Contents

л	cknowledgements	17
1	Crisis Intervention	1
	But whose crisis?	1
2	The Crisis Challenge	7
	Crisis: a pleasurable, exciting and dramatic	
	entertainment	7
	Responses to the crisis challenge	9
	Intake teams	9
	Emergency duty teams: a recognised and	
	established crisis service	10
	What makes a truly effective crisis service?	11
	Conclusion: a fresh start	12
3	The Crisis Heritage	14
	The task of definition	14
	America, psychiatry, the sixties	15
	Hope, optimism and confidence	15
	The pioneers	17
	Gerald Caplan	17
	The origins of family crisis intervention	20
	The social services crisis context	21
	Conclusion	22
4	Reflections: a Crisis Learning Experience	24
	Introductory lessons	24
	The agency context: post-Seebohm chaos	25
	Divide and conquer	25
	'Rescuing' clients from the crisis situation	27

vi Contents

	The agency: ally or foe?	29
	The conflictual nature of crisis	29
	Crisis referrals	30
	Inaccuracies, misunderstandings and dangers	30
	Social services crises	33
	Conclusion	34
	The impact of different crises upon an	
	inexperienced untrained worker (Table 4.1)	35
5	The Plea-for-Removal Crises	40
	Definition	40
	The characteristics	41
	Intervention: making the crisis worse	41
	The shaping of perceptions	43
	The clamour for removal: the professionals	44
	The clamour for removal: the community	45
	Plea-for-removal: a 'dumping' crisis?	46
	Plea-for-removal: unrecognised suffering and	
	care	48
	Plea-for-removal: the diminishing options	51
	Conclusion	53
6	A New Foundation for Crisis Training	55
	Introduction	55
	Family therapy	55
	Common goals in family therapy and crisis interventio	n 56
	Towards a new theory of crisis for social workers	58
	Family therapy theories	58
	Deriving a theory of crisis from systems theory	61
	The crisis system	61
	Closed and unhealthy 'open' systems	62
	Struggle and conflict in crisis	63
	Morphostasis and morphogenesis	63
	The application of the theory	66
	Clients' perceptions in crisis situations	69
	Perceptual intervention	69
	Self-knowledge in crisis situations	71
	Social work principles and crisis realities	71
	An unexpected development	71

	Conten	<i>ts</i> vii
	The unpleasantness of crisis situations Professional and moral vulnerability in crisis	73
	intervention	74
	A conceptual framework for exploration	74
	Conclusion	81
7	'I Don't Want to Lose My Baby'	82
	Introduction	82
	The crisis referral	83
	Initial reaction and first contact	84
	Analysis and comment (1)	86
	Systems perspective (1)	86
	Moral and professional vulnerability (1)	88
	Replacing the crisis system: space, balance and	
	order	89
	Analysis and comment (2)	92
	Systems perspective (2)	93
	Moral and professional vulnerability (2)	94
	Strengthening the new system: a shift in focus	97
	Analysis and comment (3)	97
	The 'heart' of the matter	98
	Analysis and comment (4)	99
	The therapeutic potential in crisis	101
	Crisis resolution	101
8	Ethical Considerations for Crisis Intervention	105
	Introduction	105
	Powerful social worker powerless client!	105
	The ugly face of crisis	107
	The inalienable rights of whom?	107
	Violence in crisis situations	109
	Power, authority and control in crisis situations	110
	Source and use	110
	Manipulation	112
	Statutory removal	113
	Impediments in training for crisis intervention	114
	The 'oppressed', 'innocent' client!	114
	Implications for clients in crisis	117

viii Contents

	Conclusion	119
9	Social Services: the Organisational Context	121
	Introduction: model enterprises and all that Crisis intervention: the challenge for	121
	management	122
	A wealth of experience	122
	Establishing the facts	122
	Social worker's limitations for crisis work Respecting and responding to the worker's	124
	limitations	124
	Crisis intervention and staff supervision	125
	Knowledge: the crisis context	125
	Recording: a crucial learning tool	127
	Supervision: ethical considerations	127
Senior management and crisis intervention Accepting the realities		128
		128
	Supervision: the task for senior management	129
	Crisis policies compatible with crisis principles	130
	Other agencies' perceptions of crisis intervention	
	in social services	132
	Conclusion	133
10	Crisis Intervention	136
	But whose crisis?	136
	Self-exploration: the unending search	138
	Crisis intervention: the real meaning	140
	Crisis intervention. the real meaning	140
Bi	ibliography	143
In	dex	150