</td>
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<tr>
<td>d</td>
<td>AMBER</td>
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</tbody>
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Functional measures

• Functional Independence Measures – ‘Barthel’
  – Measures daily activities
  – Getting in/out of bed
  – On/off toilet
  – Washing/dressing
  – feeding

  Widely used in elderly settings
  Administered in 5-10 minutes
  Easy and quick to learn
  Good snap shot of function and covers personal care, mobility and self-care
  Reliability, validity and overall utility are rated as good to excellent
  Compares favourably with other Activity of Daily Living scales

Ref: Institute of public care, Identifying the health gain from retirement housing, June 2012
Lifestyle measures

Rickter scale assessments®
- Visual scale 1-10
- Lifestyle choices
- Managers trained to undertake assessment
- Can be customized
- Helps to set goals
- Aspirational
- Provides evidence of ‘Soft outcomes’

|-------------------|----------|------------------|-----------|------------|-----------|--------------|

‘Having your say’

- Service users meet with managers weekly
- Satisfaction survey carried out every 6 months
- Customer committees
- Usual complaints & compliments system

Cambridgeshire County Council Proposed Changes to Housing Related Support (SP) Services

- Move of funding away from sheltered accommodation-based services to floating support
- County-wide tender release planned July 2013
- New District-based services begin January 2014
- CHS unable to bid for these new services
- Tenant concerns around well-being and effect on lifestyle
- CHS propose Intensive Housing Management model
Partnering with Cambridgeshire County Council
Assistive Technology Pilot Project: September 2013
Mindings & Adult Health and Social Care Innovation Partnership to reduce social isolation for older people

- Central Bedfordshire will host trials 1, 2 and 3
- CHS Group in Cambridgeshire will also host trial 3
- People living with dementia are particularly vulnerable
- Allows families and older people to keep in touch
- **Mindings** enables families to share personal captioned photos, text messages, calendar reminders, social media content to a digital screen in their home: instantly from mobile phones, email or social media

http://www.improvementeast.gov.uk/talent-bank/
http://www.mindings.com/

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Timebanking – End of Life project

- Working with Skills for Care - funding
- Sharing knowledge and expertise with ‘trusted’ individuals
- Signpost those at EoL and their families to local advice and support services

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Partnering with NHS Cambridgeshire

- Intermediate care
- Failed within CHS extra care
- Lessons learnt
- More successful in Nursing Homes
- Re-ablement
- High priority for County Council and NHS to reduce/prevent hospital admission
- CHS Staff are keen to develop new skills
Exercising control over our lives adds to our wellbeing. We must not revert to services designed for the benefit of those who deliver them and which make individuals ‘fit’ the system. Rather the system should be flexible enough to adapt to the needs of the individual. Outcomes focused services help support the delivery of this concept.

In Summary:

Thank you for listening.

‘Health and Wellbeing’
Lemos and Crane conference
June 20th Immarsat
Our aim

Tackling homelessness, alcohol misuse and health inequality across Birmingham

Key facts about SIFA Fireside

- Established in 2007 through a merger of SIFA (Supporting Independence from Alcohol) and the Fireside Charity: the two charities had over 50 years' experience between them of working with marginalised people.
- Last year we had over 38,000 attendances at our daily City Centre 'drop in' sessions and over 2400 assessed service users.
- Statutory funders include Birmingham City Council and NHS; other funders include the Big Lottery and the Oak Foundation.
**Health and homelessness**

- Average life expectancy: 47 (men); 43 (women)
- Drug/alcohol misuse in 1/3 of deaths
- Homeless people 9 times more likely to commit suicide
- And face barriers to accessing services

[Crisis; 'The Silent Killer' 2011]

**Our core ‘in-house' health provision**

- Twice weekly surgeries from the Homeless Nurses’ Team
- Weekly chiropody and Vision Care sessions
- Weekly surgeries from the Homeless Alcohol Nurses, the Homeless Mental Health Team + a Blood Borne Virus Nurse
- Complementary therapies and counselling

**Psychological support**

- A small counselling service (also available in Polish)
- An Improving Access to Psychological Therapies (IAPT) pilot
- Mental Health First Aid training
- Working towards becoming a Psychologically Informed Environment
‘Change4Life’ project [Big Lottery funded]

- Art, drama and music
- Football and gardening
- Open Cinema
- Life skills
- Service user volunteering

Our outcomes

- 134 people attending weekly physical activity sessions
- 78% now registered with a GP (up from 43%)
- 72 service users taking part in volunteering schemes
- 70% of people agree they can manage long term health conditions better due to participating in an Expert Patient Programme
Outcome measurement tools

• Outcomes Star (used across homeless, mental health & alcohol services)
  Average 32% improvement
• WEMWBS
  Average 30% improvement after counselling
• Social Return on Investment
  Each £1 invested saves £17.36

Our Partnerships

• NHS (surgeries and ongoing support)
• West Midlands Police & Fire Service
• Birmingham Mental Health Consortium
• Birmingham Outreach Alcohol Team
• Crisis (activities and learning)

Thank you
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Chief Executive
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Demonstrating preventative value

“It’s alright for you, you’re going home today!”

Neil Tryner - Head of Business Development @Neil_MidHeart
"I am confident that we can derive over £13bn benefit to the UK economy over the next four years as a result of hosting the games. I am certain that when you add in the benefits from construction the total gain will be even greater.

For instance, a study by Lloyds Bank published this week found the games will contribute £16.5bn to the economy by 2017”

David Cameron - 5th July 2012