

Developing a SLT justice service from scratch; an account and learning from our journey so far

Kim Hartley BSc (Hons), MBA, Cert. RCSLT
RCSLT Scotland Officer



Who are “we”?



- Ayrshire and Arran NHS Board
- South West Scotland Community Justice Authority (CJA)
- HMP Kilmarnock (Serco)
- Queen Margaret University
- Royal college of Speech and Language Therapists

What are we trying to do?



GROWTH!

... to improve

- community reintegration outcomes for offenders,
- with identified speech, language and communication needs (SLCN),
- leaving HMP Kilmarnock and returning to Ayrshire and Arran Health Board area.

Objectives



1. Provide innovative in-reach and community reintegration SLCN services
2. Establish permanent, self sustaining SLCN resources of benefit locally and across Scotland
3. Generate evidence of impact of SLCN services and a SLCN service model for Scotland's CJAs
4. Inform a costed SLC Development Strategy for Scotland's CJAs and partners

The journey on paper...



1. ID Need / opportunity
2. Get together with others
3. Agree a way forward with others
4. Find money and resources
5. Run services
6. Evaluate and improve services

Identifying need / opportunity in the real world



What we have done:

- Gathered evidence from everywhere, ongoing
- Scoping exercise

Products – developed and / or used

- Brief
- Questionnaire
- Article

Challenges:

- Response Rate
- Comparing apples and pears

Overcoming challenges:

- Hall test, phone survey, backing up e-survey
- Dedicated help

Getting together with others in the real world



What we have done:

- Conferences, Meetings, Presentations
- Found friends, Formed coalition of supporters
- Create the context: Policy Submissions, Debate, PQs, WOM, articles, SP Inquiry

Products – developed and / or used

- Reports; Dossier of evidence, list of friends and supporters; PowerPoint present.

Getting together with others in the real world

Challenges:

- Competing for ground, funds, leadership, some threatened
- Personal agendas, understanding, power
- Initial partner pulling out
- SLCN versus Literacy
- Our UNIQUE selling point

Overcoming challenge

- Reassure: Emphasising we fit in with what is already happening
- Ensure role, keep informed
- Work with those we can, keep friends, ask friends to influence for us
- Address misunderstandings directly
- Evidence, evidence, evidence

Agreeing a way forward with others in the real world



What we have done

- Meetings, tasks and redrafting
- Bid built around: Stakeholder outcomes; funders requirements; experts views / other SLT services / RCSLT resources; known gaps in service; evidence

Products – developed and / or used

- Version 12 of Bid including design of Service Evaluation / Impact Research

Agreeing a way forward with others in the real world



Challenges

- Time commitment
- Time for the “new” when threatened by the “now”
- “Never done before”
- “Sure it will be fine”
- Understanding modern SLT
- Need for information we don’t have yet
- Risk taking
- Interpretation of employment law; NHS responsibility.
- R and D requirements – different among partners

Agreeing a way forward with others in the real world



Overcoming challenges:

- Expect a long journey and agree deadlines
- Share skills, knowledge, strengths, tasks
- Dedicated time and lead role “chasing up”
- Build on positive messages from challengers; ask friends to influence for us

Lessons learned



1. Growth feels positive
2. Time commitment - expect a long journey and agree deadlines
3. Dedicated lead and / or time ...Need to “carry” sometimes
4. Brief, explain, clarify, evidence, brief, explain, clarify, evidence
5. Distinguish project from “now” but get “fit with now”
6. Knowledge of partners, environment
7. Pursue “I’m sure it will be fine”
8. Skills, confidence, risk - Share skills, knowledge, strengths, tasks
9. Work with supporters, ask friends to influence, Power / Interest
10. Persist - address barriers

Our recipe



Motivation

Time

Skills

project design; project management; promotion; winning friends and influencing people; negotiation; networking; writing a good brief, articles, report; presentation desk and active research;

Products and Resources developed and /or used

Dossiers of evidence, questionnaire / survey, briefs, glossy reports, lists and contacts of stakeholders , bid document, evaluation/ impact research design, presentations and hand outs, articles

Using our learning



Recipe and lessons

1. What can you use?
2. What products, resources or other support activities could SLTs / RCSLT develop to help you grow or protect SLCN services?