

## **A case study to demonstrate how the WbFGA has been used to deliver long term positive health and social care impacts and outcomes**

### **What is the case study about?**

ISCAN (Integrated Service for Children with Additional Needs) - the all new Gwent 3 sector ISCAN service has been in place since October 2016 and its aim is to provide a single point of access for referrals for children and young people aged 0-18 years of age who are displaying concerns in two or more elements of their development and also referrals for those children / young people who are querying ASD or ADHD.

Referrals are accepted from any health or local authority professional that identifies a child with two or more developmental needs that are not being met and who thinks a discussion by the ISCAN team is appropriate. The aim of the multi-agency ISCAN team is to work within a shared vision, focusing on a holistic approach towards problem solving and providing improved access to services, through improved referral management and a greater focus on prevention and early intervention where this can be achieved. The ISCAN co-ordination team ensures effective communication and information sharing across agencies including local authority social care and education departments, to ensure that all referrals taken to the meeting are supported with the relevant information.

The vision of ISCAN is to move from an integrated referral process to an integrated assessment process, using care co-ordinators and this was put into place when Phase II was established in October 2018.

This case study aims to provide an example of effective integration both at an operational level, with professionals and agencies working with individual families to assess need and develop appropriate solutions and at a strategic level by the integrated commissioning of a range of care and support services that respond to complex needs and improve outcomes for children and their families.

### **How has applying the principles (5WoW) of the WbFGA been helpful?**

Families have always told us that they want more joined up, less fragmented services and this is what ISCAN is aiming to provide. Integrating services for children with multi-agency complex needs is to replace agencies working in silos, duplication of services, long waiting lists and poor outcomes for children. Being able to set up the single point of access in the context of the Act and demonstrate the significant impact that integrated services can have across the 7 Well-being Goals enables our partners across health, education and social care to clearly see their role and contribution and how/where it aligns with their agenda.

Applying the principles of the WbFGA i.e. the 5 ways of working, provides a unique opportunity for all partners to be focused on working in such a way that supports the multi-agency approach that is required to ensure that outcomes for children and their families are what they want and need.

### **What have you found to be most challenging?**

Much has been achieved in Gwent to improve services for children with additional needs over the last few years. However, the integration journey has not been without its challenges and these continue.

As Phase I has evolved, more work is being done to manage growing demand, complexity of cases and workload challenges, especially the recent growth in neuro-developmental referrals and the current gap in services for children and young people with concerning behaviours / emotional needs.

The referral to treatment time for children with ASD/ADHD has been brought in line with Welsh Government targets but the continuing challenge of finding a steady state in terms of managing demand is a high priority.

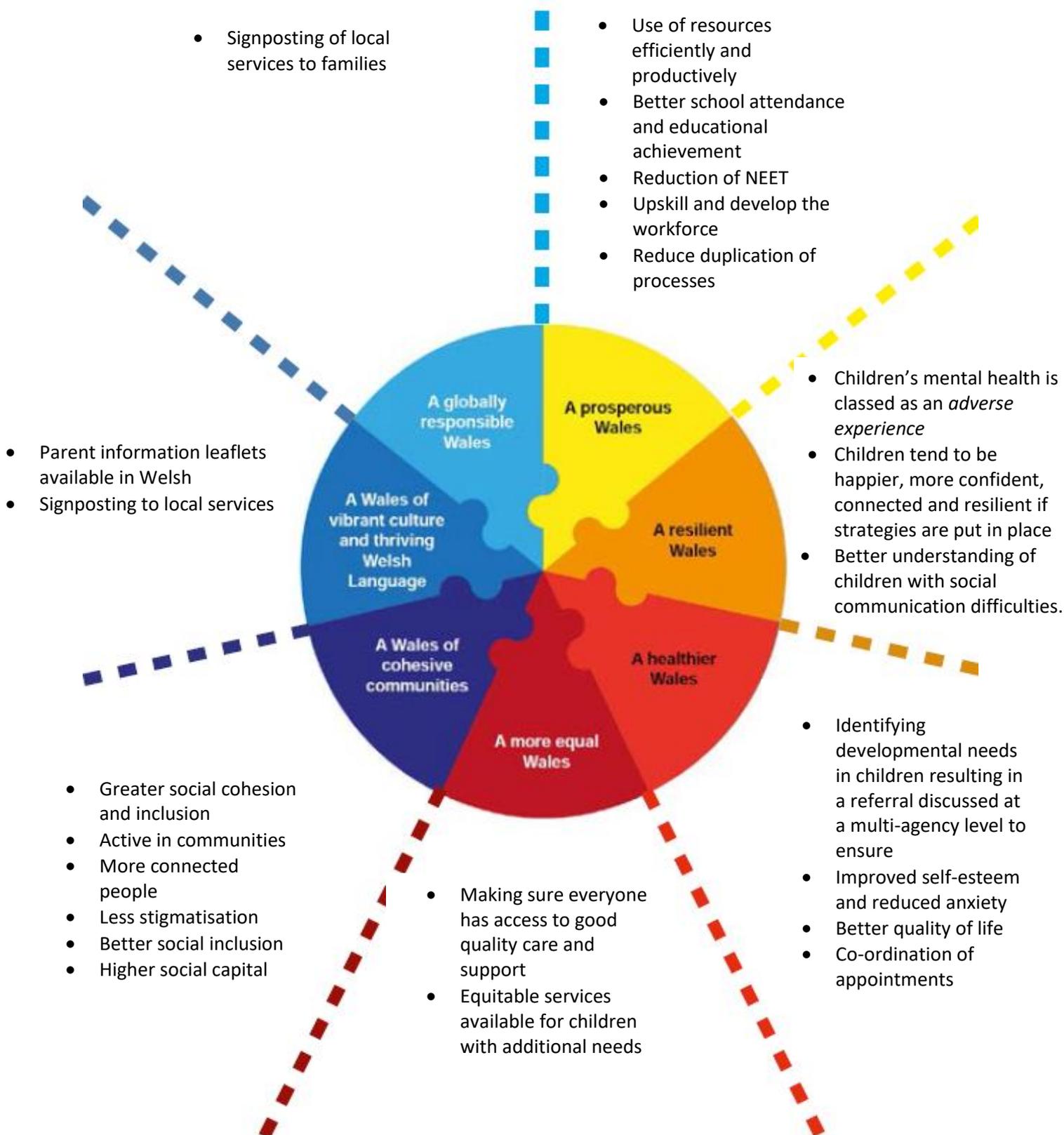
The ISCAN service will also ensure that robust evaluation is carried out, to measure cost effectiveness, quality and impact.

### **What lessons/learnings would you share?**

Not only does using the principles of the Act and working in this way help to frame the strategy, it has also been particularly helpful in enabling:

- The team to listen to the voices of children, young people, parents and carers, let them drive the change at all stages from planning and designing services to evaluating their effectiveness.
- Health and social care leaders to build strong and trusting relationships based on shared vision and values that can 'weather the storms' and keep driving the integration agenda forward.
- The Children and Families Partnership Board to be on side which requires patience and a commitment to playing the 'long game' and being prepared to go 'out on a limb'.
- Pilots and research projects have been highly powerful in evidencing positive impact.
- Recruitment of staff from varied backgrounds for the care co-ordination role – having lived experience is a real bonus.
- At the implementation stage, managers have avoided micro-management and trusted staff to be experimental and develop and refine operational procedures and systems that work for families as they go along.

## How integrating services for children with additional needs will positively impact all seven Well-being Goals



## How applying the Sustainable Development Principle and the 5 Ways of Working is helping to deliver positive impacts and outcomes in integrated services for children with additional needs

Way of working	What positive impacts/outcomes can be achieved by this way of working	How will we achieve these positive impacts/outcomes
Balancing short and long term - needs	<p>ISCAN is a transformational long term plan to change the way that children with disabilities and developmental difficulties, including those with autism and ADHD, are managed. All staff will be encouraged to work in more collaborative ways across professional and agency boundaries, putting children and families at the centre of all work, ensuring that their care is seamless and co-ordinated and not delivered in professional or agency silos.</p>	<p>Improving outcomes for children, young people and their families</p> <p>Ensure that referrals are discussed at a multi-agency forum - a partnership approach to delivering more joined up services</p> <p>Access to care co-ordination dependent upon complexity of needs</p> <p>Integrated assessment plan and a single plan for families</p> <p>Provision of care co-ordination for those families with children with multi-agency complex needs</p> <p>Increase joint assessments with professionals and reducing number of appointments for families.</p>
Integration	<p>ISCAN teams will make key decisions about the allocation of care co-ordination resources to families in most need. The care co-ordination teams in turn will work directly with families to resolve problems they have as a direct result of their child's disability and in so doing will improve the social, cultural, economic and environmental well-being of residents of Gwent.</p>	<p>Representation from colleagues across health, education and social care as part of the ISCAN team taking part in a multi-agency discussion regarding referrals for children with two or more developmental needs and or a query regarding ASD or ADHD.</p> <p>Improving the quality of decision making</p>
Prevention	<p>At the heart of care co-ordination, an integral part of the ISCAN service, is the desire to develop resilience in families of children with additional needs, empowering them to make choices and decisions about their own care in the context of their own lives. ISCAN staff will support families to develop greater levels of independence which will enable them to self- manage and refer to agencies as and when they need intervention.</p>	<p>Care co-ordination aims to provide coherent and co-ordinated services for families with children with disabilities and developmental needs</p> <p>Providing a holistic and streamlined approach to service delivery.</p> <p>Supporting children and families to navigate and understand the service available to them.</p>

Way of working	What positive impacts/outcomes can be achieved by this way of working	How will we achieve these positive impacts/outcomes
Collaboration	<p>ISCAN has been developed in partnership with colleagues from the local authority social services and education departments across the 5 boroughs of Gwent. All bids for funding have been jointly written and all key decisions relating to the service model have been made through partnership agreement.</p>	<p>Creating an effective gateway between education and ISCAN</p> <p>Ensuring that ISCAN maps to the new transformation agenda, the ALN reforms and the challenges in meeting complex need that the LAs are faced with</p> <p>Shaping the future service delivery in line with new ALN Act which requires a greater level of collaboration between education and health</p> <p>Provision of advice to ISCAN, educational and ALNCo colleagues</p> <p>Collaborative role in the further development of the multi-agency management of children and young people with health, education and social care needs</p>
Involvement	<p>The ISCAN care co-ordination teams, spread across the 3 ISCAN sectors, north, south and west, will work directly with families making a positive to their lives by supporting them to find their way through the maze of services and agencies that their children are referred to. The integrated assessment and single plan, as an extension of care co-ordination, will clearly put families at the centre by ensuring that waiting times for all services are timely and synchronised in line with the needs of children.</p>	<p>Multi-agency ISCAN team engaging in weekly discussions about referrals and making decision about the best course of action to achieve the best outcomes for children and their families.</p> <p>Enable staff from different professional backgrounds to share their expertise and create more creative solutions to help children and their families achieve outcomes important to them</p> <p>Improve staff morale by reducing the number of professionals involved in making a decision</p>