

IMPROVING SAFEGUARDING OUTCOMES

supervision and partnership working

WHY OUTCOMES?

- *The key to turning integrated care rhetoric into reality, first, is mindset. Everyone needs to take an organisationally 'agnostic' view about existing arrangements, suspending current rules and mechanisms to establish a single vision for integrated care. All sides need to be working towards the same objectives across the whole care economy – with the patient or community at their heart – to achieve the outcomes they seek, as well as securing savings.*
- *But agreeing a shared vision for integration will only get you so far. Public sector commissioners need to create the right environment for providers to integrate and improve the quality and efficiency of services in order to manage demand with reducing budgets. This means exploring novel approaches to contracting, such as those being adopted in other countries, as well as increasingly in England, like contracts based on population outcomes.' PwC*

- **ACE-V** BOND change framework for services
- http://www.youngminds.org.uk/training_services/bond_voluntary_sector/ace-v
- **Accountability** - clearly defined purpose, clarity about the ways services are offered and interlink, monitor effectiveness through governance, have clear and fast referral routes
- **Compliance** - have safeguarding policies and procedures, have confidentiality policies and procedures, supervision standards, staff training and qualifications
- **Empowerment** - commitment to collaborative practice with service users- involving clients in decisions relating to their own treatment, involving clients in decisions relating to service development
- **Value** - commitment to offer high value services - highlight unique features, evidence how the service is good value for money, evidence of how the service provides social value eg through case studies, feedback from formally audited standard review processes or graded accreditations, reference from current or past stakeholders or commissioners.

Service User Voice

In the Working Together Guide this is what Young People said they want health visitors and doctors to do to help keep them safe:

- chat to parents –build up a relationship with them;
- communicate with social workers;
- call round out of the blue;
- look round the house and;
- look in the fridge and cupboards.
- tell people if they are concerned and;
- do more home visits to see what the home is like.

Using the language of Young People and Families helps us keep an Outcomes Focus

Improving local safeguarding outcomes

- The steps in building an Outcome Framework (**Outcomes relate to Children, Young People and Families**)
 - Agree content areas
 - Define good for each content area
 - Identify type/source of current performance information – quantity, quality, outcomes
 - Identify additional performance information needed
 - How to capture the quality and outcome information and experience of service users and stakeholders
 - **PRIORITISE**
 - Set quality assurance timetable
 - Agree the organisational learning and improvement cycle – evaluate quality and impact with partner providers

Improving local safeguarding outcomes

- Shifting the paradigm to Outcomes

'Paradigm shifts in organisations are more likely to be achieved through the repeated asking of thousands of small questions and the making of repeated small actions/statements than a conference strategy document, protocol, vision statement or director's letter'

Improving local safeguarding outcomes

So...

- Identify the 'content areas' to focus on eg
 - Priority Service Areas eg highly vulnerable young people (and their parents)
 - Vulnerable Groups of Children eg in secure estate or LAC
 - Specific Risk Issues eg domestic violence, adult mental health
 - Partnership Working- how professionals and organisations work together
 - Workforce; relationships, clear thinking, capacity eg health visitors have the skills and confidence to speak with children directly around issues that may contribute to maltreatment – and do so

Improving local safeguarding outcomes

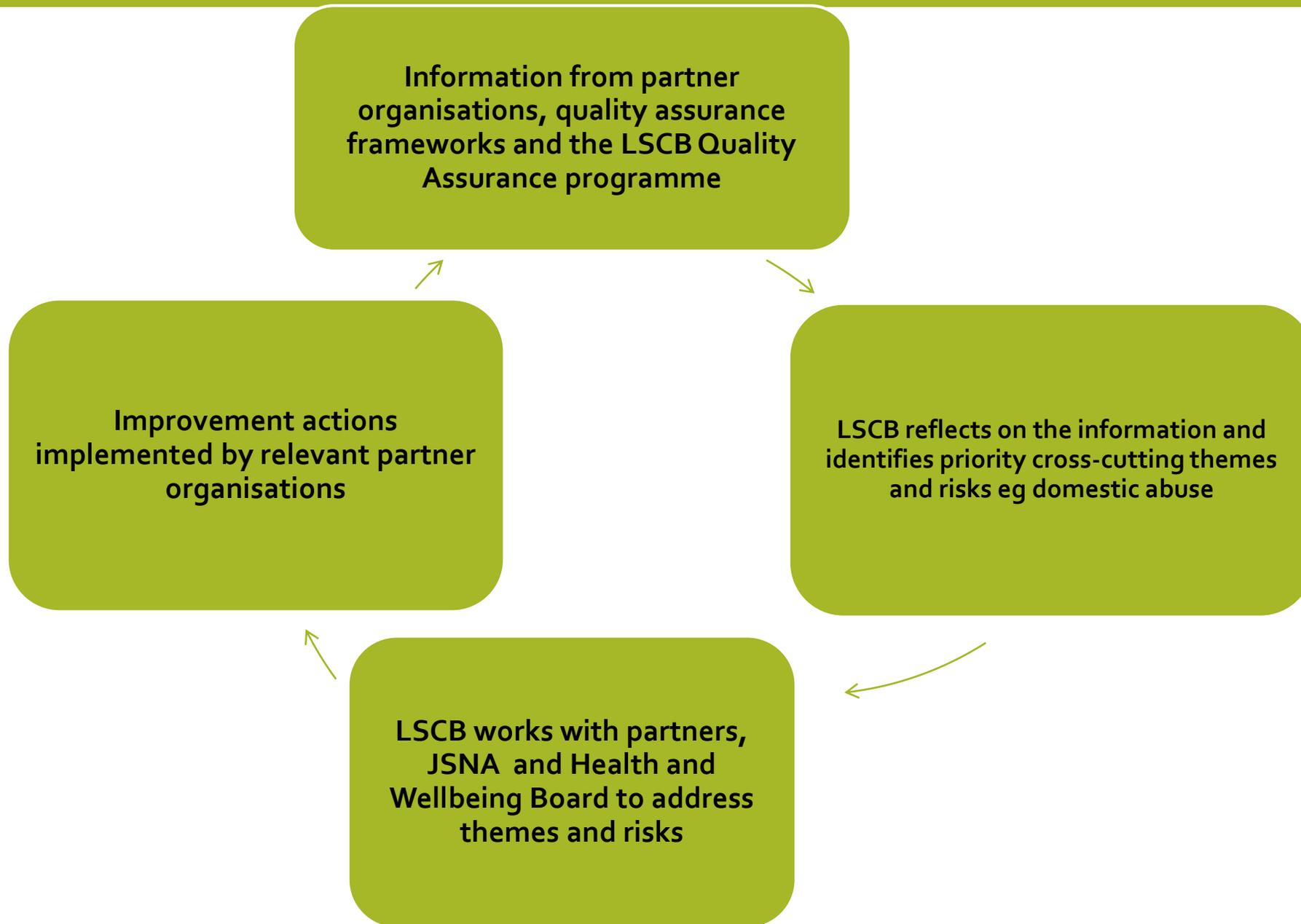
- Safeguarding wisdom, supervision and support eg all professional groups are well represented on multi agency safeguarding training courses including professionals from adult mental health
- Organisational culture eg there are arrangements in place to help staff deal with the emotional stress of the work. Staff are able to share their anxieties without being labelled inadequate
- Use of resources and evidence-based practice eg funding proposals and decisions carefully consider and articulate the short and long term impact on the safety and wellbeing of children
- The impact of poverty and poor housing eg the impact of poverty and poor housing on the safety and wellbeing of children is understood by, and part of the assessment and care planning of professionals

Example: Partnership Working

- Consider one priority content area which is shared by several partners eg partnership working
- NOTE : The service safeguarding annual report and the annual report of the LSCB should contain the key actions to be taken to improve quality and outcomes over the next 12 month
- The LSCB annual report should also feed into the development and reviews of the Children and Young People's Plan or equivalent

Improving local safeguarding outcomes

- Working Together Legislation and changes to Ofsted to include Multiagency assessment by 2015 means that
- LSCBs have an overview of the position of our services and may challenge us and monitor our improvements justifiably and in order to inform the LSCB's quality assurance programme and multi agency learning and development plans.



Theory of Change

- <http://www.thinknpc.org/publications/theory-of-change/>
- - Focus on the goal (child, parent, family, community),
- -Show the causal links (how different aspects of your work fit together to reach the final goal)
- -Reveal hidden assumptions,
- -Base interventions on evidence,
- -Hear the service user voice and ensure those in decision making positions use it to inform service design
- -Stakeholder views
- -Measure Outcomes and
- -Understand how different Outcomes are connected
-

Example: Partnership Working

- Performance Framework
 - Take an appropriate balance of three types of performance information about Partnership Working
 - OUTCOMES (relating to children, young people and families)
 - QUALITY
 - QUANTITY

Obtain this information from an appropriately balanced range of sources using a range of methods

Example: Partnership Working

- **Outcome statement or goal** is that Partnership working is delivering concrete positive outcomes for children and their families
 - eg. Percentage of CAFs in which the desired outcome for children young people and families are achieved –
- For this example a **quantity statement** is number of CAFs completed and a **quality statement** is percentage of CAFs specifying lead professional –
- Try to keep focused on the Outcome Statement to avoid slipping away from a child and family focus

Causal Links and Hidden Assumptions

- Have a brainstorming session and think through all the different aspects that fit together to reach the final goal of reaching the desired outcome for parents , child and family
- Think through hidden assumptions- eg what ACTUALLY happens when a family see a GP or CAMHS team
- Can you be confident staff are showing the proper respect and empathy to form effective relationships?

Causal Links and Hidden Assumptions

- Which are the services – both inside and outside - that staff report having positive working relationships with and which are the services where relationships are poor?
- What do professionals say gets in the way of effective partnership working?
- How do professionals in other services experience our service?
- Are there particular professions or services which are not engaging in inter-agency safeguarding activity eg non attendance at conferences, interagency training?

Base Interventions on Evidence

- Services and safeguarding arrangements that are commissioned or delivered have a known, demonstrable positive impact on the safety and wellbeing of children/parents
- Funding proposals and decisions carefully consider and articulate the short and long term impact on the safety and wellbeing of children
- Funding decisions are being made with reference to the LSCB and partner organisations so that cumulative or knock on effects are identified

Hear the Service User Voice

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Supervision can be used to make sure our staff understand these needs

Example : Partnership Working

- Make sure the service user voice informs decisions and is heard at a strategic level
- Hear the stakeholder voice and again make sure it is used to inform service design
- Measure Outcomes and understand how different Outcomes are connected

Strap Lines to remember

- Putting children, young people and their families at the heart of what happens
- Acting early and intervening at the right time
- Knowing about local population needs and planning effectively
- Creating effective partnerships and networks
- Caring for professionals and enabling relationship centred care
- Golden thread of safeguarding for all children and young people

Example 2: Supervision

- **Outcome Statement:**
- Our learning and development strategies result in improved practice which translates into improved outcomes for children and young people
- Professionals report and can evidence that the learning and development they receive has improved their practice and outcomes for the children and families they work with
- Practice deficits in SCRs and practice audits have been addressed and outcomes have been demonstrated to have improved
- Ofsted assessment is good

Example 2 : Supervision

- The **Quantity Statements** might include:
 - Number of training courses, number of staff and managers with safeguarding responsibilities, number of staff requiring safeguarding training to a certain level, number requiring supervision, number of supervision sessions

The **Quality Statements** might include

Percentage of staff who are up to date with their required level of safeguarding training, percentage of staff having safeguarding supervision

Theory of Change

- Apply the theory of change again
- GOAL = Improving Outcomes for Children and Young People through Supervision
- CAUSAL LINKS- Brainstorm all the links, learning culture, shared leadership, quality of supervision, content, time for reflection, up to date thinking, value on child focused thinking, how well does what is **meant** to happen match with what actually happens, is there a feedback loop from the front line to keep senior managers and those with governance responsibility 'reality based' so that adjustments can be made , do supervisors go out with supervisees and observe their practice?
- **HIDDEN ASSUMPTIONS, EVIDENCE BASE FOR INTERVENTIONS,**

Example: Supervision

- **Measurable Outcomes**

- Percentage of professionals who are able to evidence how the improved practice arising from supervision has had a positive impact on the wellbeing of the family worked with
- Professionals working in specialist services are effective in identifying and responding to safeguarding concerns and can demonstrate that this has had a positive impact on the wellbeing of families with children with additional needs

Out of the Box

- Take a look at these webinars produced by The Social Research Unit.....

<http://dartington.org.uk/projects/yjb/>

Could we do something similar for transformation programmes.... As a support for supervision and appraisal processes and to make sure the voice of the service user is heard... see next slide

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