

Essex County Council

Our project learning

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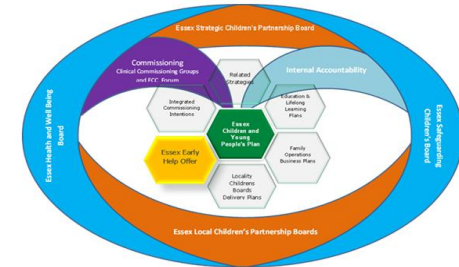


Key learning points

Operational services – involve early and extensively



Know your system – understand the system your intervention will operate in and where it will fit; how will referrals be made; what links need to be made with other teams?



Payment mechanism – keep it simple!



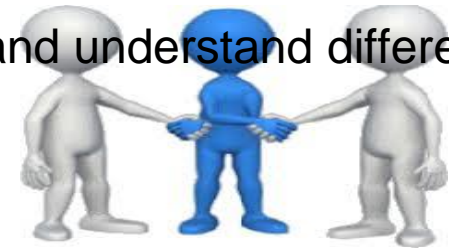
Governance structure – don't over-complicate; evolve as trust grows



Timeline to 'go live' – don't over-extend; allow flexibility to revisit business case to reflect changes in circumstance and developments within the system



Trust – take time to develop; get to know each other and understand different motivations and cultures



Outcomes – consider both principal and wider outcomes; develop shared understanding of what you are trying to achieve

Intervention – carefully match your intervention to need; ensure clear understanding of target population and that definitions are shared; ensure there is a robust evidence base for what you are trying to achieve; understand what it means to work with a licenced, evidence based intervention



Time to embed – allow approx. 9 months prior to extensive scrutiny



Managing complexity – decide how you will manage and mitigate some inevitable complexity, including via communications; could the set up be simplified?



Project management – ensure an adequate level of resource and that personnel have appropriate skills and background; factor costs into business case

Protect operational staff – appropriately manage anxieties re performance



What made it work?

Strong stakeholder commitment to making it happen – flexibility; willingness to raise and address problems; to find additional resources when needed and to develop innovative solutions; honest and open discussions about what was and wasn't working



Operational and clinical expertise at Board level



Well managed – well resourced project management capacity; operationally based programme manager on the ground



Review and reflection – regular opportunities to review and reflect and evolve arrangements over time



Strong evaluation framework

Consistent commitment to delivering high quality therapy



Further learning....



Education – remains an unresolved issue; limited impact on educational outcomes, how do we work as a system to address this and potentially harness further investment around this issue?

Long term impact – continue tracking of cases to 2021 to identify longer term impact



Evidence based practice and interventions – learning from this experience to understand more about how we effectively use these and engage social workers with them

Transferring learning about SIBs – applying our learning to the development of similar products to address funding gaps; understanding how SIBs as products have developed over time

