

# Start Well Greenwich

Children and Young People's  
Health and Wellbeing Services 2020

Early Years and  
Integration



[www.royalgreenwich.gov.uk](http://www.royalgreenwich.gov.uk)

# Sharne McLean Head of Early Years and Childcare. Children's Services



# *Agenda*

- 12.30 – 13.00 – Refreshments / Registration
- 13.00 – 13.45 – Welcome and Presentations
- 13.45 – 14.45 – Table Discussions
- Break
- 15.05 – 15.25 – Presentation
- 15.25 – 16.00 – Networking



# *Children and Young People's Health and Wellbeing Services 2020*

- We believe that all children in Greenwich, regardless of their background or circumstances, should have a happy and fulfilled childhood where they belong, grow and succeed so that they enter adulthood ready, willing and able to achieve their highest potential.
- Royal Greenwich currently commissions a number of individual services that support children and their families. We believe we can harness and further strengthen the work of these services by bringing them together within a new model.



# *Children and Young People's Health and Wellbeing Services 2020*

- Through integration, partnership and alignment, we believe we will be able to offer seamless, modern, tailor-made services to children, young people and their families, and identify any issues and offer support at the earliest possible time before they escalate.
- Our future services will need to fully embrace digital technology, data collection and communication in order to meet the challenges of our communities and match their expectations
- Today is part of the consultation programme to develop these services for 2020
- The session today will be focusing on Early Years and Integration



# *Start Well Greenwich*



- Start Well Greenwich is the commissioning programme that will develop the arm of the Greenwich Prevention System (Live Well Greenwich) to support children, young people and their families
- Prevention needs to be delivered at a larger scale and systematically in order to achieve population level impact.
- Improve health & wellbeing through a whole system approach and an integrated system delivery model
- Prevention or early detection and turning the tap down on future demand
- Services working in partnership to deliver shared outcomes
- Outcomes tracked across the services



# *Our Vision*

- Evidence-based innovation – transforming our services for the 21st century
- Service modernisation including service delivery partnerships that share the delivery of outcomes
- Detection and support as early as possible
- Embracing community and peer development opportunities
- Consistent offer across the borough and diversity in provision and take-up.
- Getting the best out of our physical assets



# Population – Children and Young People



c.73,000

0 to 18 years old live in RBG (as of 2018\*, CYP)



This is 24% of the total population in Royal Greenwich

Children and Young People from BME groups account for over half of all children living in the area; this compares with 22% in the country as a whole

c.43,000 pupils attend a RBG school

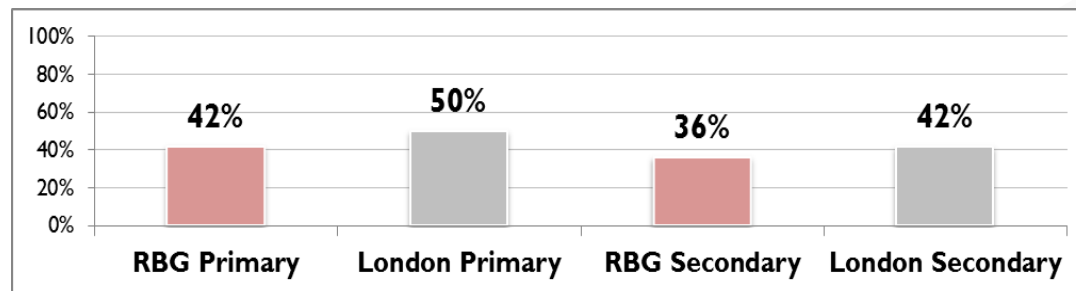
c.4,000 2,3 and 4 years olds access funded childcare places

c.15% of pupils have special educational needs

150+  
language



The proportion of pupils with English as an additional language



\*GLA BPO based projections (June 2018)

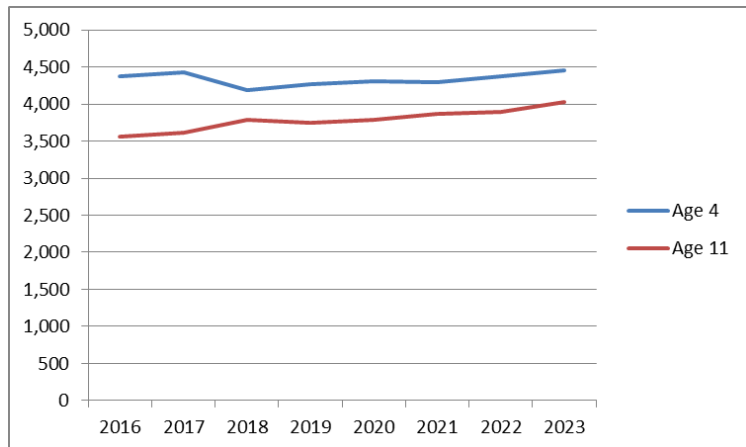
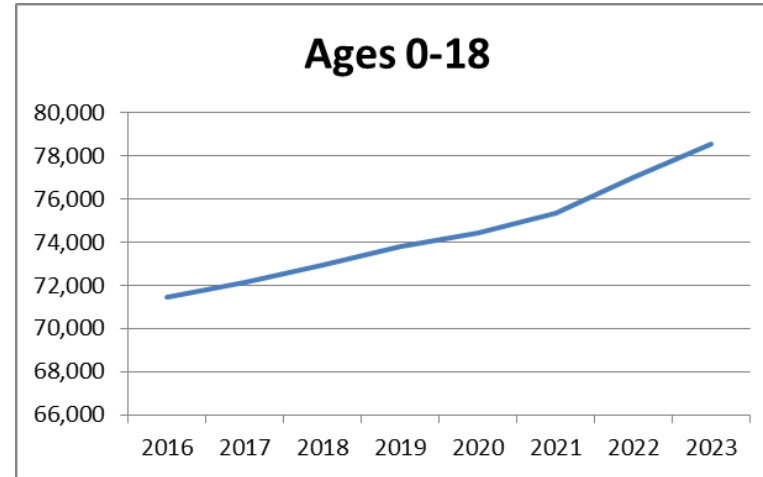
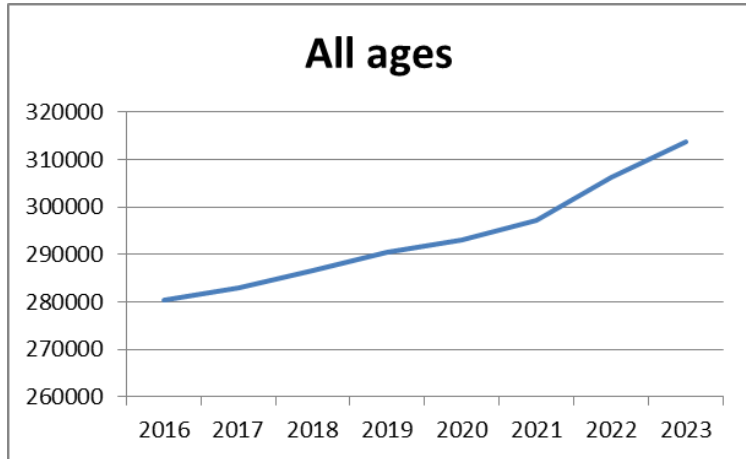
\*\*+150 languages are spoken by at least one RBG pupil, the main one after English being Yoruba (c.2,600 speakers; 6% of pupils)





# Population projections

The population of Greenwich has seen unprecedented growth in recent years and is projected to continue to grow



% change 2016 to 2023:

All ages: +12%

0 to 18: +10%

4 year olds: +2%

11 year olds: +13%

4 and 11 year old projections feed into school roll projections in terms of planning for current and future pressures



In Greenwich, between  
2014 and 2016

63

***babies***  
*died in their*  
*first year of life.*



(4.6 per 1,000 live births  
compared to 3.2 per 1,000 in  
London and 3.9 per 1,000 across  
England)

Infant mortality  
has increased since  
2012-14 and is now  
significantly worse  
than London.

In Greenwich, between  
2014 and 2016

**27**

***children and  
young people  
(aged 1-17 years) died  
prematurely.***

(15 per 100,000) which is higher  
than both London and England  
(11.5 and 11.9 per 100,000  
respectively).



Child mortality has  
also increased since  
2012-14 and is now  
significantly worse  
than London.

High levels  
of teenage  
pregnancy

High levels  
of smoking  
in  
pregnancy

Low levels of  
breastfeeding  
in young  
mothers

High  
hospital  
admissions

High levels  
of  
childhood  
obesity

## *What are our challenges?*

Domestic  
and peer  
violence

Poor  
mental  
health and  
wellbeing

Youth  
violence and  
exploitation

Gap in  
educational  
attainment

Increasing  
secondary  
school age  
population

# What are the key outcomes to achieve?

## Best start in life

- Reduced smoking rates in pregnancy
- Improved breastfeeding by young mothers
- Reduced risk of injury and preventable illness

## Healthy childhood

- Increased proportion of children with healthy weight
- Good oral health
- Improved mental health and wellbeing
- Reduction in hospital admissions

## Achieve potential

- Reduced risky behaviours
- Ensuring all children, particularly vulnerable groups achieve full potential at educational key stages
- Increased ambition
- Increased employment, education and training

## Strong parenting

- Increased skills, confidence and quality of parenting – particularly new and young parents and parents of adolescents
- Fewer families are in chaotic environments
- Reduced isolation and strengthening supportive communities



# Dave Borland Head of Joint Commissioning. Children's Services



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# *The new model – which services are in scope?*

- Health Visiting (0-4 years)
- Children's Centres (0-4 years)
- School Nursing (5-19 years) including YOS Nursing
- Universal Youth Service (10-18/25 years)
- Universal Youth Summer Programme (10-18/25 years)



# *The new model*

- The new model will encompass significant system change with robust stakeholder engagement – with half-day sessions, focusing on key areas and participation of children and young people and families in the design of services.
- Establishment of Start Well Greenwich, a new prevention system for children and young people, aligned with Live Well Greenwich
- Universal services that encourage access, allows for relationships to be developed, needs to be identified and additional support to provided / accessed at the earliest possible time





# *The new model*

- The delivery of outcomes - shared and tracked between providers
- Maintain our commitment to 1001 Days, but in addition, expand provision across all age ranges from childhood to employment and strengthen adolescent support
- Services based on robust evidence
- Digital technology and communication to be incorporated across all services



# *What is proposed?*

- Integration of Health Visiting and Children's Centres
- Integration of School Nursing and Universal Youth
- Investment in new adolescent services to address key priorities (in and out of school settings)
- Development of social prescribing for children and young people
- New service to be aligned with Early Help and NHS networks
- Interactive, borough-wide digital offer, including a new Digital Passport at the start of secondary school



# *Use of Digital Technologies*

- Broader use of digital technology in service delivery beyond a digital passport.
- Digital Technology is a key element of delivery of services, need to link into existing technology (e.g. e-Redbook) and use technology more broadly as part of service delivery.
- Automated administration (e.g. if you need to book an appointment there must be a facility to do this online)
- Recognition that we will be learning together. We want partners to work with us to make Greenwich a model borough for digital delivery for these services.
- Evidence an understanding of the GDPR implications and how to maximise take up and use in line with data protection legislation.



# *Quality Assurance*

- A quality assurance programme for Start Well Greenwich
- Strengthen the voice of children, young people, parents and carers in service review and development
- Systematic feedback opportunities after receiving services
- Digital solutions
- Mystery shopping



# *Early Years and Integration*

## Proposals

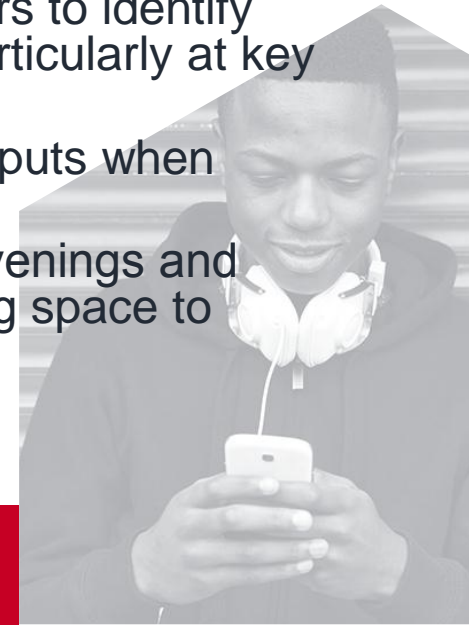
- Integration will mean one contract to deliver both Health Visiting and Children's Centre services
- Integration will mean one contract to deliver both School Nursing and Universal Youth services
- The Children's Centre and Health Visiting will be broken down into **multiple integrated contracts by geographical area**. E.g. 1 contract for the South of the Borough for an Integrated Children's Centre and Health Visiting Service.
- It is proposed the School Nursing and Universal Youth Services are delivered through a single borough wide contract.
- It is up to providers who you partner with to bid for services.
- Wherever possible services need to be co-located
- Bids will need to demonstrate how the service is integrated and delivered by multi-disciplinary teams
- Partners under the same contract will need to have a data-sharing agreement in place



# *Early Years and Integration*

## Proposals

- A digital offer is critical to these services. Bids will need to demonstrate how they have integrated digital technology within service delivery both capturing outputs, outcomes, delivering KPIs, as well as how the service communicates with children, young people and their families
- We will expect the service to demonstrate regular review and adaptation based on the data it is collecting. This will need to be in partnership with Start Well Greenwich partners, including Schools and Childcare Providers.
- We want the service to work with schools and Childcare Providers to identify children that are vulnerable and are at risk of poor outcomes, particularly at key points (e.g. 2 ½ yr check and transition to School)
- We want to focus on outcomes monitoring and only focus on outputs when performance is below target.
- We want Children's Centres to be open longer (including both evenings and weekends). This can be through multiple means such as offering space to partner agencies, etc.



# *Early Years and Integration*

- It is up to providers how you develop partnerships and who you do this with
- Bids will need to demonstrate an understanding of the early years context and how these services can work effectively and successfully with Schools and Childcare Providers
- Bids will need to demonstrate how they develop a seamless transition to the integrated Universal Youth including School Nursing contract.
- We are proposing to call the new integrated service - Start Well Greenwich Children's Centres



**Sharne McLean**  
**Head of Early Years and**  
**Childcare.**  
**Children's**  
**Services**





# *Start Well Greenwich Children's Centre - Proposals*

Integrated multi-disciplinary team, could include:

- Advocates (Breastfeeding / Healthy Weight / Healthy Food / Mental Health)
- Specialist support workers for teenage and young mothers
- Well-being Coaches
- Nursery nurses
- Family support workers
- Child and Family Practitioner
- Early Help Support Officers
- Health Visitors
- Universal Play workers
- Crèche staff
- Digital communication and engagement officers
- Additional support staff from specialist voluntary and community organisations



# *Start Well Greenwich Children's Centre – Core Offer Outcomes*

**School readiness:** Language, cognitive, emotional and physical development of children

**Income and Management:** Financial disadvantage including benefits and financial management.

**Employment:** Employment, Education, Training and Volunteering of parents including accredited learning

**Parent/Child Mental Health:** Strong parent child attachment, and positive parenting and family relationships

**Behaviour Mental Health:** Anger and behaviour difficulties including self-harm and suicide ideation

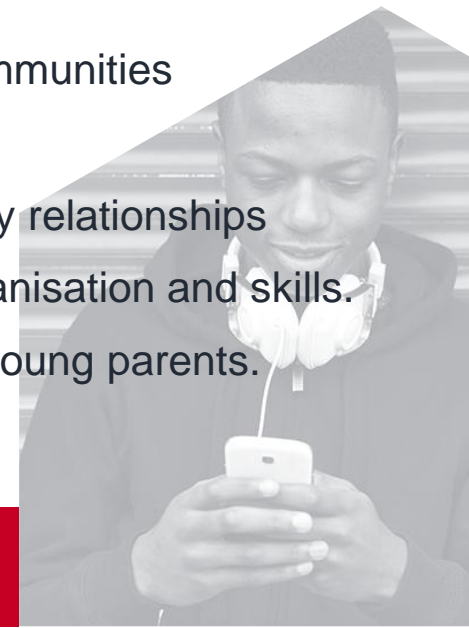
**Isolation:** Reducing isolation and developing and strengthening supportive communities

**General Wellbeing:** Emotional and Mental health, stress and anxiety

**Healthy Relationships:** Increasing the understanding and proportion of healthy relationships

**Organisational Parenting:** Fewer families in chaotic environments, better organisation and skills.

**Confident Parenting:** Increasing the skills, confidence and ability of new and young parents.



# *Start Well Greenwich Children's Centre – Core Offer Outcomes*

**Preventative Parenting:** Accident prevention and reduction in preventable hospital admissions

**Foundation Parenting:** Prevention of child abuse, sexual/radicalisation/criminal exploitation, FGM and neglect.

**Paternal Parenting:** Greater involvement of fathers

**Disability:** Identifying and supporting the outcomes for those with special educational needs and disability

**Aspiration:** Increasing parent and children's aspirations

**Antenatal Health:** Antenatal and postnatal physical activity for mothers

**Physical Activity:** Physical activity advice (including active play) for babies

**Diet:** Healthy weight and diet with clients and their children

**Immunisation:** Uptake of routine childhood vaccinations



# *Start Well Greenwich Children's Centre – Core Offer Outcomes*

**Pre-conception:** Planning of future pregnancies, including contraception

**Substance Misuse:** Brief intervention for alcohol and substances, including new and emerging drug misuse such as synthetic marijuana

**Smoking:** Smoking (household) and smoking in pregnancy

**Oral Health:** Good oral health and reduced admissions due to oral health

**Breastfeeding:** Breastfeeding initiation and maintenance including teenage and young mothers. Reduction in mixed feeding.

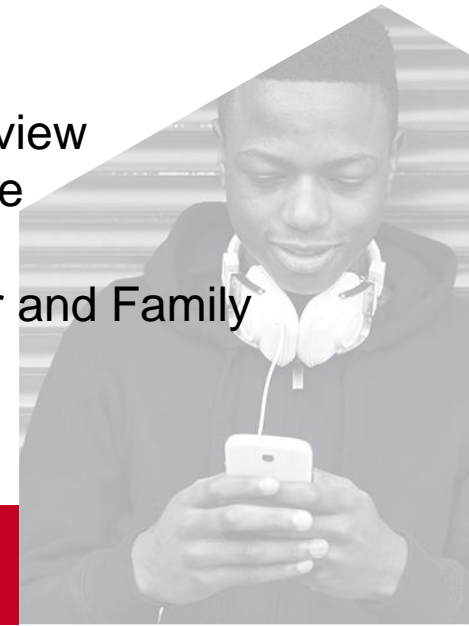
**Sexual Health:** sexual ill health, STIs. Contraception, including Long Acting Reversible Contraception



# *Start Well Greenwich Children's Centre – Review*

- Pre-birth Well-being Review (between 28th week of pregnancy and birth) face-to-face review in the home
- 7 day check-in (telephone)
- New Baby Well-being Review (10 to 14 days) face-to-face review in the home
- 21 days check-in (telephone)
- 28 days check-in (telephone)
- 6-8 weeks Well-being Review in the home or centre
- 10 week check-in (telephone)
- 3- 4 months Well-being Review in the home or centre
- 1 Year Well-being Review (between 9 and 12 months)
- 2 – 2.5 Year Integrated Health, Early Learning and Development Review
- Pre entry to Primary School Review (3-4 years) in the home or centre

(Pre-Birth and New Baby Reviews are joint visits between Health Visitor and Family Support Worker)



# *Facilitated Table discussions*

- Each Table has a Facilitator and Scribe
- Questions on each of your tables to discuss
- Your views and ideas will inform development of the specification and tender along with further feedback from engagement sessions, children and young people and their families
- We're capturing your questions
- Don't worry – No volunteers to feedback



# *Table discussions*

- How will the integrated team work collaboratively to deliver the core requirements? (e.g. checks and outcomes)
- How will parents and children shape services and make decisions about delivery and the service offer?
- How can the service quality assure that families are being identified through the checks and accessing support?
- How can the service utilise digital communication and engagement to support the delivery of the core requirements of the service?
- Will the proposed Start Well Greenwich Children's Centres brand work for families? Other suggestions welcome.



# *Table discussions*





*Break for 20 minutes*



**Dave Borland**  
**Head of Joint**  
**Commissioning.**  
**Children's**  
**Services**



# *Answering questions*

## **Are IT infrastructure costs built into the indicative finance for the integrated services contracts?**

Yes. We will require bidders to outline the following:

- The IT system they will be utilising to deliver the service
- The cost of the system
- How the system and the users will capture data efficiently (mobile working, reducing data entry/ double recording)
- How the system will record outputs and outcomes and report against them
- How the system will be linked to automated administration (e.g. self service – booking appointments online, etc.)
- Integrated feedback loops and follow-up
- Integrated quality assurance, linked to reporting
- How the system is linked to national reporting requirements



# *Answering questions*

**Tracking is a challenge due to confidentiality. Clarity is required on how it is done and who data is shared with.**

- While tracking will take place on an individual level for services, outcome reporting will predominately occur on an aggregate/anonymised basis.
- Providers will be required to submit case studies in line with consent agreements
- We would like to explore sharing of data to inform tracking of risk and outcomes in line with GDPR



# *Answering questions*

**Is it ok for organisations to be part of more than one bid?**

Yes

**Contract management- how much of this can be devolved to providers?**

In respect to lead contractor arrangements / sub-contracting the lead provider would be responsible for the contract monitoring of these arrangements.

**Will RBG work with the partnerships regarding branding?**

We will be confirming the branding arrangements.

We are proposing to call the integrated Children's Centre and Health Visiting Service - Start Well Greenwich Children's Centres.

We are proposing to call the new Integrated School Nursing and Universal Youth Service – Young Greenwich



# *Answering questions*

## **Will LAC Nursing be included?**

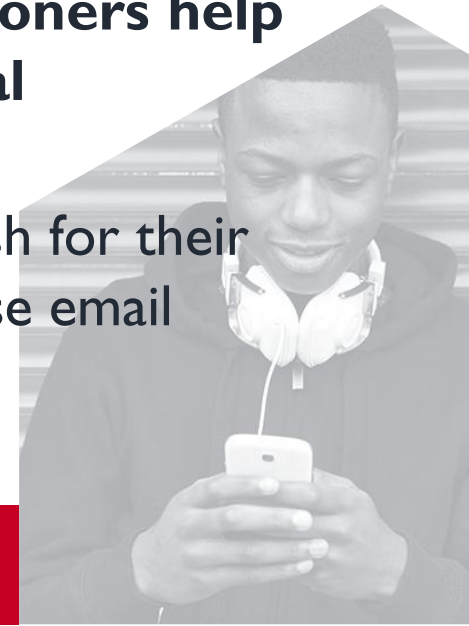
Greenwich Clinical Commissioning Group will be commissioning this service separately from 1 April 2020.

## **What are the lower-level indicators?**

We will aim to include the majority of KPIs as part of the draft specification.

## **How will providers who are out of borough be involved in bids- may get left out by local providers. How will we as commissioners help new and out of borough organisations to work with local organisations?**

A pro-forma has been sent out to interested providers who wish for their details to be shared. If you have not received a pro-forma please email [childrens-commissioning@royalgreenwich.gov.uk](mailto:childrens-commissioning@royalgreenwich.gov.uk)



# *Answering questions*

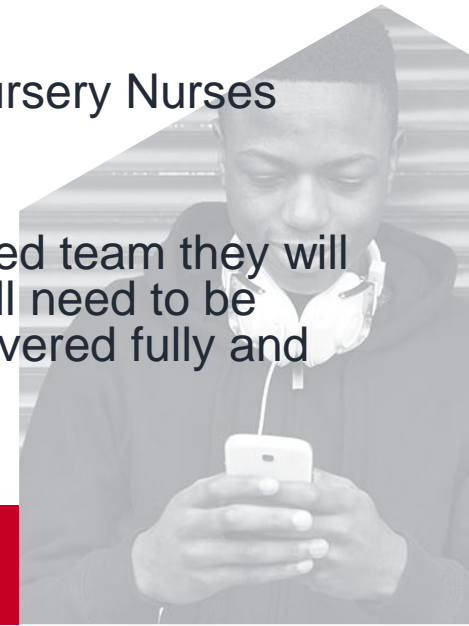
## **Could you explain what other areas health visitors are responsible for?**

There are nationally mandated checks required of the Service:

- Pre-birth (between 28th week of pregnancy and birth) face-to-face review in the home or community
- New Baby (10 to 14 days) face-to-face review in the home
- 6-8 weeks in the home or community venue
- 1 Year (between 9 and 12 months) in home or community venue
- Essential 2 – 2.5 Year Integrated Health, Early Learning and Development Review. Face-to-face review in Children's Centre

Currently these mandated checks are undertaken by Health Visitors, Nursery Nurses and the 2-2.5 Year check in partnership with Nurseries.

In the new contract, we expect the bidders to outline how as an integrated team they will deliver these checks with appropriate professional oversight. Checks will need to be quality checked and signed off, ensuring that the checks have been delivered fully and follow-up has been undertaken where issues have been detected.



# *Answering questions*

**Can a draft specification be made available ahead of the tender submission date?**

RBG will aim to release draft specifications in March prior to the Invitation To Tender in May.

**How does the Maternity Service and GP fit in? How does this link?**

Maternity Services are a critical partner to the Integrated model. Bids will need to demonstrate how they will develop and strengthen pathways and relationships with Midwifery and GPs.

**Will RBG be breaking down the allocated budget per area?**

RBG will include indicative funding amounts per area as part of the draft specification to be released in March.





**Sharne McLean**  
**Head of Early Years and**  
**Childcare.**  
**Children's**  
**Services**



# Finance

Service	Indicative per annum budget for service area
Children's Centres, integrating Health Visiting	9,500,000
Universal Youth Service, integrating School Nursing	2,300,000
New adolescent services, incorporating current sexual health outreach and weight management services	1,200,000
Digital Passport and quality assurance	500,000

We are currently not in a position to confirm final allocations, therefore, these figures are indicative

# Timetable

Action	Start Date	End Date
Stakeholder Engagement Process (Pre-tender)		28/02/2019
Publish Tender	01/05/2019	
Tender Period	01/05/2019	30/06/2019
Award of Contract	01/09/2019	30/10/2019
Mobilisation Starts	01/10/2019	31/03/2020
Start of New Contracts	01/04/2020	

# *Further engagement sessions*

25th Feb 12.30-4pm

School-aged years and  
Integration

26th Feb 12.30-4pm

Adolescent Services



# *Start Well Greenwich webpage*

- The Royal Borough of Greenwich has just launched a new webpage where interested parties and members of the public can find out more on Start Well Greenwich, including our vision, plans, engagement events and the procurement timetable. You can also download the presentations about the proposals.
- Organisations interested in bidding to deliver the Start Well Greenwich 2020 services will need to register on the Royal Borough of Greenwich e-tendering site to ensure that they receive all future communications regarding the engagement and tendering process;

## Start Well Greenwich webpage

- [https://www.royalgreenwich.gov.uk/info/200234/children\\_young\\_people\\_and\\_families/2092/developing\\_future\\_health\\_and\\_wellbeing\\_services\\_for\\_children\\_and\\_young\\_people](https://www.royalgreenwich.gov.uk/info/200234/children_young_people_and_families/2092/developing_future_health_and_wellbeing_services_for_children_and_young_people)



# *Where to send your questions and comments*

Feedback to Joint Commissioning Team email:  
childrens-commissioning@royalgreenwich.gov.uk

- Ideas for innovative services and models
- Ideas for how to measure the success of the service
- Ideas of effective use of digital platforms
- Ideas on integrated models of service delivery

We will post our responses to questions at:  
<https://royalgreenwich.proactishosting.com/>  
(You will need to register or login)

