

Review and Options Design for Integrated Prevention and Earliest Help (IPEH)

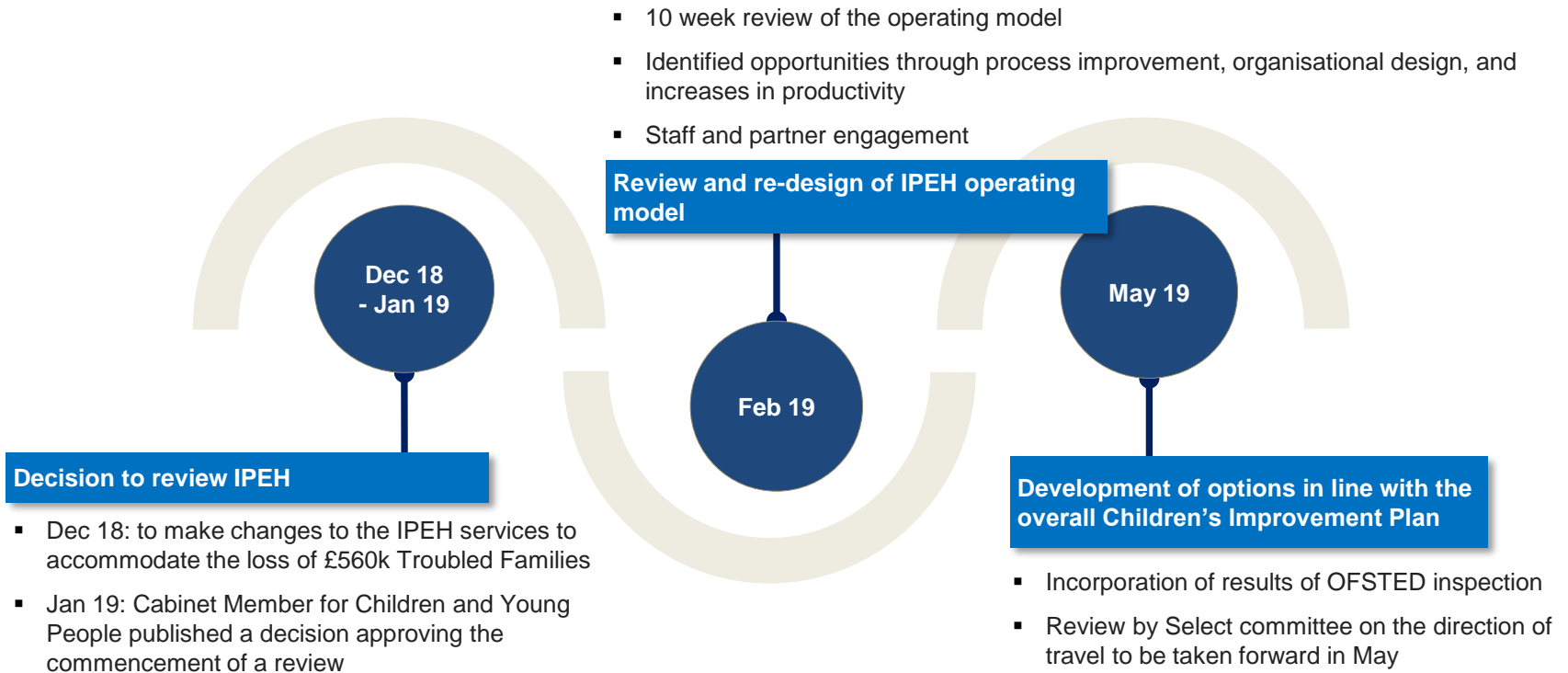
Select Committee

15th May 2019

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Background and context for the review of IPEH services

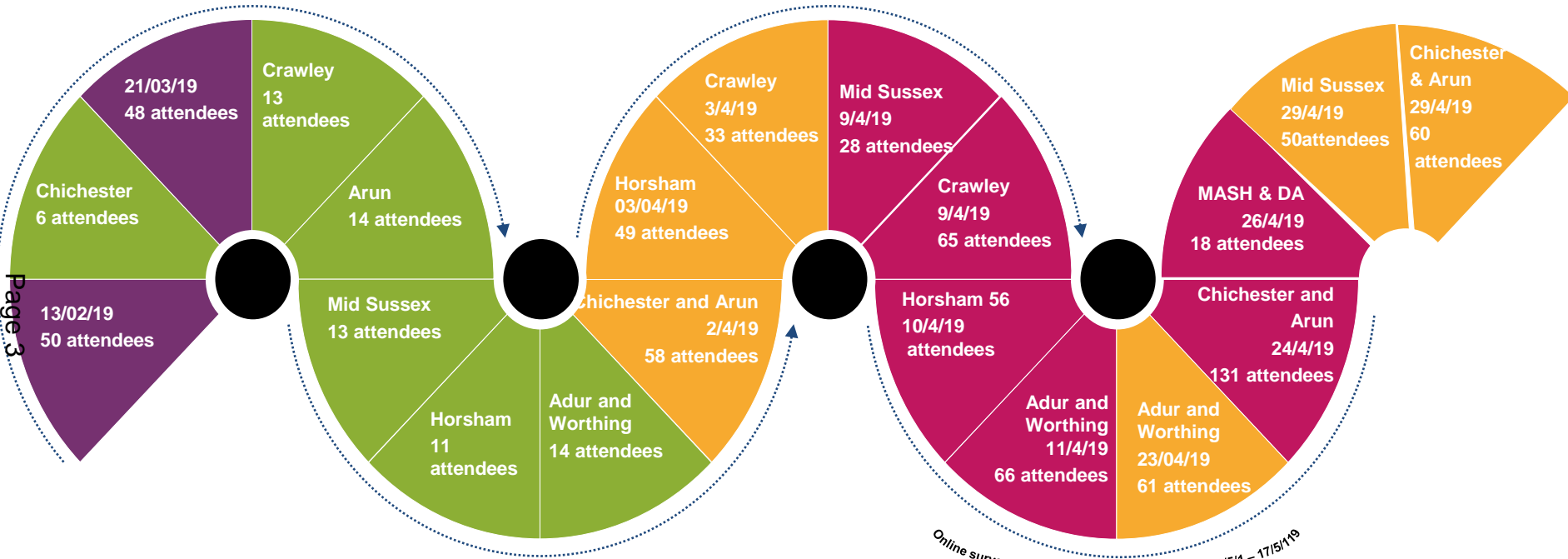
Below is an overview of the journey of the review of IPEH services



Engagement activity

Below is the timeline of engagement which has been ongoing throughout the IPEH review from February to April 2019. Engagement has been conducted through a number of events and surveys across all six hubs.

- WILT
- Site visit
- Partnership briefings
- Staff briefings



Online surveys Staff 01/04/19 – 23/04/19 Partner 2/5/1 – 17/5/19

February 2019

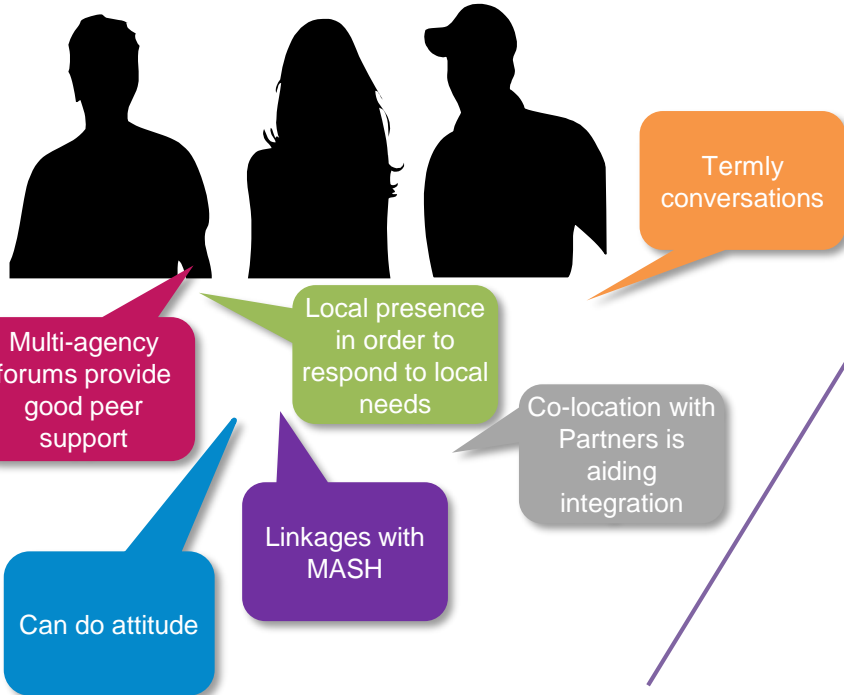
April 2019

Engagement numbers

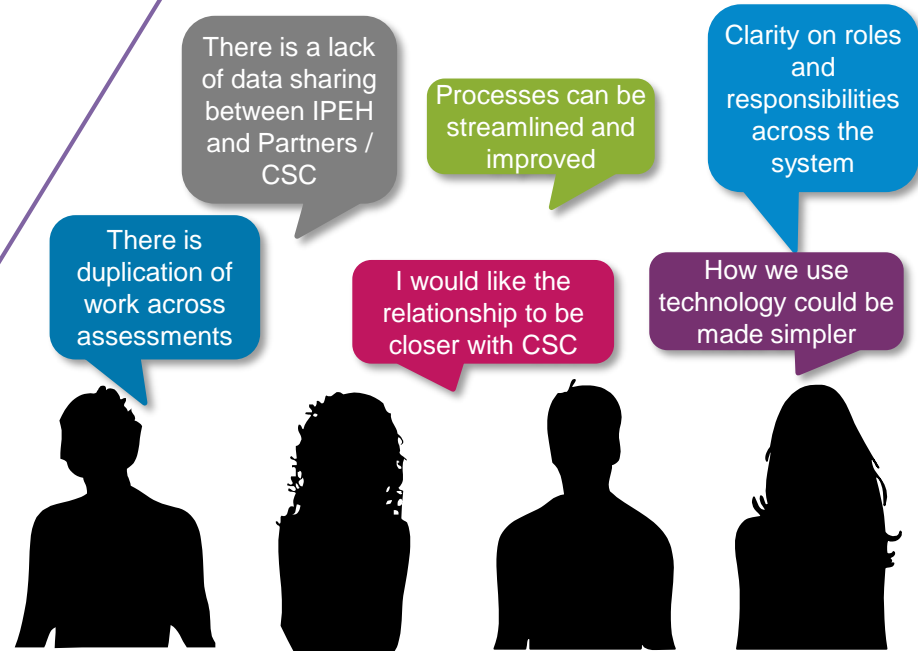
- 20+ engagement events
- 380 staff attended briefings
- 9 sessions with district and boroughs
- 364 staff completed an online survey
- 6 partner briefing sessions
- 300 partners attended briefings
- 116 partners completed an online survey
- 29 HCP staff completed a survey

Key themes to emerge from engagement

What is working well?



What is not working so well



Summary of opportunities

1
Key processes and entry points can be streamlined to reduce delays for families

The end to end user journey is complicated by multiple handovers and entry points in both MASH and the hubs, leading to duplication of effort and families repeating information to multiple people.

2
Physical service access points and estates vary significantly in utilisation and co-location

The IPEH estate comprises 59 different types of buildings, ranging widely in service provision, footfall, and the level of co-location with other agencies who deliver services within the buildings.

3
Not all specialist services are joined up with the rest of IPEH services

The pathways from specialist services to Early Help could be more closely integrated to provide a more unified and seamless service, and mental health provision should be made available for all adults and children in Early Help.

4
Service can further leverage data and analytics to enhance the impact of Early Help

There is an opportunity to leverage data and analytics to conduct more data-driven improvements to enhance the impact of Early Help services.

5
Demand is not managed as dynamically as possible and this has resulted in backlogs

The service would benefit from a granular understanding of demand to align staffing and to target repeat service users. The service demonstrates varying levels of success to draw on partners to help manage demand.

6
High administrative workloads and varying productivity levels are impacting capacity

Varying levels of productivity across hubs and between staff, and high administrative/non-case holding workload result in untapped additional frontline capacity. Users of Holistix have varying levels of confidence and capability

7
Varying levels of collaboration with CSC

While there is collaboration at a strategic level, there is the opportunity to establish a common understanding of service eligibility and the needs of the child, and common processes between CSC and IPEH teams.

8
Partnerships are not consistent strong across the county

Inconsistencies in the strength of partnerships could be addressed through the formalisation of partnership working. HCP should be more closely integrated with Early Help services in the hubs.

9
Business support services may have gaps or be duplicated across multiple organisational layers

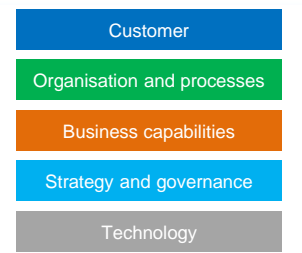
The business support services capability is dispersed amongst multiple areas of the organisation; resulting in potential duplication and higher administration costs.

10
Underdeveloped commissioning strategy and limited commissioning capability

There is an undeveloped strategic understanding of the role of commissioning. Gaps in contract capability are likely to result in missed opportunities and potential delivery risks for commissioned services.

11
Technology constraints are impacting operations

Existing legacy systems generate an administrative burden, and impede a single view of the child. There is a limited digital offer to support families to access information and support online.



Future Vision for IPEH

Four key characteristics will be used to define the proposed core operating model.

01 IPEH focuses on core prevention and early intervention services in a community setting in localities

IPEH is closely integrated with CSC, HCP, and education

02

03 Prevention and early intervention aligned with public health priorities in each locality

Development of clear simple pathways for children which reduces the demand for statutory services in localities

04

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