

Appendix A

Integrating services for children in Southend

What is this about?

This vision and strategy has been prepared by the Southend Success for All Children Group. It sets out our vision for a *more integrated* model of service delivery for all of our users and provides an overview of how we will work towards delivering these better integrated services.

Why is this important to us?

We understand that the needs of a child, particularly when they are complex, do not fit with our individual organisations' boundaries. We know that there are many professionals supporting children at any given time and that those professionals don't necessarily know who else from across the partnership is in the picture. We do not intend for systems to be complicated or for access to services to place a strain or burden on families, however that can be the unintended consequence. There are times when as professionals we can sense that there may be another service that could provide support, but we can't pass on a families details without permission. Often knowing the wider context of a family, knowing what services they are receiving, would help us to understand what our own service can do to better meet the child and family's needs. We do not like to see families being passed from place to place in order to get the service that they need, and we want to prevent this from happening.

Who are we?

We are the Southend Success for All Children Group and we are a body of professionals that either commission or deliver a wide range of services for children in Southend. We come together to work in partnership to improve the way we deliver services, the performance results of our services and ultimately the impact of the services on the residents of Southend. The range of services that we collectively commission or provide is vast and includes:

Children's Social Care	Emotional Wellbeing and Mental Health Services
Children's Centres	Health visiting services
Children with Disabilities Services	Hospital services for children
Colleges	Nurseries
Community Paediatric Services	Midwifery
Doctors & Dentists	Police
Drug and Alcohol Treatment Services	Schools & Free Schools
Early Help and Family Support	School nurses
Education services	Integrated Youth Support Services
Education Psychology	

Our Vision

As professionals in our respective fields we are passionate about supporting the children that we work with to achieve the very best educational, health and social outcomes. As a partnership we have signed up to some key principles that will make services for children *more integrated* and easier for our service users to navigate.

We have a collective passion for providing safe, effective and high quality services. We want to be more family centred in our approach, so every contact with us makes a positive difference. We want to make things to be less complex for families as a result of us providing seamless services that are productive and cost effective.

The **principles** underpinning this vision are:

- better communication between services;
- an improved experience for the child and family;
- reducing duplication and overlapping services;
- clearer pathways and referral processes.

We will conscientiously make co-production of the new way of working a key underpinning principle as we deliver this strategy.

Our strategic approach

In order to achieve this vision the partnership has agreed to develop a change plan that:

1. Creates a sustainable mix of integration across the partnership
2. Develops capacity for change
3. Creates an integrated assessment process
4. Introduces co-location of services and reduces waiting times
5. Introduces multi-disciplinary teams
6. Removes communication barriers between professionals
7. Uses innovative customer contact technology
8. Improves information sharing, signposting and synergy between services

1. Creating a sustainable mix of integrations

Phase 1 of the integration strategy in 2017/18 will prioritise three areas of integration:

- Community Paediatric Services Review –will focus on reviewing the service specifications for existing paediatric and community paediatric services and examining how these fit into the system of wider services for children. The outcome will be more clearly

defined service specifications; a clearer understanding of how the community paediatrics contributes to wider outcomes such as education.

- Children's Services (social work) redesign –will oversee the restructure and co-location of the First Contact services within the locality model of working in Southend.
- Early Help – Phase 1 & 2 – building on existing collaborative early help structures will enable Children's Centres services to co-locate to a single front door with Early Help and Family Support.

All newly commissioned services in the future will have specifications that require integration to the system, culture and practice that we are creating.

2. Developing the culture and capacity for change

We will define the changes that will be needed to our existing structures, plans and policies. We will identify the systems and collaborative working processes that enable the different stakeholders to work together effectively. We will develop a workforce approach across all professions and specialties that provides the knowledge, skills and attitudes our staff will need to take advantage of the opportunities afforded by integration.

3. An integrated assessment process

Multiple assessments are part of the co-ordination problem. Each professional group attempts to do its best for the child and the family by conducting its own assessment. This undermines the service users who have to answer the same questions many times. Having been told that many of these assessments are 'holistic', they are amazed to find that communication between the professions is only partial. So it is the users themselves who often end up having to make sure effective co-ordination occurs.

It is for this reason that there is much interest in establishing multidisciplinary teams and developing forms of integrated assessment.

4. Introducing co-located teams and reducing waiting times

For all children, delay means disruption of development and loss of opportunity. Multiple assessments require separate appointments to be booked with different professionals, each taking time to arrange. Co-locating services and integrating the assessment process will make getting the right service at the right time simpler, slicker and swifter.

5. Multi-disciplinary teams

Building on existing Early Help structures:

Our collaborative Early Help approach aims to effectively reduce children's needs through:

- A simple streamlined process
- A multi-disciplinary approach that brings a range of professional skills and expertise to support children and families
- A relationship with a trusted worker (Lead Professional) who can engage the child and their family and coordinate the support needed from other agencies
- Practice that empowers families and helps them to develop the capacity to resolve their own problems
- A holistic approach that addresses children's needs in the wider family context.

We have an integrated approach for children and families using the four staged model of intervention, aimed at identifying and dealing with problems early, in order to prevent difficulties becoming acute and demanding action by more specialist services. This approach supports the development of capacity, independence and resilience of families, children and young people by engaging them in a way that builds on their strengths and allows them to identify their own solutions and to take ownership and responsibility for the future.

As of April 1st 2016, the service has been refreshed with the aim being to enable all Southend's contributors to Early Help to: act before the needs of children and families escalate; focus on achieving priority outcomes for those children, young people and families who need it the most; give every child the opportunity to reach their full potential; and to have flexible services that provide the right support, at the right time and at the right level.

Building on existing best practice and processes, the new service provides: A single, integrated system and 'front door' for the identification, referral, assessment, and monitoring of Early Help.

- A core offer to schools, early years settings and GPs to support them to fulfil their statutory duties with regard to Early Help.
- A traded service to provide additional Early Help support to individual schools, particularly with regard to improving school attendance.
- A specialist whole family support service to meet complex needs.
- An offer of support and guidance to all providers of Early Help services to children and young people.

6. Communication between professionals

The difficulties in navigating the maze of services, the frustrations over duplicated effort and the ineffective co-ordination that service users experience also affect organisations. Life becomes difficult for front-line staff and scarce resources that could be used more productively are wasted. Therefore a focus of integration should be:

- Reducing staff confusion. Making it easy for front-line staff to find out who does what in each sector/service, and the processes they use and the response times, if any, to which they work.
- Tackling communication problems. Contacting people when you need them, for example, teachers in the classroom or community nurses when they are out visiting patients, can be a major problem. We also need to agree a common language for describing the requirements of children and their families that both professionals and service users can readily understand.

7. Making best use of innovations in customer contact – channel shift

Many children and their carers require advice, guidance or reassurance. They need it when they can make most use of it and preferably without having to book an appointment. Here there is a role for customer contact innovations, such as the SHIP website (southendinfopoint.org) or similar, that can provide information, guide users to available services and help integrate first contact and continuing responses across sectors. This will support build resilience and the ability to find solutions from within the community.

8. Information sharing, signposting and co-ordination

We need to understand and address the barriers (perceived or otherwise) with regards to sharing information about our service users to ensure that professionals are aware of who else is supporting the child or family. We also need to ensure that across all of our services that each service is aware of what other services do and are able to signpost them effectively to service users.

What are the next steps?

Our intention is to have the first integrated services on stream in the first quarter of the 2018/19 financial year. Following agreement of this strategic approach in January 2017, the following actions will take place:

- Members of the partnership will propose and agree on which areas to integrate and in which the proposals will come out of a series of workshop looking in more detail at synergies and pathways
- Consultation and co-production with staff, partners and service users
- Detailed implementation planning phase
- Mobilisation
- Launch
- Review

Action Plan

Creating a sustainable mix of integrations

What will we do?	Who will lead?	By When?
Overarching action: Define the key pathways that the partnership wants to integrate – agree the desired outcomes of integration – how will we know that we have succeeded?	John O’Loughlin & Jacqui Lansley	Q3 2017
Milestones:		
<ul style="list-style-type: none">• Pathways integration mapping project• Develop ‘common pathway and arc’ model• Conduct a needs analysis• Consult on proposals with professionals across the partnership• Consult with children, young people and families on pathways to integrate	Dr Mark Lim	

Developing capacity for change – structure and system review

What will we do?	Who will lead?	By When?
Overarching action: We will define the changes that will be needed to our existing structures, plans and policies.	John O’Loughlin & Jacqui Lansley	Q3 2017
Milestones:		
<ul style="list-style-type: none">• Common pathway and arc model		

- Stakeholder workshops for each strand/pathway of integration
- Early Help phase 2
- Social work model of practice
- Contracting/commissioning practice

Developing capacity for change – workforce

What will we do?	Who will lead?	By When?
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<p>Overarching action: We will develop a workforce approach across all professions and specialties that provides the knowledge, skills and attitudes our staff will need to take advantage of the opportunities afforded by integration.</p>	<p>John O’Loughlin & Jacqui Lansley</p>	<p>Q3 2017</p>
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Milestones:

- Developing a common language
- Workforce development opportunities (trading company/income generation?)
- Induction programme for Southend on the similar lines to mandatory PREVENT training
- Secure website – team directories – who to contact in what team – similar to SHIP

Developing capacity for change – Information sharing between professionals

What will we do?	Who will lead?	By When?
Overarching action: We need to understand and address the barriers (perceived or otherwise) with regards to sharing information about our service users to ensure that professionals are aware of who else is supporting the child or family	John O’Loughlin & Jacqui Lansley	Q3 2017
Milestones:		
<ul style="list-style-type: none">• Information sharing protocol• Information sharing training• Carecentric• Consent issues		

Developing capacity for change – Information sharing between professionals

What will we do?	Who will lead?	By When?
Overarching action: We need to ensure that across all of our services that each service is aware of what other services do and are able to signpost them effectively to service users.	John O’Loughlin & Jacqui Lansley	Q3 2017
Milestones:		
<ul style="list-style-type: none">• Links to channel shift		

An integrated assessment process

What will we do?	Who will lead?	By When?
Overarching action	John O'Loughlin & Jacqui Lansley	Q3 2017
Milestones:		
<ul style="list-style-type: none">• To be determined		

Introducing co-located teams and reducing waiting times

What will we do?	Who will lead?	By When?
Overarching action	John O'Loughlin & Jacqui Lansley	Q3 2017
Milestones:		
<ul style="list-style-type: none">• To be determined		

Multi-disciplinary Teams

What will we do?	Who will lead?	By When?
Overarching action	John O'Loughlin & Jacqui Lansley	Q3 2017
Milestones:		
<ul style="list-style-type: none">• To be determined		

Communication between professionals

What will we do?	Who will lead?	By When?
Overarching action	John O'Loughlin & Jacqui Lansley	Q3 2017
Milestones:		
<ul style="list-style-type: none">To be determined		

Making best use of innovations in customer contact – channel shift

What will we do?	Who will lead?	By When?
Overarching action: SHIP website – invest in the website (resource, infrastructure and marketing) to ensure that it is well known, well-regarded by public and professionals alike.	John O'Loughlin & Jacqui Lansley	Q3 2017
Milestones:		
<ul style="list-style-type: none">To be determined		
