

‘Rethinking care for adolescents’

***The future for Children’s
Homes: An LA Viewpoint***

Wednesday 1st November 2017

Right support, right time, right place, right results – changing lives!



Acknowledgement:

- Great innovation taking place across LA's/agencies/providers

Today – an LA viewpoint on how a 'NWD' type model can:

- Compliment whole system approach to journey of yp
- Provide an alternative view for residential care

Ask ourselves – is the way we work with adolescents
good enough?

or

should we always **aspire** for better?

How can children's homes adapt to meet changing
need?

NWD - Who did the system need to change for?

- High-needs adolescents in and on the edge of care with poor long-term outcomes

Why did it need to change?

- Traditional systems do not cope well with these young people

North Yorkshire believed its approach to caring for adolescents was sometimes doing more harm than good

Key issues to consider!

Manage Risk



Key issues to consider!

Right placement - Right time



Key issues to consider!

Partnerships



Key issues to consider!

Relationships



The vision

- Ensuring young people access right services, at right time and in right place to meet their needs – Reduce handoff's
- Always strive for permanence in a family setting
- 'Fast in, slow out' = no move until it's the right move
- Psychologically informed practice
- Strengths based and restorative interventions
- Aspirational – build self esteem and foundations for the future

SERVICE INTEGRITY

NEVER GIVE UP ON ANY YOUNG PERSON

What is needed?

- Change/embed culture & practice, build relationships v partners & agencies
- Develop confidence to innovate & evolve from 'risk avoidance'
- Collect consistent data to make the moral, business & evaluation case
- 'Reset' perceptions of adolescents (align values and strategic goals)
- 'Push the boundaries' such as:
 - new uses of 'bespoke' placements/ Ofsted exemption - now accepted practice
 - Redefine child protection for adolescents – Dynamic planning (**RAISE**)

What is NWD?

- Integrated service for complex adolescents
- One consistent key worker who follows the young person through placements
- Range of accommodation options, services and outreach support
- Edge of care work with young people and families
- Residential care used to stabilise and bridge to permanence

Needs are addressed within a systemic hub – a resilient residential team including specialists who work together with shared practice, values and goals

Culture & Intervention Practice Model

- Developed from clearly defined theory of change
- Commitment to overarching culture - strengths based & solution focused
- Young people at heart of decision making & asking ourselves **'is it good enough for my child'**?
- Maintaining high aspirations for each young person & determination & resilience to 'stick with them'
- Provide best possible service despite complex/challenging circumstances - to maintain 'our' young people in their family, community & LA area

NWD Culture and Intervention Practice Model



How it feels for a Young person



#NWDCONF17

It is evident that working together is the key!

“Normally we would never be working together... it is the wrap around support that makes such a difference”

NWD Life Coach (embedded Clinical Psychologist)

Innovative practice?

From placement planning to bespoke placement creation

- Smoothing transitions
- Practical support
- Consistency and a clear purpose

Pulling expertise into the team as needed, rather than passing cases on

- Engaging wider group of professionals
- Training in evidence-based practice: restorative practice and Signs of Safety

A genuine commitment from leadership to co-producing provision at every level

- Co-designing with young people
- Working in partnership
- Practitioner-led development

Changing system conditions by thinking differently about assets, resources and value for money

- Focusing on long-term value for money
- Using existing placements options in new ways

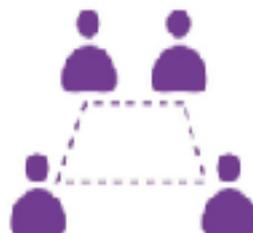
The '10 distinguishers' of No Wrong Door



Always 'progressing to permanence' within a family or community



High 'stickability' of the key worker



'Fewer referrals, less stigma'



Robust training strategy same/or similar to restorative practice and therapeutic support



No 'heads on beds' culture



'No appointment' assessments



A 'core offer' to all young people



Multi-agency intelligence led approach to reduce risk



Close partnership working



Young people's aspirations drive practice

The experience of young people

We think this is a good residential worker.

They have a big heart, big ears for listening.

They carry a big bag on their backs so that they can carry loads for me when it gets too heavy.

Their arms are stretched out so that they can rush in and save me if I need them to.

Workers should stick with you they need to look beyond the bad things and keep giving you second, third and fourth chances!

“Everything based on human relationships & communication!”



The experience of young people

“Knowing that the staff will be there after I have turned 18 makes a big difference and I know they will be because I have seen it happen with others.”

“I am seen as an individual and not a problem.”

“My Keyworker stuck by me and helped me so much, they couldn’t have done any more for me.”

“It’s ok mum, it’s different to normal fostering because it’s [John] and I know him already so I am happy.”

- Some findings
 - Children's social care savings
 - Reconfiguration of residential beds
 - Increased placement stability, decreased use of out of authority placements
 - Police
 - Approximately £200k costs avoided in year one
 - Health
 - Approximately £300k costs avoided per annum (speech and language assessments and support)

- **ETE**

- Maintained involvement (76%) & increased engagement
- Strategies to support job seeking with emphasis on advocacy

“She stopped me getting kicked out of school”

- **Emotional health and wellbeing**

- Reduction in SDQ scores
- Reduction in presentations at A&E
- Correlations v support from specialist hub workers (life coaches and communication support workers) & SDQ scores

“There's just [life coach] and [other worker] that I see. I normally refuse stuff like that”

- **Accommodation stability**
 - 86% of yp referred remained out of care
 - Reduction in placement moves
 - Reduction in length of care episodes
 - Low number of re-entries to care
- Reduction in the use of out of authority placements

“I'd either be at this moment in time out on the streets, off my head on some bloody drugs, at a PRU, either in care or sat here smoking”

- **Offending and missing incidents**
 - Reduction in arrests (38%)
 - Missing incidents halved (from 503 to 253)

“[Getting into trouble] does my head in. It's just annoying. You know, like getting angry and stuff like that, it doesn't feel good”

“I used to think it [going missing from home/care] was big and clever and in all fairness it's not”

- Positive influence of the police liaison role
 - Correlations v direct support from specialist hub workers & reduction in missing incidents

What next?

NWD methodology extending in NYCC (Partners in Practice)

- Leaving Care
- SEMH
- Strategic alignment for journey of a yp

Sharing learning with others

- Shared NWD methodology with many organisations & LA's in UK & beyond
- Evaluation & scale and grow

A genuine commitment to shared risk management

- RAISE process – intelligence led risk management
- Maintains yp in NYCC & in their community

Evidence based practice

- What works
- Thinking ahead
- Using evidence to influence & shape future of residential services

And!

More examples of thinking differently

- NWD and Mockingbird hybrid – being evaluated
- Wider impact of learning
- Calls for evidence i.e. LGA - mental wellbeing

Wider impact of learning

- Meta analysis of cohort of 9 EOC programmes
- Key learning Alun Rees – corroborates NWD type model
- EOC Cost Calculator

Future longitudinal studies and value for money

- Evaluate cohorts of provision

Development of new roles

- ‘opportunity brokers’
- Utilising businesses & key individuals - opportunities & ‘champions for yp’

Residential as part of mixed economy of caring for young people

Some recent quotes from recent NWD conference...

“NWD is one team, one plan, one practice methodology, one culture, lots of partners = good long term outcomes”

“Teens leaving residential care to live with carers they already know, if it gets wobbly they can come back to the residential home – simple!”

“Traditional practice is containing short term risk but building up long term risks.. All teens need resilience and permanence”

You can read the Department for Education's Innovation Programme Evaluation Report on the findings and impact of the 'No Wrong Door' Project, which is available at the following link:

<https://www.gov.uk/government/publications/no-wrong-door-innovation-programme-evaluation>

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Right support, right time, right place, right results – changing lives!

Design:

Meet needs of hardest to reach, engage & place

Placement Options:

One integrated NWD Hub manager – 'challenge to traditional barriers'

Specialist Roles:

'live' interventions
SLT
Police role
Intelligence Analyst
Life Coach



Culture:

1 service ethos & vision – all agencies working to 1 plan

Managed Risk:

RAISE – Risk, Analysis, Intervention Solutions Evaluation

Staying Close:

Relationships vital - Key Worker support across transitions (up to 25)

Seven principles to improve responses to adolescent risk (RiP)

1. Work with adolescent perception, agency, aspiration, skill and development
2. Work with young people as assets and resources
3. Promote supportive relationships between YP and their family and peers (where possible)
4. Prioritise supportive relationships between YP and key practitioner/s
5. Holisticism
6. Accessible and advertised services
7. Equip and support the workforce

All key enablers in way we continue to develop residential care