

MULTIAGENCY PARTNERSHIPS

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ASPIRE Team for Looked After Children and Young People

A partnership under children's trust arrangements between Newcastle City Council Children's Services (Education and Social Care) and Northumberland, Tyne and Wear NHS Trust (Child and Adolescent Mental Health Services – CAMHS).

Aim

To improve the outcomes for Newcastle's Looked After Children:

- Be healthy
- Stay safe
- Enjoy and achieve
- Make a positive contribution
- Achieve economic wellbeing

by providing targeted and specialist support for children and young people, carers and care systems.

Objectives

- Improving the quality and stability of placements
- Supporting and training carers
- Ensuring holistic co-ordinated planning around each child according to their assessed needs
- Improving engagement with education and activities
- Improving access to preventive and specialist services.

Structure

| Local Authority Childrens Services | | NHS | |
|---|-----|--|-----|
| | wte | CAMHS team | wte |
| Coordinator | 1.0 | Consultant child and adolescent psychiatrist | 1.0 |
| Headteacher of "virtual school" | 1.0 | Clinical child psychologist | 0.9 |
| Teachers | 2.2 | Mental health nurse | 1.0 |
| Learning Support Assistant | 1.0 | CAMH Occupational therapist | 1.0 |
| Education Liaison Workers | 2.0 | Child psychotherapist | 0.4 |
| Connexions PA | 0.5 | Admin./secretary | 1.0 |
| Admin./clerical | 1.5 | | |
| | | Acute hospital trust | |
| Sexual health / teenage pregnancy worker | 0.5 | LAC nurse | 1.0 |
| Substance misuse workers | 2.0 | Admin. | 1.0 |

Context

Newcastle

| | |
|---|-----------------|
| Total Population | approx. 270 000 |
| No. of children and young people aged 0-18 years | 65 000 |
| No. of LACYP | 480 |
| Proportion of school age LAC in Newcastle schools | 55% |
| Majority of remainder live and attend schools within 20 miles | |

Placements

| | |
|---------------------|-----|
| Foster Care | 80% |
| Residential Care | 8% |
| Placed for adoption | 6% |
| Kinship Care | 6% |

Historical Development of the Team / Partnership

- Incremental from 1999 to 2007
- Joint commissioning of Children's Services (LA Children's Services / PCT)
- Strategic CAMHS partnership and Multiagency Looked After Partnership (MALAP)
- National directives and targets (Health Select Committee Report : Quality Protects : Promoting the Health of LAC : NSF : Social Exclusion Report : ECM : Care Matters : Children's Act 2004)
- Review of published literature on outcomes and mental health needs of LACYP

- Care leavers report (“unacceptably low” – Save the Children)
- Local needs assessment
- Prioritisation of LACYP needs across Health, Social Care and Education
- “Virtual” CAMHS LAC Team within Tier 3 general CAMHS
- Dedicated LAC posts within Children’s Social Care Services, Education
- Joining up development plans across 3 main agencies → proposal for multiagency team
- Additional funding through Local Authority CAMHS grant and CAMH PCT allocation
- New posts in CAMHS established 2006 / 2007
- ASPIRE as component of Corporate Parenting Strategy
- Shared premises 2009

Functioning of the Team

i) **Direct child-focused**

Assessment of mental health (flexible time / venues : outreach capacity).

Therapeutic interventions according to assessed need and best evidence for effectiveness:

- Individual psychotherapies (psychoanalytic : integrative : cognitive behavioural : play : occupational : solution focused : supportive)
- Small group therapies
- Child / carer therapy (attachment – focused)
- Transition planning
- Liaison with / referral to other specialist services

ii) **Direct placement-focused**

Placement support meetings with carers and care teams.

Co-ordinated care / education / therapy planning.

Foster carer training.

iii) **Systems-focused**

Consultation to Social Workers / care teams

Training for LAC Social Workers.

Training for designated LAC teachers in all Newcastle schools.

Participation in Fostering Panel.

Participation in High Care Needs multiagency group.

Membership of MALAP.

Training placements for CAMH professionals

Evaluation measures

Case numbers

| | 2006/07 | 2007/08 | 2008/09 |
|--------------------------|----------------|----------------|----------------|
| New referrals to CAMHS | 76 | 103 | 82 |
| Total CAMH team caseload | 90 | 130 | 122 |

Qualitative

Clinical outcome measures : HONOSCA; SDQ
Referrer (Social Worker) satisfaction questionnaire
Service user satisfaction (participation event re LAC services)
Evaluation of teaching / training : foster carers / Social workers / LAC designated teachers

Benchmarking against standards

10 characteristics of a successful service

*Looking after Looked after children – sharing emerging practice 2006
Young Minds and National CAMHS Support Service*

1. Flexibility
2. Joint commissioning
3. Strong leadership
4. Engagement
5. Long term work
6. Holistic
7. Systemic thinking
8. Participative
9. Evidence-based
10. Reflective and responsive

Multiagency Teams – better than a sum of parts?

Learning Points

The integrity of the team depends on a fine balance between enabling forces and potentially destructive forces.

Enablers

- Recruitment of team members
 - skill mix (professional qualifications and experience)
 - aptitudes (systemic practice)
 - commitment to LAC
- Effective communication
 - To achieve parallel rather than sequential inputs

- Safe
 - Comprehensible (common language)

 - Performance management
 - Outcome-focused
 - Individual child's needs
 - Professional accountability
 - Team accountability
 - Integrated with all LAC services

 - Team resources
 - Leadership
 - Premises
 - Team identity
 - Adequate staffing
 - Professional development and training
 - Job satisfaction
- } matrix structure

Risks and Threats

- Financial sustainability
 - All agencies prioritise LACYP and maintain financial commitment

- Goal congruency
 - Multiagency strategy for LACYP is supported within each agency's strategy
 - Individual team members' skills are valued by their 'parent' organisation / agency as well as by the team

- Culture
 - Continued commitment to partnership work
 - Understanding and respecting each other
 - Drive to continuous improvement and further development of service
 - Being prepared for long course with hurdles.