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| <p style="text-align: center;"><b>London Borough of Hammersmith &amp; Fulham</b></p> <p style="text-align: center;"><b>HEALTH &amp; WELLBEING BOARD</b></p> <p style="text-align: center;"><b>20 March 2017</b></p> |   |
| <p style="text-align: center;"><b>PROPOSED ESTABLISHMENT OF A FAMILY SUPPORT SERVICE</b></p>  |  |
| <p style="text-align: center;"><b>Report of the Tri-Borough Director of Children’s Commissioning</b></p>  |  |
| <p><b>Open Report</b></p>   |  |
| <p><b>Classification -</b></p> <p><b>Key Decision: No</b></p>   |  |
| <p><b>Wards Affected: All</b></p>   |  |
| <p><b>Accountable Director:</b> Rachael Wright-Turner, Tri-Borough Director of Children’s Commissioning</p>   |  |
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## 1. EXECUTIVE SUMMARY

- 1.1. LBHF Cabinet approved, on 6<sup>th</sup> March, the establishment of a Family Support Service (FSS) Joint Venture Company as a vehicle to drive system integration across a range of children’s health and social care services and improve long term outcomes for the Borough’s children and families.
- 1.2. The Family Support Service provides the opportunity to create an integrated health and wellbeing provider vehicle, which can become a strategic partner to improve family health and social care outcomes across the Borough.
- 1.3. There appears to be an emerging consensus that there would be significant benefits to extending the scope of services within the FSS. This would increase opportunities to strengthen the depth of integration across child and family focused pathways, improve the experience for families in need of care and support, and deliver improved outcomes for both the health and social care systems.
- 1.4. This paper provides some background to the FSS, and articulates some of the opportunities to broaden the potential scope of the FSS and expedite integration of health and social care services across the Borough.

## **2. RECOMMENDATIONS**

- 2.1. To endorse the opportunity which the Family Support Programme offers to create an integrated health and wellbeing provider vehicle, which can deliver outcomes for both health and social care commissioning bodies.
- 2.2. To support the completion of opportunity assessments for the possible inclusion of the following local authority funded service areas within the FSS:
  - Adult Social Care assessment and provider Services
  - Local Authority funded emotional wellbeing support
- 2.3. To support the completion of these opportunity assessments with appropriate resources and leadership, where relevant.
- 2.4. To support, subject to the outcome of the opportunity assessments, the inclusion of these service areas within the FSS Joint Venture procurement, which will allow further exploration of the potential benefits of these services being integrated through the FSS. The final inclusion within the FSS will remain subject to appropriate governance decisions.
- 2.5. To consider the potential to undertake opportunity assessments for the possible future inclusion of the following health funded services within the FSS:
  - District Nursing
  - Community midwifery
  - Health funded emotional wellbeing support

## **3. REASONS FOR THE RECOMMENDATIONS**

- 3.1. The establishment of the FSS presents a unique opportunity to achieve a step change in the effectiveness of our system wide work with families and children, creating a vehicle which empowers multiple professionals to integrate their preventative and early intervention support to children and families.
- 3.2. The next key step in the implementation of the FSS will be a competitive procurement process to select a Joint Venture partner and simultaneously award a service contract for the FSS to deliver the agreed suite of commissioned services.
- 3.3. There is an opportunity through this procurement to create flexibility for the FSS to be used as a vehicle for further health and social care integration over the course of the planned 8-year contract. Options can be created to provide this potential without a definitive decision at this stage. These options can be tested and explored with the market over the coming months.
- 3.4. As a result, this is an important point in the FSS programme for wider health and wellbeing stakeholders to assess the strategic opportunities which the FSS could

provide for the Borough's residents, and how these options could be explored and developed further.

#### **4. VISION**

- 4.1. The vision of the FSS is, "A borough where families in need are given the right help at the right time to support them to meet challenges, develop resilience, and create positive futures".
- 4.2. This will be achieved through 'A collaborative and community-focused service providing *proactive, integrated and innovative preventative support to families most in need. The FSS will aim to have a positive long-term impact on families' futures, reducing demand for statutory care services, and operating as a financially sustainable organisation*'.
- 4.3. This vision was approved by LBHF Cabinet in October 2016.
- 4.4. The ambition of the FSS is to achieve improved outcomes for families through effective and holistic whole-family early intervention, delivered in the community.
- 4.5. The development of the FSS has been driven by the need to enhance our prevention and early intervention services, to increase the opportunities for all children and families to thrive, be safe and healthy, and achieve their fullest potential.
- 4.6. We know that the current service arrangements for children and families are too fragmented. This fragmentation leads to a variety of issues including variations in service offer, unclear referral pathways, duplication, and families passing between different services.
- 4.7. Consultation with service users and professionals has told us that the existing range of services is too fragmented and confusing. This compromises the effectiveness of services, and the ability to support families effectively and prevent their needs from escalating to the point where they require more intensive social care action or effective interventions to prevent avoidable health issues such as obesity.
- 4.8. The FSS presents the opportunity to rethink and redesign our overall approach to delivering universal and targeted family services. It will enable service arrangements to be redesigned in a way which ensures resources are focused on locality and family needs. It will simplify our arrangements and improve the service experience for both families and professionals.

#### **5. OPPORTUNITIES OF A SPECIAL PURPOSE VEHICLE (SPV)**

- 5.1. A SPV, rather than an alternative delivery model, provides several advantages, which other options would be unable to deliver.

- 5.2. A Joint Venture SPV, formed between the Council, and selected expert organisations, will enable these critical preventative services to benefit from a broader collaboration of skills, capabilities and resources. This will be essential to support such a complex service transformation.
- 5.3. An SPV will enable these preventative services to be perceived as an independent family focused organisation, and not part of a statutory intervention. This should help improve and strengthen family engagement. Perceived proximity to statutory services can act as a barrier to engagement and deter families from seeking or receiving help.
- 5.4. A single employer will create an opportunity to integrate professionals, develop shared professional practice, and design new roles, all of which will help to break down cultural barriers to health and social care integration.
- 5.5. An SPV will provide commissioners with a single organisation which will be accountable for delivering improved preventative outcomes and an associated reduction in statutory social care referrals and poor health outcomes, and accelerate our ability to adopt an outcomes based approach to commissioning across the Borough.
- 5.6. The use of an SPV creates the potential for future further integration through an alignment of corporate delivery vehicles, should other new models of care be established in the Borough in the medium term.

## **6. BENEFITS**

- 6.1. The establishment of the FSS provides several strategic benefits for the Borough.
- 6.2. A significantly improved family experience: The integration of multiple professionals within the FSS will enable families to receive a significantly better experience, at both a universal and targeted level. The ability to deliver a locality service of multiple professionals will enable services to be developed and tailored to the specific needs of each area, informed by the shared experience of multiple professional perspectives. Family data and information will be able to flow more freely within a single organisation, delivering greater responsive. Families who need additional support will receive a single wrap around of professionals supporting them on their journey to sustained positive outcomes.
- 6.3. Earlier identification of need: This integration of professions, systems and processes into a single family focussed pathway will enable the FSS to respond to need at the earliest opportunity, increasing the likelihood of achieving positive outcomes for children, young people, and families sooner. This too impacts on the likelihood of increasing community cohesion and participation and social mobility. As the FSS builds its experience and data across multiple professional perspectives it will aspire to build greater predictive capabilities to identify those families at greatest risk of escalating needs and mobilise the appropriate service offer to provide genuine targeted prevention and early intervention support. The FSS will enable a single data system to be developed which can generate business intelligence drawn from the insight of multiple professionals.

- 6.4. Building a platform for the future: The establishment of the FSS provides an opportunity to create a delivery vehicle which can act as a future vehicle for further integration of services which support families. As budgets continue to reduce further, a model which can realise further integration efficiencies, and maximise frontline resources, has the potential to play a critical role for the wider health and wellbeing system.

## **7. SERVICE SCOPE**

- 7.1. The initial suite of services within scope for the FSS is: Early help, children's centres, youth services, school health and health visiting.
- 7.2. The potential inclusion of Adult Social Care services offers the opportunity to create a provider vehicle which focuses on the health and wellbeing of families in the widest possible sense.
- 7.3. This should create much broader opportunities for the FSS to develop a much more holistic understanding of families and deliver support at an earlier opportunity to improve resilience and outcomes.
- 7.4. The inclusion of emotional wellbeing support will enable the FSS to respond quickly to provide support at an early stage, informed by a broader understanding of family circumstances and needs.
- 7.5. These outline strategic benefits will need to be assessed through more detailed opportunity assessments.
- 7.6. There are a number of additional service areas which have been identified as having close service proximity to the initial service scope and where there are thought to be significant opportunities to improve outcomes through the depth of integration which the FSS can achieve.
- 7.7. Inclusion of these services could also significantly increase the ability of the FSS to identify and understand the health and social care needs of the most vulnerable families, enabling earlier intervention, more effective outcomes, and reduced demand on costlier interventions.
- 7.8. Further consideration and analysis will be needed to assess the full opportunity which these additional service areas could offer to the health and wellbeing of the Borough through inclusion with the FSS.
- 7.9. Additionally, other service areas may also wish to be considered at this stage for further analysis.