



Strategic Network for Child Health
and Wellbeing in the East of England

Healthy Child Programme 0-5 years Integrated Commissioning and Delivery Framework



Delivered by



Project Briefing & Information

April 2013

Contents

Introduction	3
Deliverables & Timescales	4
Project Structure & Assurance.....	4
Project Management	5
Key Expectations	5
Workstream Membership.....	7
Project Management Process and Tools.....	12
Project Plan	13
The Approach.....	14
Key Dates	15

Introduction

Background

Early intervention and prevention in the early years is a key priority in the East of England, particularly due to the poor outcomes achieved in the region in relation to child development at age 5. In 2010/11, just over half (55%) of children in the East of England were reported to have reached a good level of development in Foundation Stage.

The East of England recorded the lowest proportion of children reaching a good level of development at this stage of all regions in England.

Educational achievement at Key Stage 2 for the region is also below the England average in many local authority areas.

Reasons for Change

Ensuring commissioning and provision of high quality services; maternity services, parenting programmes, childcare and early years education to meet the need across the social gradient was a key recommendation in the Marmot Review; Fair Society Healthy Lives.

Effective robust integrated commissioning is vital in driving up the quality of service provision that meets the needs of the regional population and reduces inequalities.

The case for change is clearly demonstrated in a recent ERPHO briefing on the health of children in the early years in the East of England, June 2012.

The Project

The aim of the project is to develop an integrated commissioning and delivery toolkit for the Healthy Child Programme 0 – 5, both universal and specialist elements. The production of this toolkit will be used to provide a methodology to address integrated commissioning and would also encourage joint working across local government and the NHS to improve child and maternal health outcomes, particularly development at Foundation Stage level.

The toolkit will identify interdependencies, contributions and commitments to the improvement of health outcomes for children and families, facilitating the joint commissioning and delivery of the programme.

The project will produce a model for workforce development across the NHS, local government and third sector to deliver the integrated Healthy Child Programme.

Deliverables & Timescales

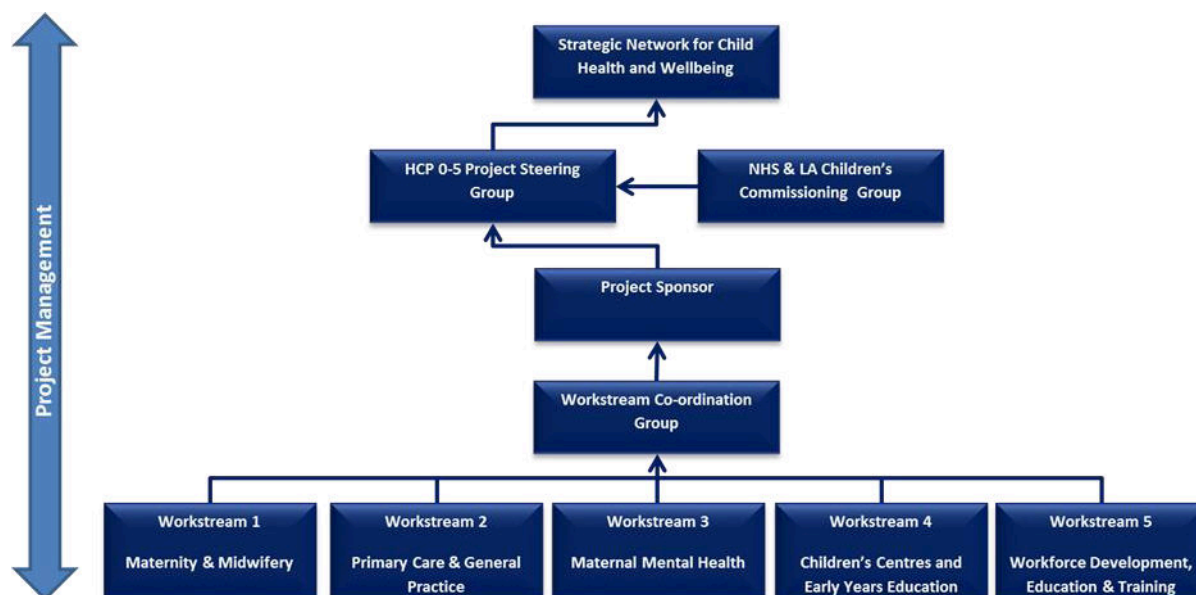
The project will commence with a launch event on the 20th May 2013 and conclude with publication of the full an integrated commissioning and delivery toolkit for the Healthy Child Programme 0 – 5 on 2nd January 2014.

The key deliverables within this timeframe are:

1. Identification of the key commissioning standards and interdependencies for each commissioning organisation identified in the Healthy Child Programme. The standards will be individual specifications based on those already developed in practice including Health Visitor standards developed by Project4 and other related work streams.
2. Development of a toolkit, based on best practice to support commissioners in the emerging structures to develop and maintain integrated service commissioning and provision for early years.
3. Identification of a set of measureable outcomes and associated key performance indicators for commissioners and providers.
4. Production of a model for workforce development across the NHS, local government and third sector to deliver the integrated Healthy Child Programme, that includes; best practice models for an integrated workforce and the benefits for families and a plan of the education and training required to support an integrated workforce.
5. Definition of the responsibility for monitoring the outcomes for children and young people and how local areas work in partnership to achieve the desired outcomes. Often elements of improving these particular outcomes are provided by multiple organisations but without any of them being accountable for the final outcome measure
6. Production of an Integrated Commissioning and Delivery toolkit, for the Healthy Child Programme 0 – 5, including the guidance, standards and key performance indicators in 1 – 5 above.

Project Structure & Assurance

In order to effectively manage a project of this nature it is essential that a clear project structure exists which can monitor and manage the delivery of the required outcomes. The diagram below identifies the project structure which has been agreed for the project.



Project Management

The overall day to day management and co-ordination of the project will be provided by the Sustain Project manager:

- Tony Hadley, Sustain.

Workstreams

Within the project there will be a total of 5 workstreams:

- Maternity & Midwifery
- Primary Care & General Practice
- Maternal Mental Health
- Children's Centres & Early Years Education
- Workforce Development, Education & Training

Whilst these groups will undertake work specifically relating to the identified area of service delivery they will come together at key points within the project to form the 'Workstream Co-ordination Group'.

Steering Group

A dedicated steering group will be established into which all of the workstreams and the project manager will report. This group will meet at strategic points within the overall plan delivery and will provide a point of escalation to resolve any issues relating to the delivery of the project.

The steering group will report directly into the Strategic Network for Child Health & Wellbeing and will be responsible for ensuring that effective links exist with the NHS & LA Children's Commissioning Group.

Key Expectations

The following section outlines the key expectations of the various groups and the project management team (Sustain)

Steering Group

The Key Expectations will be:

- Take full ownership and responsibility for the total project plan and its delivery.
- To act as the guardians of the project principles, setting the overarching expectations and behaviours for the whole project.
- Challenge and drive the prioritisation and pace of delivery and hold individual leads to account.
- Monitor and manage the delivery of the overall plan.
- That all involved will ensure they are adequately prepared in advance of any meetings.
- To provide a formal approval for all outputs associated with the plan.
- To ensure all communication processes are in place and are effective.
- Provide a forum for resolution/removal of obstacles to successful delivery raised by project leads.
- Ensure the modelling of behaviours that enhance and protect the reputation of all involved.
- Maintain a log of all actions agreed and key decisions.

Workstreams

Key expectations will be:

- Ensure appropriate engagement of a wide range of clinicians, commissioners and other stakeholders in the project.
- Ensure that all involved are aware of the priority of the project.
- Ensure that anyone new to the project is provided with the required information about the project and its deliverables to enable them to play an effective role.
- That all involved will ensure they are adequately prepared in advance of any meetings/workshops.
- That all involved are held to account for delivery of actions within the required timeframe.
- That all obstacles to the delivery of the project are addressed or escalated to the appropriate individual/group.
- That the project progress is monitored on a weekly basis and the relevant trackers and dashboards are updated according to the agreed programme.
- That any changes to the agreed plan are escalated and considered using the agreed process.

Project Sponsor

Key expectations will be:

- Take responsibility for the overall effectiveness of any meetings and processes within the project.
- Work with the project manager to ensure a full understanding of the status of all tasks within the scope of the project.
- Manage/Influence the project members and their performance to ensure delivery
- Hold to account participants that are affecting the delivery of an individual project task by non-delivery
- Ensure all participants are focussed on achieving the stated objectives of the project.
- Ensure that all key messages agreed by the steering group are cascaded to all members and participants.
- Identify any areas of deficit in skills or knowledge that are likely to affect deliver within the timeframe.

Project Management

Key expectations will be:

- All participants will have a clear understanding of the anticipated outcomes of the project and individual tasks.
- Ensure that information/materials are provided to steering group or workstream members in advance of meetings/workshops to enable adequate preparation.
- Clear reporting systems will be in place that allows monitoring of planned and actual performance on a regular basis.
- Processes & systems are in place that identifies problems early so that recovery action can be taken.
- A reporting process is in place, on a basis that is as close to real time as possible.
- All involved will be focussed on the priorities and delivery within the timeframes identified.
- All involved will be held to account for delivery of outcomes within the timeframe.
- Individuals will challenge each other when delivery has not been achieved

Workstream Membership

The following tables provide details of all the individuals who have volunteered to play a part in the project with the exception of the Workforce Development, Education & Training workstream which is still to be established as it will not be required until later in the project and is likely to require representation from each of the other workstreams.

Maternity & Midwifery Workstream

Name	Organisation	Position	Contact Details
Paula Doherty	Acute, Community and CAMHS Services, Integrated Commissioning Team Children and Families Luton	Children's Joint Commissioning Manager	Paula.Doherty@luton.gov.uk
Lesley Talbot	Central Bedfordshire Council	Children's Centre Team Manager - Child Poverty and Early Intervention	Lesley.Talbot@centralbedfordshire.gov.uk
Margaret Holtz	ECCH	Breastfeeding Team Lead	Margaret.holtz@nhs.net
Ashling Bannon	Cambridgeshire LA		Ashling.Bannon@cambridgeshire.gov.uk
Emma Morley	CCS	HV Business Manager	emma.morley@ccs.nhs.uk
Susan Jalali	Greater Eastern CSU	Children's Commissioning Lead	Susan.jalali@hertfordshire.nhs.uk
Debbi Keeley	Berrygrove Children's Centre	Manager	manager.berrygrove@hertschildrenscentres.org.uk
Angela Rees	CPFT	Service Manager Universal Childrens North	Angela.rees@cpft.nhs.uk
Rowena Harvey	CPFT	Professional Lead HV and School Nursing	Rowena.Harvey@cpft.nhs.uk
Sylvia Jeffers	CCS (Luton)		sjeffers@nhs.net
Jane Hayley	Strategic Clinical Network	maternity and children and young people Network manager	j.haley@nhs.net
Sue Arrowsmith	NHS England - East Anglia	Public Health Commissioning Manager East Anglia	suearrowsmith@nhs.net

Primary Care & General Practice Workstream

Name	Organisation	Position	Contact Details
Kenneth Spooner	Chair - Red House Clinical Commissioning Group	Practice Manager	Kenneth.Spooner@gp-E82085.nhs.uk
Dr Sooraj Natarajan	Basildon and Brentwood CCG	Paediatric Lead & Board Member	sooraj.natarajan@nhs.net
Sarah Lawlor	Hatters Children's Centre, Luton	Hub Manager	slawlor@dallowprimary.net
Denise Poore	Luton borough Council	Centre manager for Redgrave Children and YP centre.	Denise.Poore@luton.gcsx.gov.uk
Dr NV Tiwari		GP	vt32doctorsnet@gmail.com
Julie Bunn	CCS	HV Team Manager	Jbunn@nhs.net
Cath Slater	Hertfordshire Community NHS Trust – provider services	Assistant General Manager- Children's Universal Services	Cath.slater@hchs.nhs.uk
Angela Rees	CPFT	Service Manager Universal Childrens North	Angela.rees@cpft.nhs.uk
Rowena Harvey	CPFT	Professional Lead HV and School Nursing	Rowena.Harvey@cpft.nhs.uk
Sarah watts	CCS (Luton)		sarah.watts2@nhs.net

Maternal Mental Health Workstream

Name	Organisation	Position	Contact Details
Cllr Barbara Rice	Thurrock Council	Chair H&WBB	BRice@thurrock.gov.uk
Stephanie Cash	Luton Borough Council	Children's Trust Business & Commissioning Manager	stephanie.cash@luton.gov.uk
Lesley Boyce	Great Yarmouth Community Trust	PIMHS Manager	Lesley-boyce@gyctrust.co.uk
Paula Carr	NELFT	Specialist Health Visitor Perinatal Mental Health	Paula.Carr@nelft.nhs.uk
Fleur Seekins	CCS	HV Professional Lead	fleur.seekins@nhs.net
Deirdre Ginnity	JCT, Greater Eastern CSU	CAMHS Commissioning Manager	Deidre.ginnity@hertfordshire.gov.uk
Gemma Crisp	ECCH	Specialist Health Visitor	gemma.crisp@nhs.net
Sam Patterson	Suffolk CC	Health Visitor	Samantha.Paterson@suffolk.gov.uk
Carrie MacGregor	CECS	Service Lead for Children's Locality Services	carrie.macgregor@nhs.net
Gina Whitehead	CPFT	Team Manager Central and East Peterborough	ginawhitehead@nhs.net
Terrie Maddison	CPFT	Health Visitor Central and East Team	terrie.maddison@nhs.net
Jaqueline Banks	CCS (Luton)		jacquelinebanks@nhs.net

Children's Centres & Early Years Education Workstream

Name	Organisation	Position	Contact Details
Heather Knox	Central Bedfordshire Council	Childcare and Early Years Sufficiency and Quality Officer	Heather.Knox@centralbedfordshire.gov.uk
Elaine Hammans	Southend-on-Sea Borough Council	Commissioning & Quality Manager	ElaineHammans@southend.gov.uk
Ellie Henderson	Programme Dev Manager - Social Inclusion	Ormiston Children's & Families Trust	ellie.henderson@ormiston.org
Michael Howe	ABC Children's Centre	Children's Centre Hub Manager	michael.howe@abcchildrenscentre.co.uk
Carol Wylde	Luton Borough Council	Early Years and Children's Centre Improvement Adviser	carol.wylde@luton.gov.uk
Victoria Parkes		Children's Centre Teacher	victoriajparkes@gmail.com
Karen Harvey	Great Yarmouth Community Trust	Director of Children and Families	karen-harvey@gyctrust.co.uk
Sian Larrington	NCHC		sian.larrington@nchc.nhs.uk
Jo Sollars	Cambridgeshire LA	strategic lead and commissioner for children's centres	jo.sollars@cambridgeshire.gov.uk
Gill Harrison	Cambridgeshire LA	Head of Early Years, CYPS	gill.harrison@cambridgeshire.gov.uk
John Peberdy	CCS	Senior Manager CYPS	John.Peberdy@ccs.nhs.uk
Caroline Swindells	Children's Services, Herts County Council	Strategy Manager: Children's Centres and Child Poverty, Childhood Support Services	Caroline.swindells@hertfordshire.gov.uk
Jo Sharman	Cambridgeshire county council	Early Support Development Officer	jo.sharman@cambridgeshire.gov.uk
Wendy Turner	CCS	Specialist Health Visitor Disabled Children	wendyturner@nhs.net
Helen Mendis	Cambridgeshire County Council	Change Support Manager Children, Families and Adults Services	Helen.Mendis@cambridgeshire.gov.uk
Lorraine Lofting	Cambridgeshire County Council		lorraine.lofting@cambridgeshire.gov.uk
Val Carradice	CPFT	Team Manager North West and Rural Peterborough	val.carradice@cpft.nhs.uk
Jayne Fox	CPFT	Team Manager South Peterborough	Jayne.fox@nhs.net
Hilary Hemming	CCS (Luton)		hilary.hemming@nhs.net

Steering Group

Name	Role	Contact details
Kath Evans	Involvement lead	Kath.evans@institute.nhs.uk
Sian Evans	PH Consultant	Sian.evans@erpho.org.uk
Maria Karretti	GP	m.karretti@nhs.net
Bronwen Whittaker	Lead nurse	Bronwen.Whittaker@suffolk.gov.uk
Carrie MacGregor	Nurse	carrie.macgregor@nhs.net
Jo Sollars	Early Years	Jo.Sollars@cambridgeshire.gov.uk
Elaine Hammonds	Early Years	elainehammonds@southend.gov.uk
Vimal Tiwari	GP	vt32doctorsnet@gmail.com
Melanie Clements	Consultant Paediatrician and Strategic Clinical Network Chair	Melanie.Clements@wsh.nhs.uk
Pamela Agapiou	Director Universal Services	Pamela.agapiou@nhs.net
David Bruce	Commissioner	David.Bruce@luton.gov.uk
Julia Whiting	HV workforce lead	Julia.Whiting@eoe.nhs.uk
Sue Tyler	Assistant Director Children's Services	sue.tyler@centralbedfordshire.gov.uk
Eva Alexandratou	Commissioner	Eva.Alexandratou@cambridgeshire.gov.uk
Ellie Henderson	VCS	ellie.henderson@ormiston.org
Janet Dullaghan	Child health lead	Janet.Dullaghan@peterborough.gov.uk
Sue Haynes	PiMH	sue.haynes@hertspartsft.nhs.uk
Tracey Cogan	Head of Public Health	Tracey.cogan@nhs.net
Emma DeZoete	PH Consultants	Emma.dezoete@nhs.net
Emily Steggall	PH Consultant	Emily.steggall@nhs.net
Jane Hayley	Maternity, Newborn, Children and Young People Network manager	j.haley@nhs.net
Sharon Singleton	Public Health Programme Manager	sharonsingleton@nhs.net

Project Manager:

Tony Hadley, Sustain.

Email: tony.hadley@sustain-improvement.com

Mobile - 07584050931

The Approach

To maximise the effectiveness of the wide range of stakeholder involvement required within this project and the time they have available to commit, we will be undertaking the work to deliver the required objectives through a combination of:

- Focussed workshop events/meetings
- Identification and completion of detailed, specific tasks by identified individuals on a remote basis.

This approach whilst effective will require comprehensive planning, preparation and communication to ensure all involved are:

- Fully briefed with the necessary materials prior to any focussed workshop/meeting.
- Clear about the objectives.
- Clear about what is required of them and the timeframe.

It will also be necessary for those involved to provide a clear commitment to deliver tasks/actions within the timeframes identified. As with any project, there will be occasions when external events will impact on a group/individuals ability to deliver within the agreed timeframe. In these circumstances it is essential that this is identified to the Sustain project manager as early as possible so that we are able to take corrective action/amend the approach without affecting the delivery of the required objectives.

Key Dates

Project Launch Event

The project launch event will take place on: Monday 20th May 9.30 – 12.30, at Holiday Inn, Cambridge.

Steering Group Meetings

Meeting	Date & Time	Venue
Steering Group meeting 1	Monday 24 th June, 9.30 – 12.30	To Be Agreed
Steering Group meeting 2	Monday 12 th August, 9.30 -12.30	To Be Agreed
Steering Group meeting 3	Wednesday 13 th Nov, 9.30 – 12.30	To Be Agreed

Maternity & Midwifery Workstream Workshops

Workshop	Date & Time	Venue	Purpose
Workshop 1	Monday 27 th May, 9.30 – 13.00	Holiday Inn Cambridge	To review the current/available commissioning standards/specifications.
Workshop 2	Monday 8 th July, 9.30 – 13.00	Holiday Inn Cambridge	To identify outcomes, KPI's and accountabilities.

Primary Care & General Practice Workstream Workshops

Workshop	Date & Time	Venue	Purpose
Workshop 1	Wed 29 th May, 9.30 – 13.00	Holiday Inn Cambridge	To review the current/available commissioning standards/specifications.
Workshop 2	Friday 12 th July, 9.30 – 13.00	Holiday Inn Cambridge	To identify outcomes, KPI's and accountabilities.

Maternal Mental Health Workstream Workshops

Workshop	Date & Time	Venue	Purpose
Workshop 1	Friday 31 st May, 9.30 – 13.00	Holiday Inn Cambridge	To review the current/available commissioning standards/specifications.
Workshop 2	Wed 10 th July, 9.30 – 13.00	Holiday Inn Cambridge	To identify outcomes, KPI's and accountabilities.

Children's Centres & Early Years Education Workstream Workshops

Workshop	Date & Time	Venue	Purpose
Workshop 1	Monday 3 rd June, 9.30 – 13.00	Holiday Inn Cambridge	To review the current/available commissioning standards/specifications.
Workshop 2	Monday 15 th July, 9.30 – 13.00	Holiday Inn Cambridge	To identify outcomes, KPI's and accountabilities.

Joint Workstream Workshops

Workshop	Date & Time	Venue	Purpose
Workshop 1	Tuesday 1 st Oct, 9.30 – 13.00	Holiday Inn Cambridge	Review draft toolkit and identify required guidance.
Workshop 2	Friday 15 th Nov, 9.30 – 13.00	Holiday Inn Cambridge	Review final draft toolkit and guidance

Directions to the venue can be obtained via the link below:

Venue Details: <http://www.ihg.com/holidayinn/hotels/gb/en/cambridge/cbgim/hoteldetail>

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