

Combining No unnecessary support with Time unlimited contact¹

No unnecessary contact

- Superficial problem solving may fail to discover real needs
- Sees problems not people
- High percentage of time spent assessing
- Arrangements break down
- Vigorous discharge
- Lots of re-referral
- People are lost to the system
- Narrow definition of role staff often say 'that's not what we are here for'.
- Staff can be arrogant 'we know what you need and we can fix you'.
- Skills needed: follow the rules
- Fits NHS culture of command and control

- Economic and effective, but difficult to demonstrate value for money
- Focused on recovery and inclusion
- Responsive to fluctuations
- Needs staff to be trusted to make decisions based on judgement rather than just by following rules.
- Trusts people using the service to share in deciding what services they need
- Requires creative staff who can maintain work/life balance and identify and resist requests for unnecessary contact
- Advance Directives and Assertive Outreach fit in here
- A big 'sleeping' caseload and others who receive help from one part of the service and not others (e.g. continuing social work intervention but no need for routine contact with psychiatrist)
- Monitor for outcomes not discharges
- Requires rapid response to increases in need

Time - unlimited support

Time - limited interventions

- Promises are made to people using the service and then they are broken
- Natural supports are neglected
- Favours treatment programmes
- Professionalises ordinary life
- Discharge is a sudden end rather than tapering down and so feels like abandonment
- Discharge can feel like punishment
- Staff spend lots of directionless time with people
- Inpatient admission is the only option in times of crisis

- Abandons hope of recovery
- No one ever leaves the service long length of stay as inpatient or on caseload
- Most expensive option
- High threshold for entry to the service
- Creates dependency and de-skills people using the service
- Staff are fearful of being blamed for negligence when things go wrong so they deliver too much for too long.
- Staff become paternalistic unable to let go and allow people to live beyond the system
- Highly skilled staff do very simple tasks

Too much contact

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¹ The Department of Health encouraged adoption of no unnecessary support as one of its 'High Impact Changes', while the Cochrane Review of supported employment found that 'time unlimited support' was a key success factor.