



**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**

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## **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

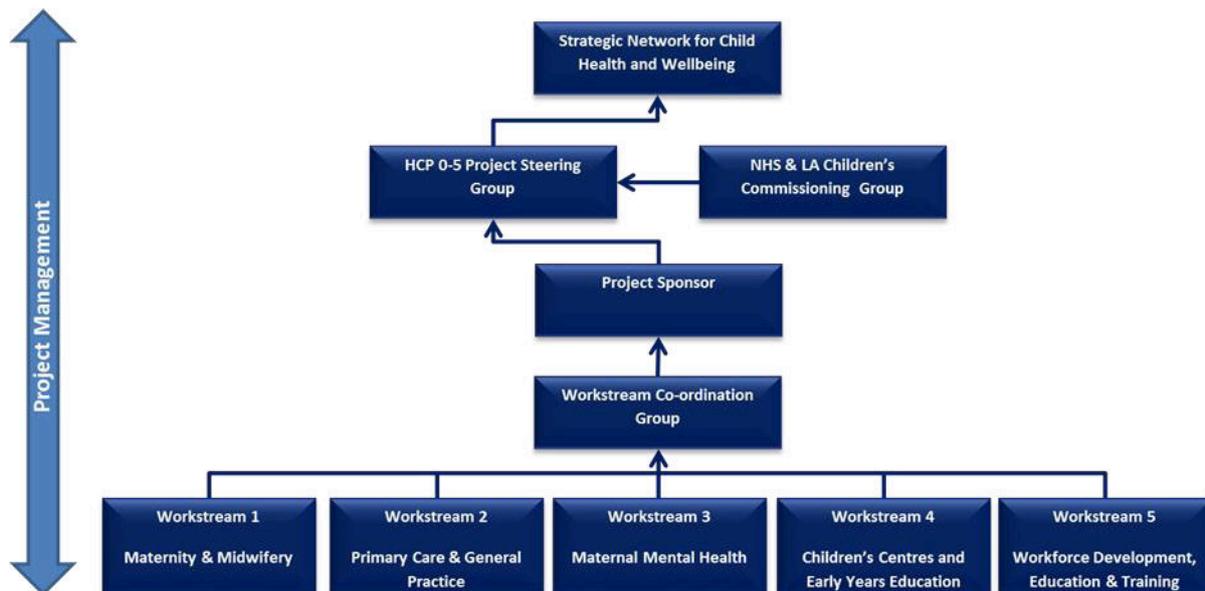
The project will commence with a launch event on the 20<sup>th</sup> May 2013 and conclude with publication of the full an integrated commissioning and delivery toolkit for the Healthy Child Programme 0 – 5 on 2<sup>nd</sup> January 2014.

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	<a href="mailto:Paula.Doherty@luton.gov.uk">Paula.Doherty@luton.gov.uk</a>
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## Primary Care & General Practice Workstream

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### Maternal Mental Health Workstream

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## Children's Centres & Early Years Education Workstream

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## Steering Group

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**Project Manager:**

Tony Hadley, Sustain.

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## 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 20<sup>th</sup> May 9.30 – 12.30, at Holiday Inn, Cambridge.

### Steering Group Meetings

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

### Maternity & Midwifery Workstream Workshops

Workshop	Date & Time	Venue	Purpose
Workshop 1	Monday 27 <sup>th</sup> May, 9.30 – 13.00	Holiday Inn Cambridge	To review the current/available commissioning standards/specifications.
Workshop 2	Monday 8 <sup>th</sup> 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 <sup>th</sup> May, 9.30 – 13.00	Holiday Inn Cambridge	To review the current/available commissioning standards/specifications.
Workshop 2	Friday 12 <sup>th</sup> 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 <sup>st</sup> May, 9.30 – 13.00	Holiday Inn Cambridge	To review the current/available commissioning standards/specifications.
Workshop 2	Wed 10 <sup>th</sup> 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 <sup>rd</sup> June, 9.30 – 13.00	Holiday Inn Cambridge	To review the current/available commissioning standards/specifications.
Workshop 2	Monday 15 <sup>th</sup> 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 <sup>st</sup> Oct, 9.30 – 13.00	Holiday Inn Cambridge	Review draft toolkit and identify required guidance.
Workshop 2	Friday 15 <sup>th</sup> 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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