



Framework for Integrated Care workstream project

Introductory leaflet

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Executive Summary

1. Children and young people in, or at risk of being within, the Children and Young People's Secure Estate (CYPSE), by default, have complex needs, including psychological needs.
2. In order to most effectively support these young people to facilitate positive long-term outcomes service provision must be consistent and integrated both within the CYPSE, and between the CYPSE and the community.
3. At any one location in the CYPSE, these young people are often involved with multiple agencies / professionals (many from in-reach services), some of which may have conflicting agendas or be attempting to address different difficulties not always in an integrated or joined up manner.
4. Across locations in the CYPSE nationally, the level of integration and coordination of care delivery between services varies, and a framework is needed to address this lack of consistency.
5. Staff skills need to be developed accordingly, to enable appropriate integrated joint working, and to underpin a whole system approach to addressing the complex needs of the young people in the CYPSE.
6. In order to deliver these elements within the Health and Justice and Specialised Commissioning Workstream, there is a workstream project tasked specifically with addressing the identified gaps in multi-agency collaboration, and to develop a Framework for Integrated Care for children and young people in these settings. This approach has been termed 'SECURE STAIRS', which is an acronym linking the framework's components to its intended outcomes.

Introduction

7. This document was commissioned by the Health and Justice and Specialised Commissioning Workstream to help them communicate some of the details regarding their work to people from outside the workstream. Specifically, this document refers to the part of the workstream relating to the development of a Framework for Integrated Care for the CYPSE.
8. This is important as there is currently a great deal of work underway to improve children and young people's mental health services, being led by a number of different organisations (including NHS England, and partners from across the health sector and beyond).
9. Much of this work has only just started, or is about to start, and it is important that a common understanding is established across all stakeholders from the beginning.
10. Ultimately, the design and delivery of a more effective system of integrated care for children and young people cannot be achieved by any one single organisation. A programme has been designed to manage the activities of multiple partners, therefore. For each partner's contribution to be effective, it must be coordinated with those of others.
11. This document articulates what work is taking place around the Framework for Integrated Care for the CYPSE, and explores how it interfaces with the work of other groups across the Children and Young People's Mental Health Transformation Programme.

Which children and young people is this workstream project looking to help?

12. The group of children within the CYPSE require significant support and intervention. These children and young people are within a cohort that may be described as 'high risk, high harm, high vulnerability'. Typically they have unmet and complex needs that may only be picked up once they are within a secure setting. They may exhibit a range of needs, and any successful solution to addressing these

must take a holistic, integrated approach to their care, not only in CYPSE, but also whilst transitioning to, from or within it, and also once they are back in a community setting.

13. The workstream project is looking to help these children and young people who may:
 - a) Have needs which are multiple (i.e. not just in one domain, such as mental health), persistent (i.e. long-term rather than transient), and severe (i.e. not responding to standard interventions).
 - b) Exhibit high-risk behaviours (to self, to others and from others) and present with complex management difficulties.
 - c) Struggle to respond to or maintain progress with traditional regime and interventions.
 - d) Have common histories of early onset anti-social and / or high-risk behaviours, often supplemented with complex mental health needs and experiences of trauma and attachment disruption.
 - e) Be at increased risk of being diagnosed with personality disorder in adulthood.
 - f) Be at risk of being diagnosed with personality disorder in the present, frequently resulting in managed moves.
14. These children and young people's complex needs require coordination of service provision across multiple providers and often over large geographical distances, in a consistent manner. Currently, service provision varies widely across England, and a Framework of Integrated Care could support and enhance the consistent integration of services and promote effective service delivery. Furthermore, there is a need to ensure that staff have the required skills to deploy this integrated approach.
15. The workstream project is looking to address these challenges.

Secure Children's Homes, Secure Training Centres, Young Offender Institutions

16. The setting within the CYPSE for these children and young people may vary – it could be a Secure Children's Home, a Secure Training Centre, or a Young Offender Institution. Furthermore, the individual may be held within the CYPSE for youth justice reasons or on welfare grounds. However, irrespective of the setting or the reason, the objectives of the workstream project for these children and young people is the same – it is about providing a coordinated holistic package of care that addresses their needs across multiple domains.
17. Failure to provide this support in a timely manner, or inconsistently, may lead to problems emerging subsequently in other settings (at high cost, but, more importantly, accessing support in this way is also unlikely to be helpful long-term), rather than addressing needs in a more appropriate way. In turn this makes these children and young people much less likely to be able to fully reach their potential, and gain a more positive future.

Why have a Framework of Integrated Care?

18. These children and young people would benefit from an integrated care framework that addresses their needs holistically, coordinating the services of several providers (both health and non-health) into a coherent package. This means a joined up approach to assessment, sentence / intervention planning and care, including input from mental health staff regardless of previous diagnosis, as well as from social care professionals, education professionals and the operational staff working on a day-to-day basis at the setting. Such an approach is intended to ensure that all of these groups of professionals have the same understanding of the needs of the child or young person.
19. Such a whole system approach can shape a shared multidisciplinary formulation which is not based on (but may still incorporate) a specific diagnosis or category and will focus on achieving the following:
 - Summarise the core needs / problems;
 - Suggest how the difficulties may relate to one another, by drawing on multiple psychological theories and principles;
 - Aim to explain, on the basis of psychological theory, the development and maintenance of the client's difficulties, at this time and in these situations;

- Indicate a plan of intervention which is based in the psychological processes and principles already identified;
- Be open to revision and re-formulation.

20. The approach that will be adopted is termed 'SECURE STAIRS', which is an acronym that reflects the key elements of the framework, and links them to the intended outcomes.

Implementation timescales, and intended outcomes

21. Whilst the ultimate aim of the workstream project is to roll out the SECURE STAIRS Framework of Integrated Care across all of the CYPSE, this will be phased. Initially the focus has been on Secure Children's Homes, and Secure Training Centres, but will shortly move to scoping Young Offender Institutions.
22. This phasing acknowledges that different settings will present different challenges, and so aims to address these in discrete batches in order to maximise the lessons learned in each setting.
23. Ultimately, the SECURE STAIRS framework is intended to ensure that children and young people receive the same type of care irrespective of location in England, built on a consistent evidence-informed approach. To ensure it remains flexible and has ongoing improvement as a core component element, there will be continuous assessment of the efficacy of SECURE STAIRS as well as the development of an evidence base.
24. The SECURE STAIRS framework is based on two core elements – the 'SECURE' element emphasises the importance of consistency in the day-to-day care of the young people by front line staff who understand their needs from an attachment/trauma perspective. The 'STAIRS' element emphasises the importance of co-ordinated, multi-disciplinary, formulation driven approach to intervention.
25. SECURE STAIRS comprises the following components and desired outcomes:
- **S** - to have a staff team with the necessary skill set to meet the needs of the young people effectively;
 - **E** - to have emotionally resilient staff who are able to respond in the child's best interest at all times (and reduce their own sickness and sick leave);
 - **C** - to have staff that feel cared for to enable them to provide the most helpful therapeutic environment for these complex young people;
 - **U** - to have staff with the understanding of psychological theory and the ability to apply this to practice (via training and supervision) to enable young people reach their potential;
 - **R** - to have reflective systems which enable an improved unit environment - less risky behaviours in units, improved consistency and communication;
 - **E** – to ensure every interaction matters and is positive.
 - **S** - to ensure sufficient scoping is done for each young person to ensure comprehensive assessment;
 - **T** – targets for stay are collaboratively developed for each young person;
 - **A** - activators for behaviours are identified as part of a comprehensive psychological formulation;
 - **I** – informed by the formulation, ensure the interventions that are offered are evidence-based and developed collaboratively with the aim of delivering sustained change post-discharge;
 - **R** - progress towards targets / interventions efficacy is review and revised regularly;
 - **S** - sustainability of change post-discharge remains a key consideration throughout stay in CYPSE, with the aim of long-term improvement of life chances (specifically through reduced likelihood of reoffending; more stability of placements; better health, education, housing and employment opportunities; more effective therapeutic pathways into adulthood and / or community based provision).

How the workstream project fits into the Health and Justice and Specialised Commissioning Workstream

26. The reason that the workstream project was established as part of the overall Health and Justice and Specialised Commissioning Workstream is because many of the services these children and young people need are commissioned by NHS England Health and Justice commissioners.
27. The way the workstream project fits into the Health and Justice and Specialised Commissioning Workstream and the Children and Young People’s Mental Health Transformation Programme is illustrated in the diagram below.

