



Cardiff & Vale of Glamorgan  
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& SOCIAL CARE PARTNERSHIP**

**PARTNERIAETH IECHYD  
& GOFAL CYMDEITHASOL INTEGRATED**  
Caerdydd & Bro Morgannwg



## ***Cardiff and Vale Service Improvement Project:***

**Implementing Resilience Based and Trauma  
Informed Services for children and young people  
using Results Based Accountability (RBA)**

***Dr Sian Moynihan, Clinical Director CCH, CVUHB***  
***With thanks to project partners and stakeholders***

# What is Results Based Accountability?

- RBA is ' A disciplined way of thinking and taking action that can be used to **improve the performance of a service** but **also to improve the quality of life of communities.**

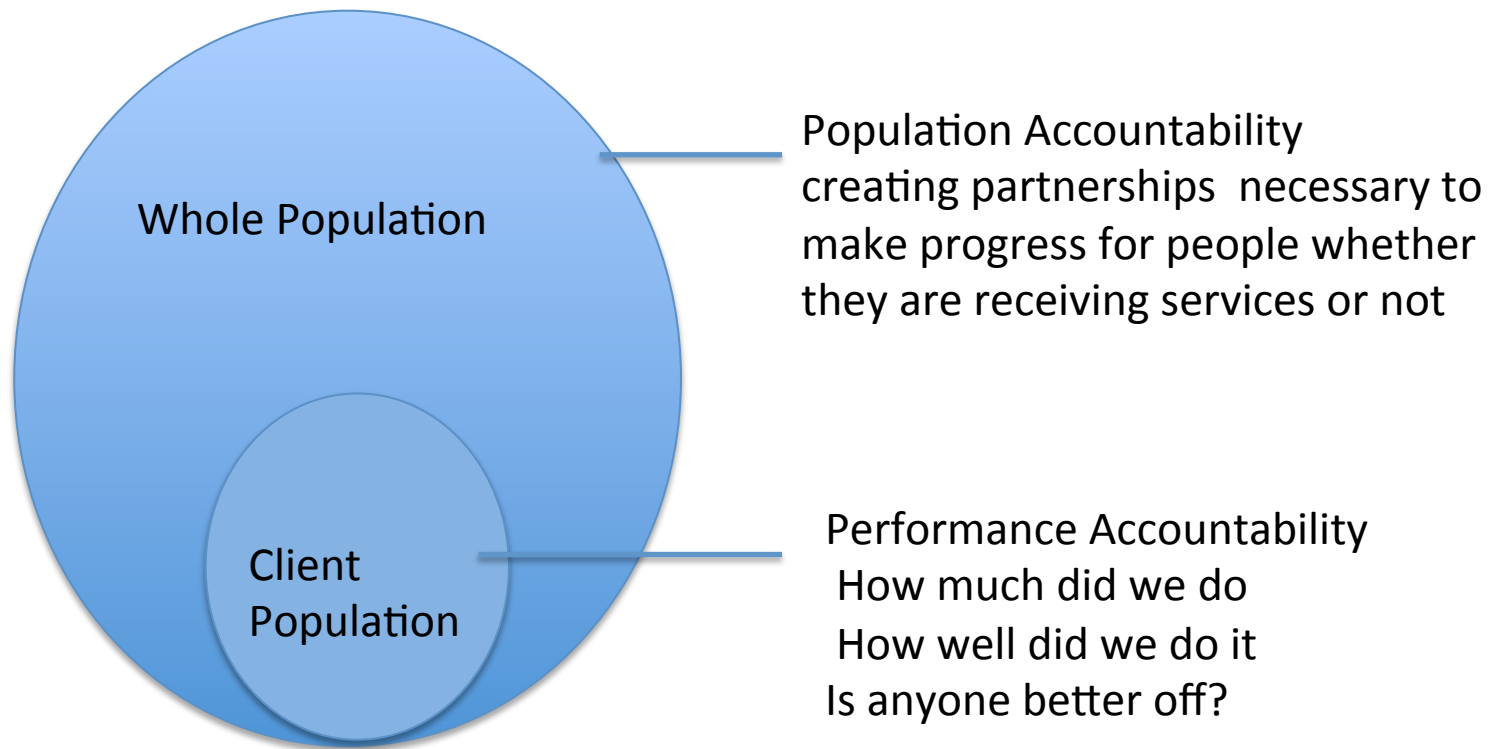
Friedman M, (2015)

# How is it done?



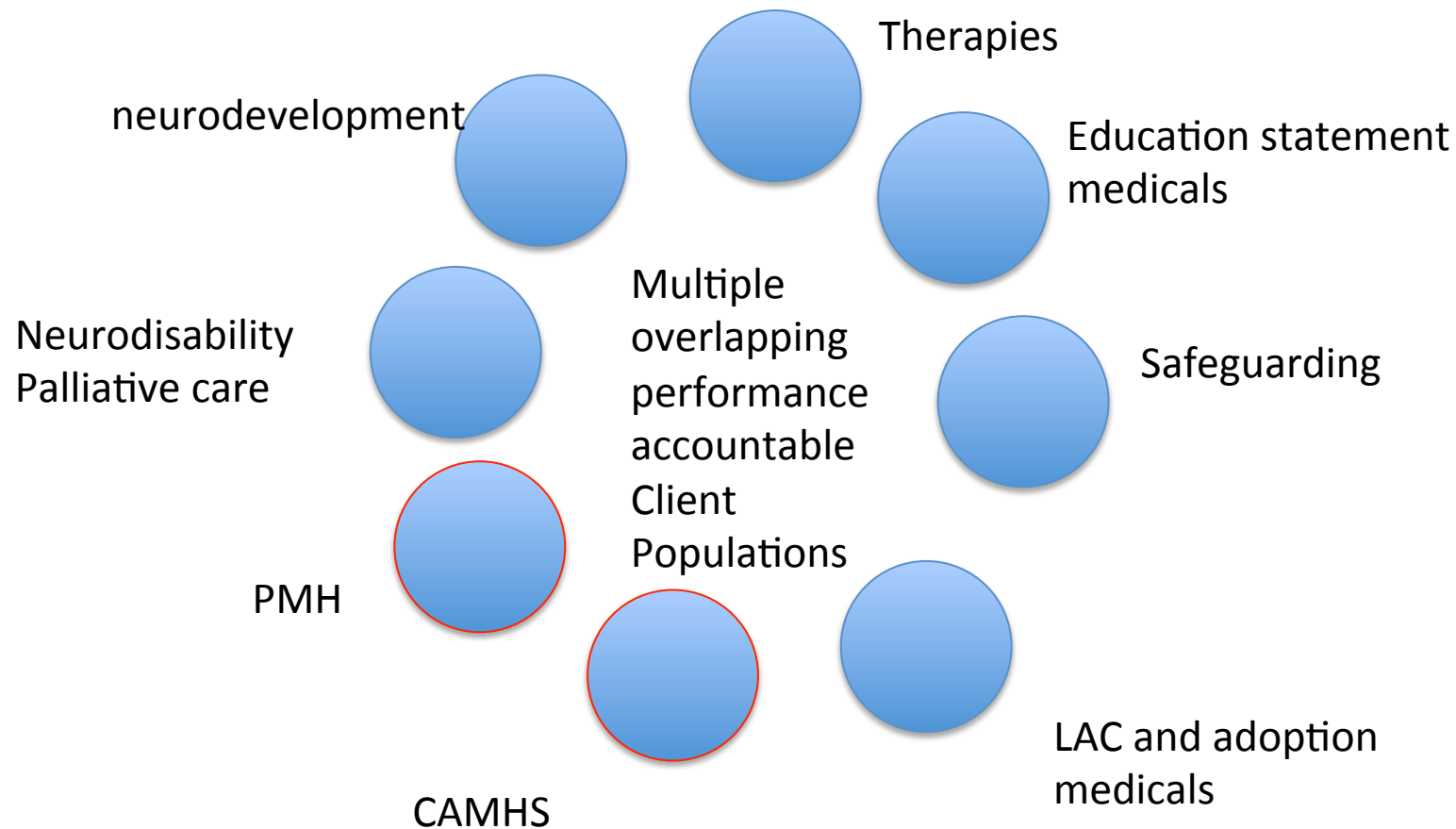
- Begins with the **end** in mind and works backwards to **means**
- Use **data** to inform decision making that ultimately impact on **population accountability** and **performance accountability**

# The Link



# Performance Accountability

## Cardiff and Vale Community Child Health (CV CCH)



# Population Accountability CV CCH



National strategy  
performance measures  
neurodevelopmental  
conditions

Therapies

Statutory duty: ALN Bill  
Education Medicals

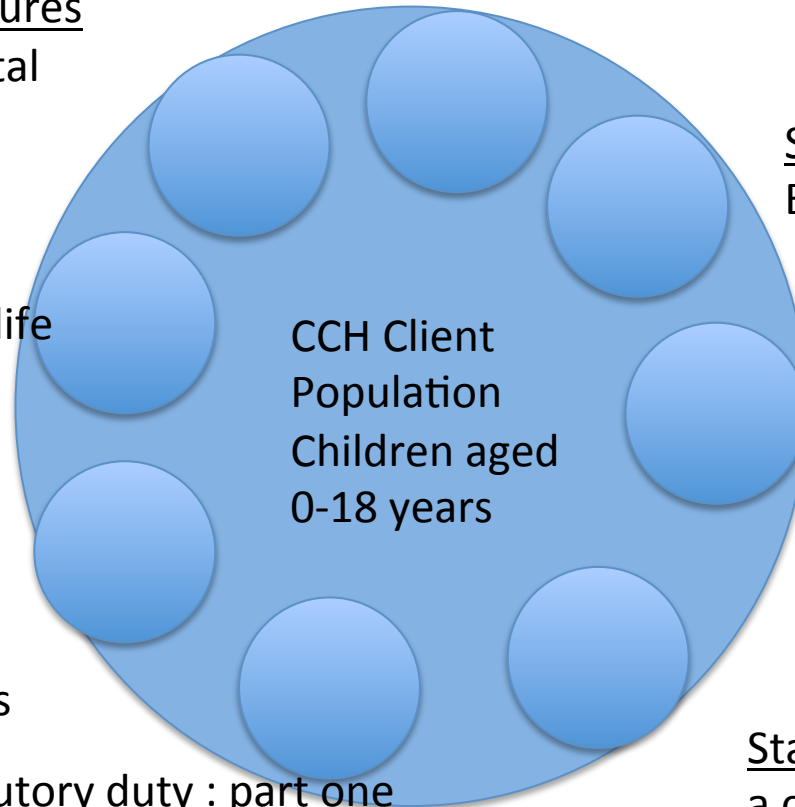
Statutory Duty: ALN Bill  
Neurodisability or End of life  
conditions

Statutory duty  
Safeguarding medicals

Statutory duty  
part one assessments  
mild to moderate  
mental health difficulties  
PMH

Statutory duty : part one  
assessments moderate to  
severe mental health  
difficulties CAMHS

Statutory Duty Health Board is  
a corporate parent (LAC and  
adoption medicals)



# RBA Vision: Build Resilience, Stop ACEs\*

## Population Result:



- Strong families
- Emotionally secure and safe home environments for children



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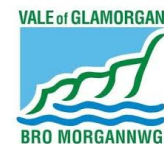


- Ready to learn in school
- Emotionally Secure and safe learning environments.



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\*ACEs: Adverse Childhood Experiences

# RBA : Performance outcomes

## Emotional wellbeing :

- **Patients:**

- earlier advice and prevention at universal service level
- reduce wait to secondary care
- Improved access to evidence based interventions at primary and secondary care



- **Organisation ( Health and Education)**

- reduce demand higher tiered mental health services
- reduce flow down wrong pathways e.g. ND pathway
- Reduce assessment demand to increase intervention capacity



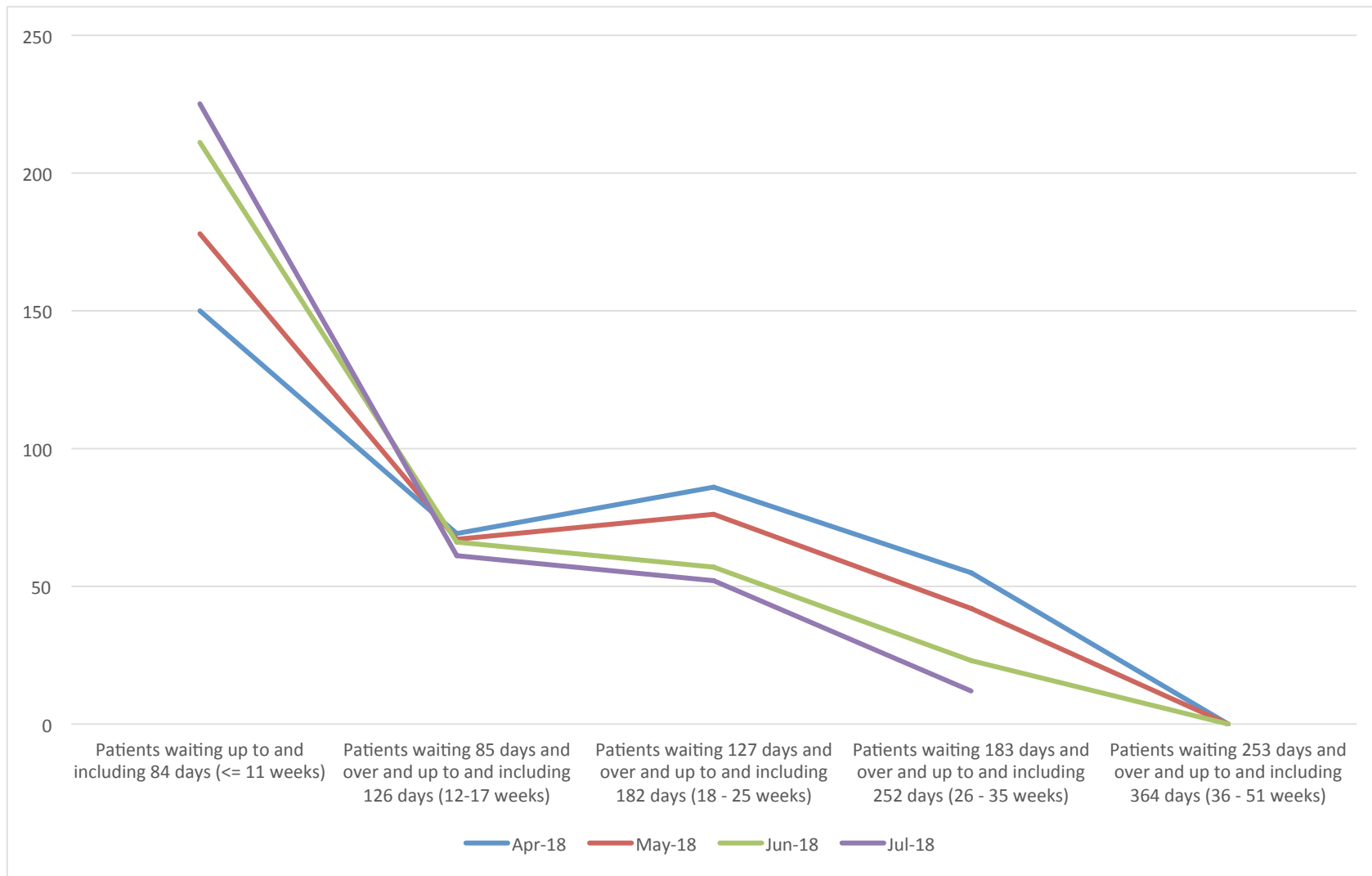
# Performance Measurement Matrix

|        | Quantity                                                                                                                                                | Quality                                                                                                                                             |
|--------|---------------------------------------------------------------------------------------------------------------------------------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------|
| Effort | <u>How much did we do?</u><br><br># of Customers Served<br># Activities<br><br><b>How productive are we?</b>                                            | <u>How well did we do it?</u><br><br>% Customer Satisfaction<br>% Retention Rates<br>% Following Protocols<br><br><b>Are we doing things right?</b> |
| Effect | <u>Is Anyone</u><br># Skills / Knowledge<br># Attitude / Opinion<br># Behavior<br># Condition/Circumstance<br><br><b>Are we doing the right things?</b> | <u>Better off?</u><br>% Skills / Knowledge<br>% Attitude / Opinion<br>% Behavior<br>% Condition/Circumstance                                        |



# Performance accountability Curve

## Neurodevelopment Service waiting times





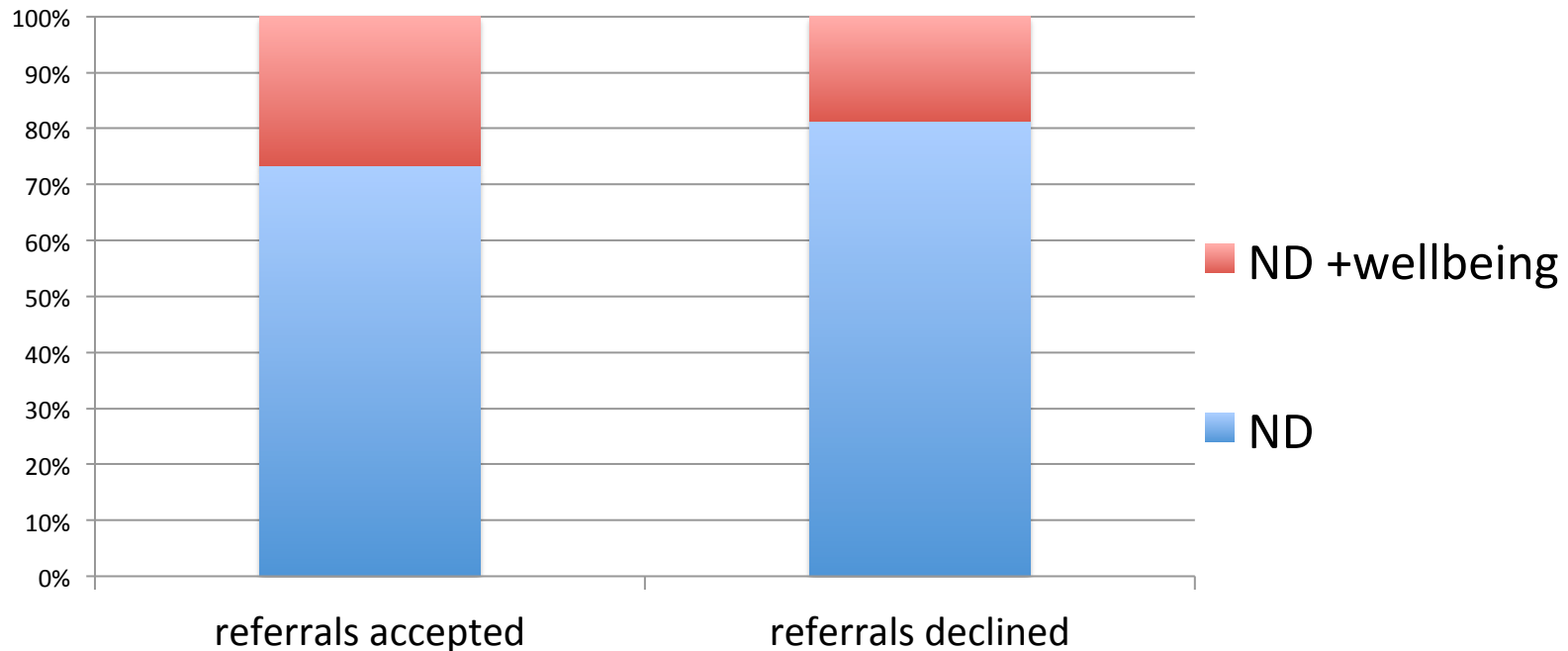
**Anxious**

**Always prepared to fight or flee**

**Disengaged**

**Poor learner**

# Proportion of weekly Neurodevelopment(ND) referrals also mention wellbeing problems

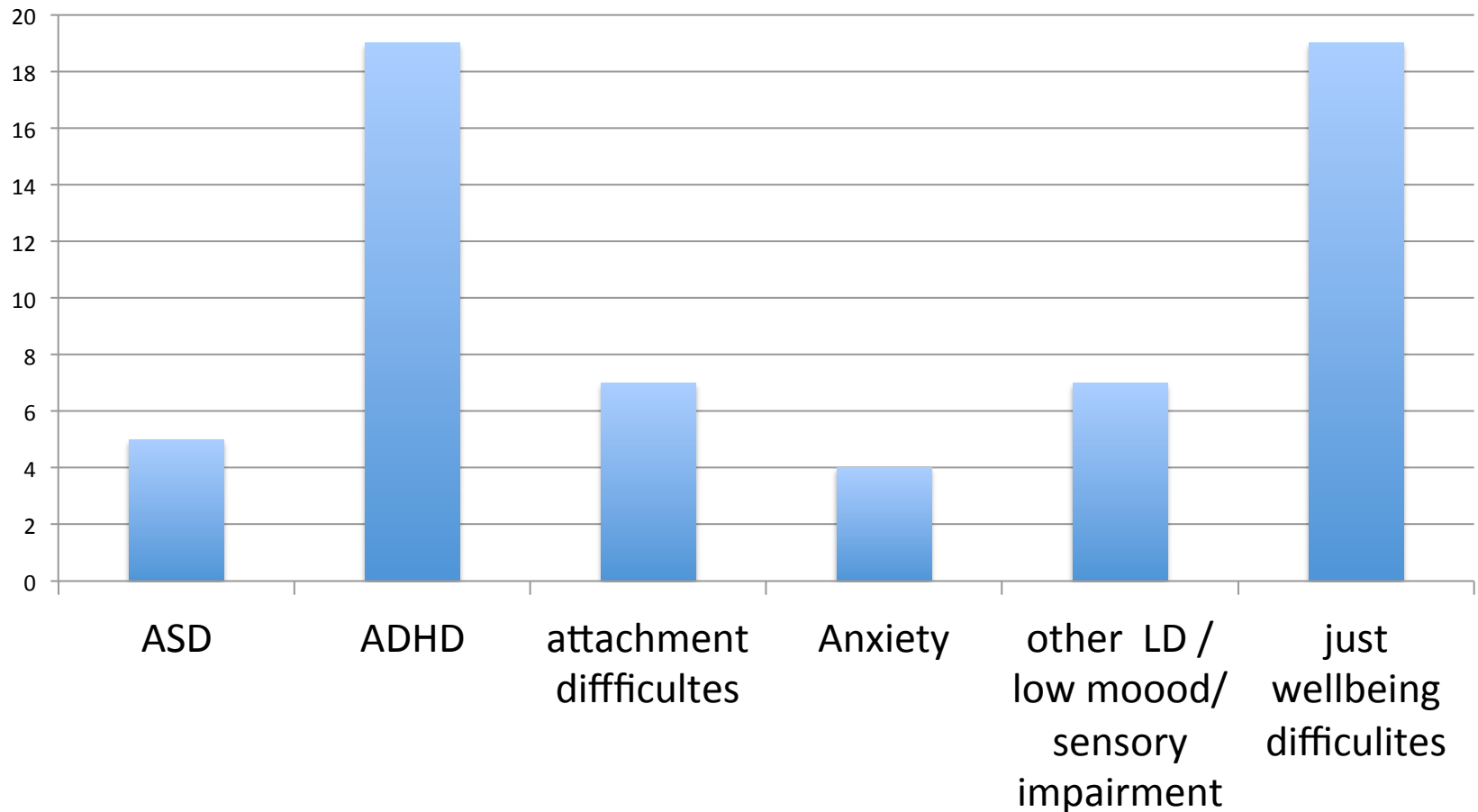


# Wellbeing Survey

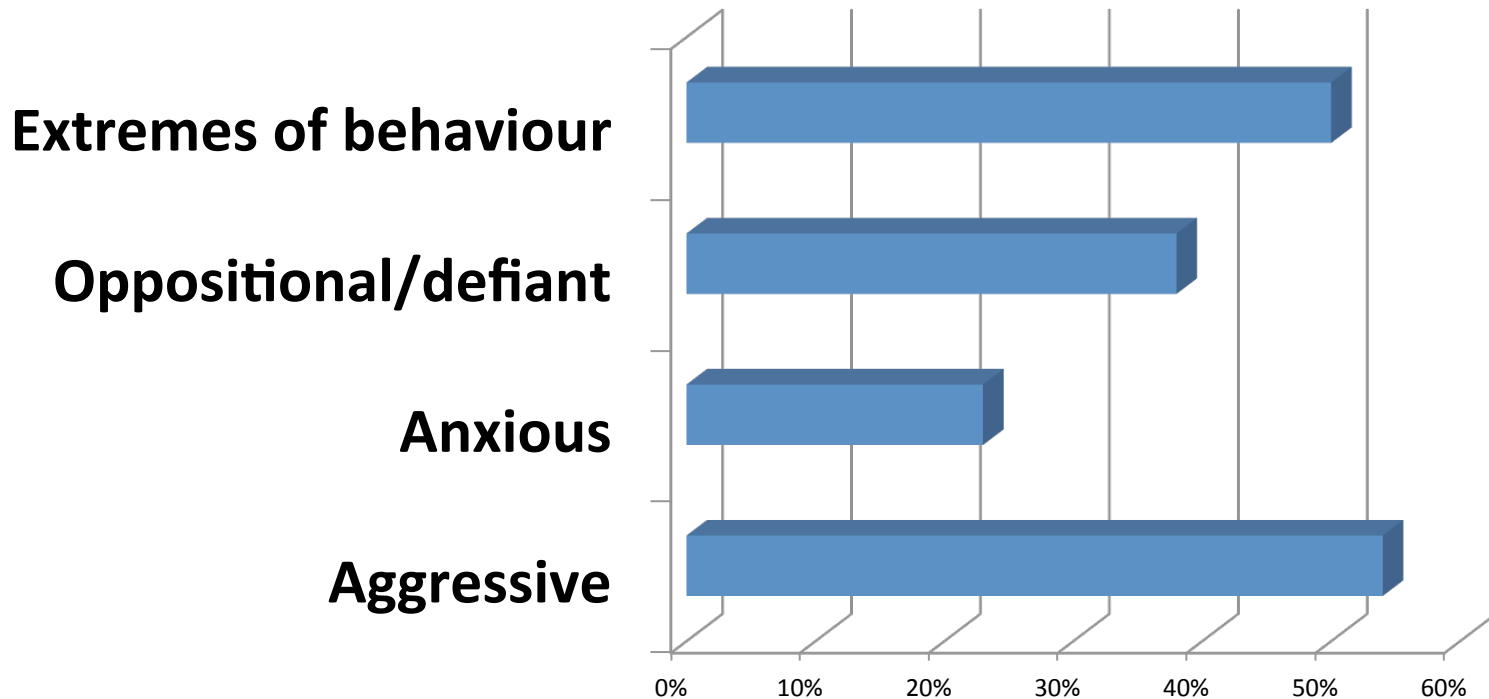
(50 completed responses)

## Comorbidities of Children seen in CCH clinics in one month

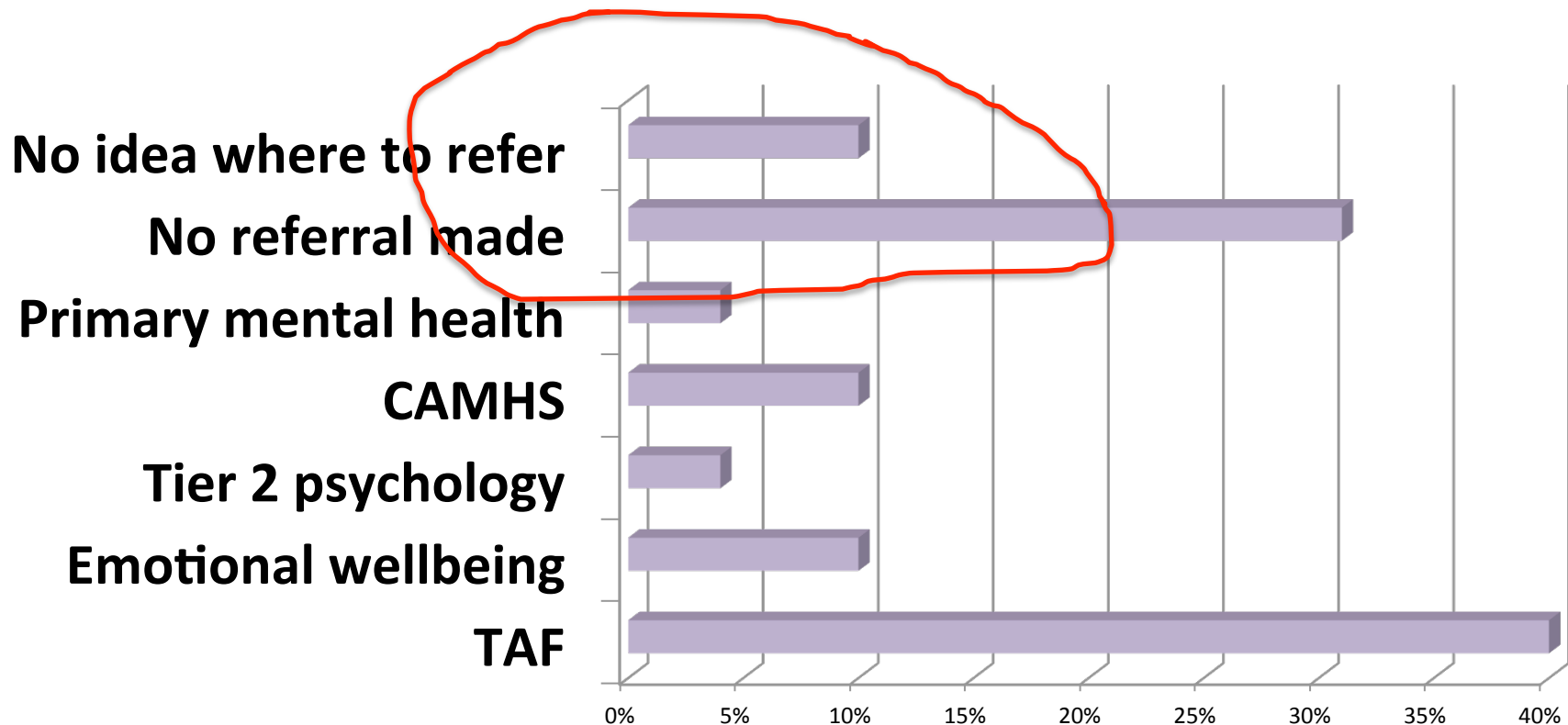
with thanks to Dr. Michelle Richardson



# Types of emotional wellbeing difficulties



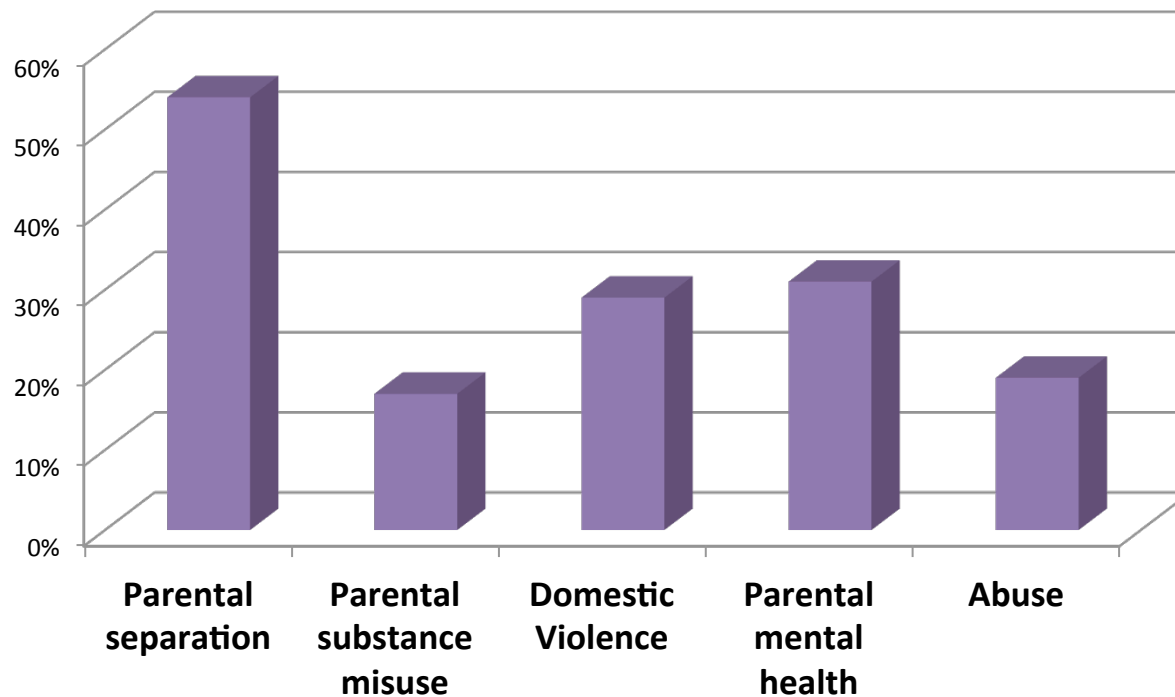
# Referrals from CCH for wellbeing support



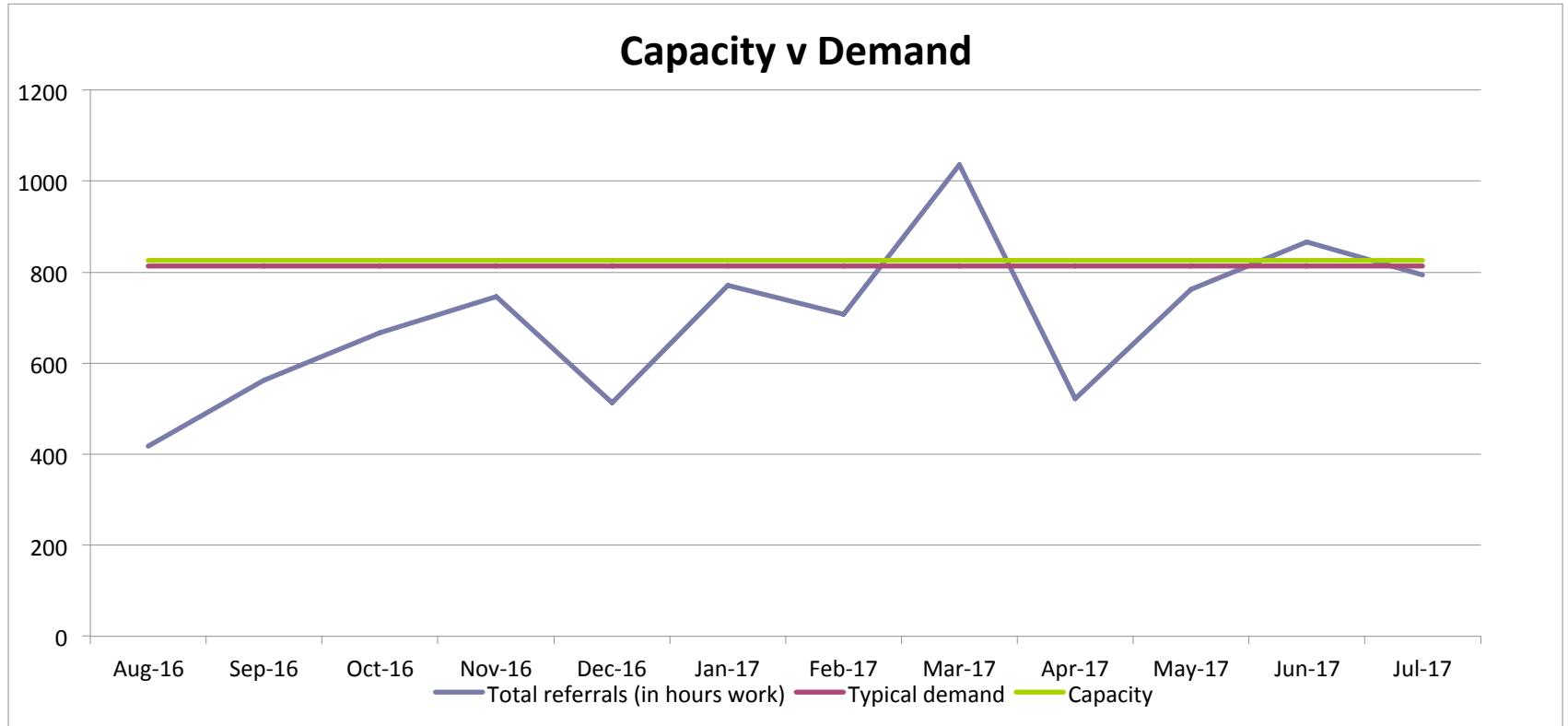
# Adverse Childhood Experiences (ACEs) go from one generation to the next .....



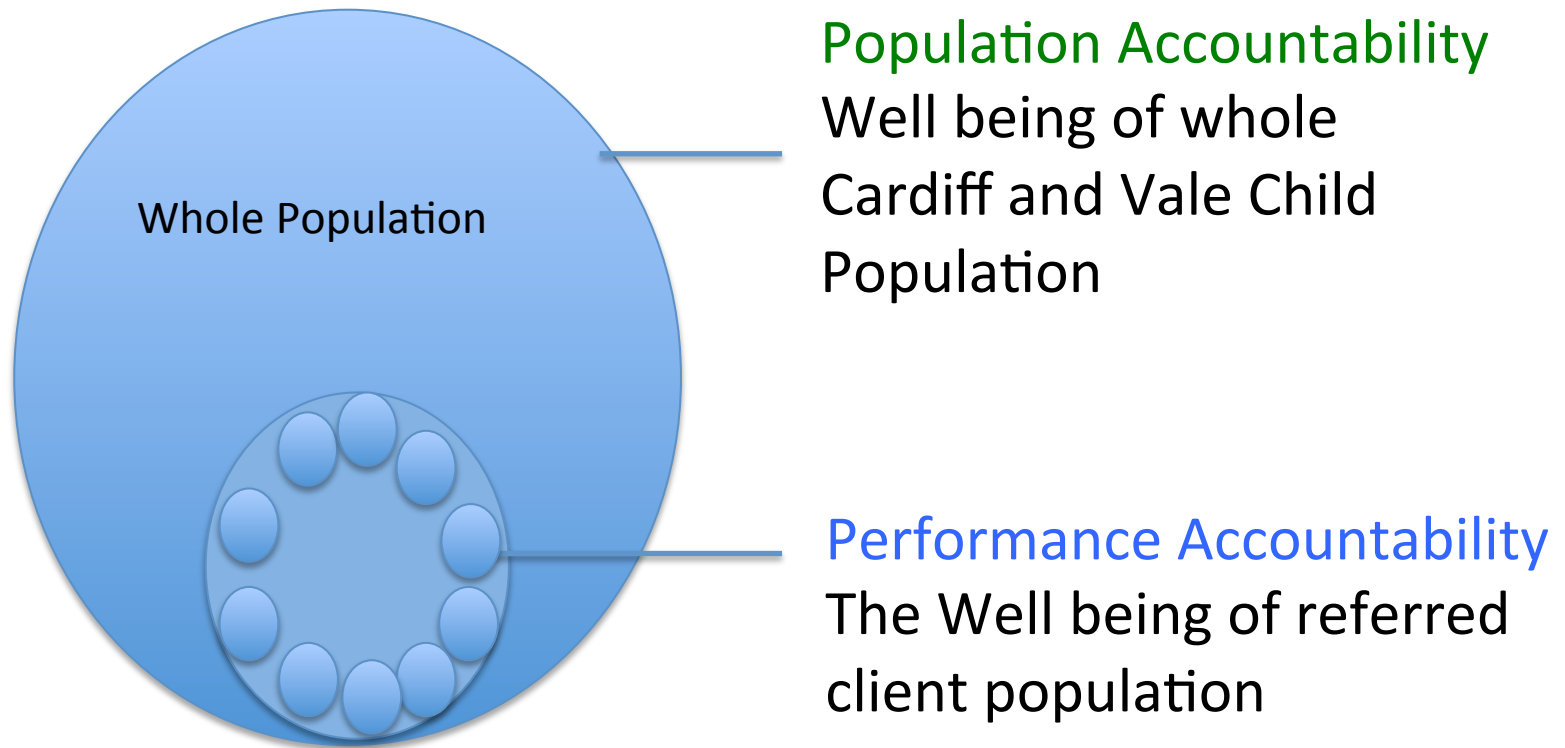
# ACE's associated with children seen in CCH clinics for ND referrals with wellbeing difficulties



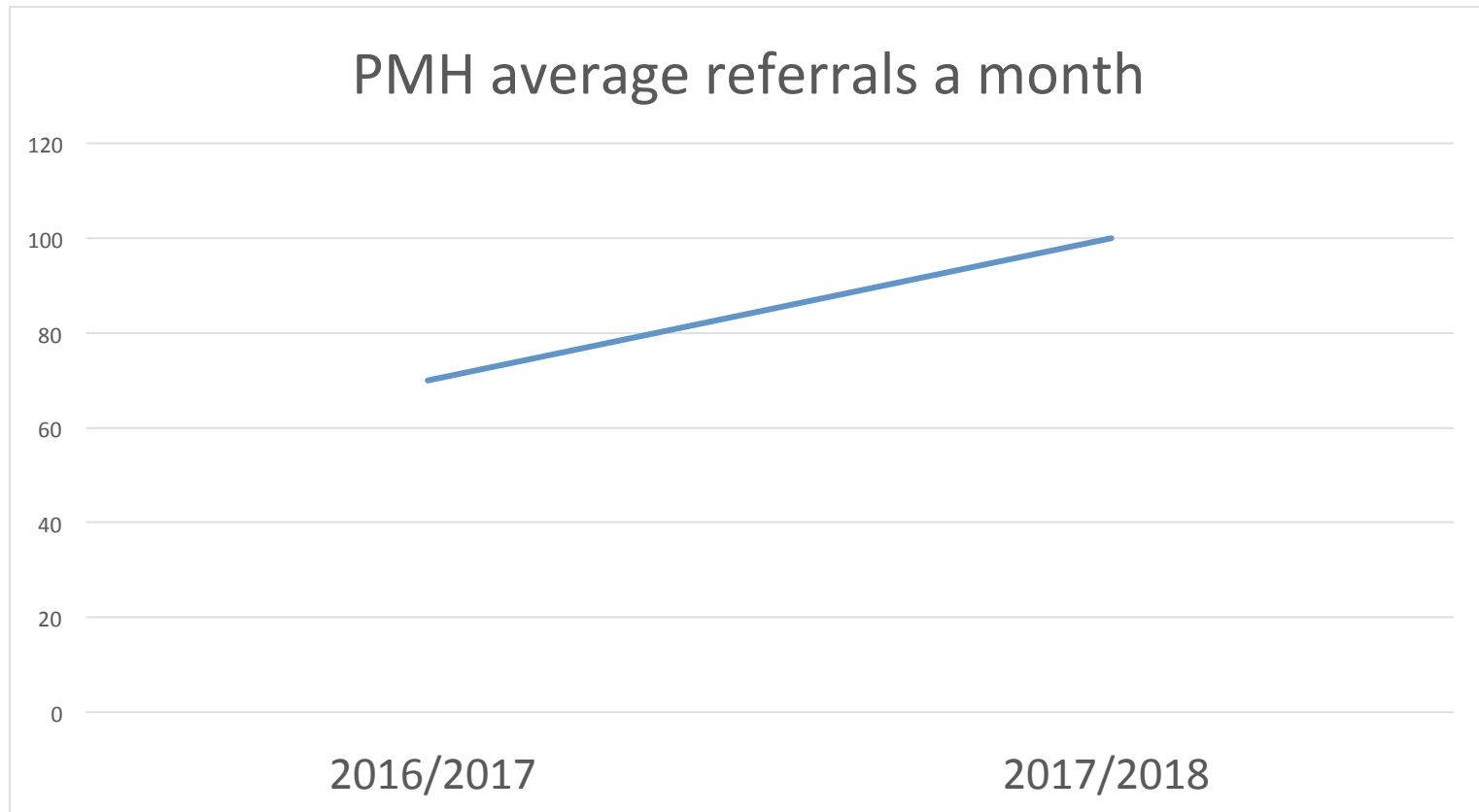
# PMH capacity and demand



# Population accountability **indicators** vs Performance accountability **measures**

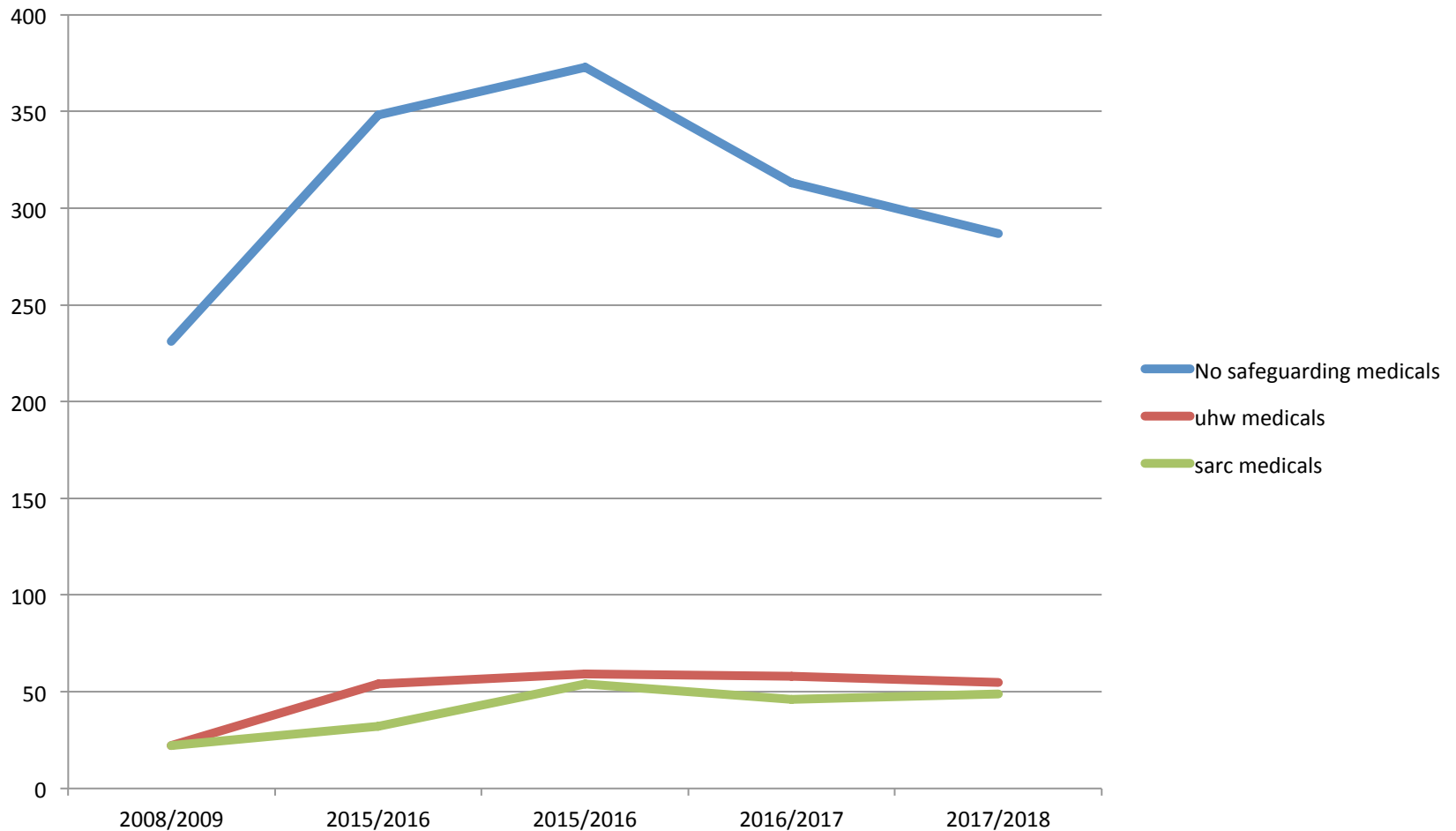


# Population indicator curve for wellbeing

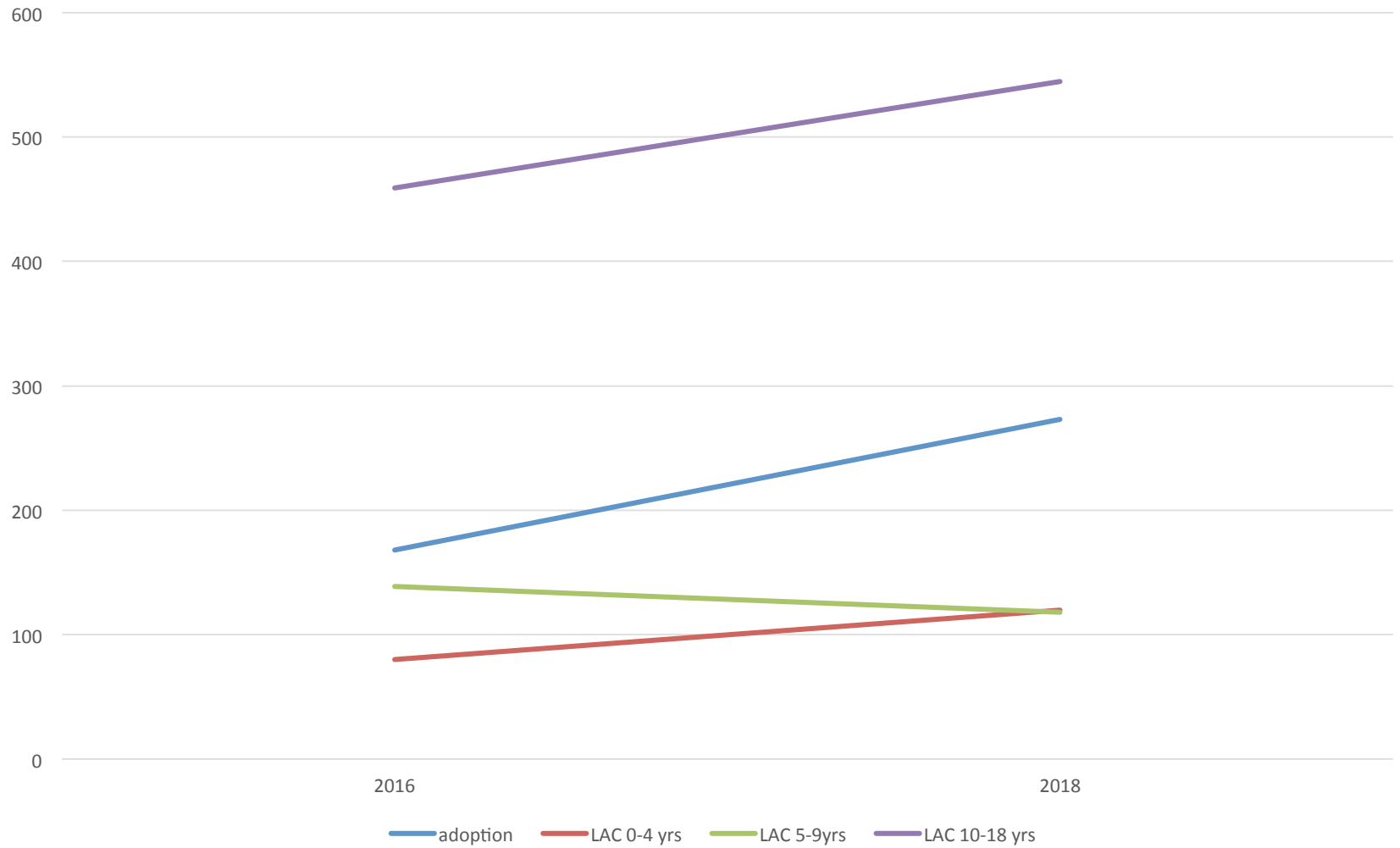


# Population Indicator

## Paediatric Safeguarding Service demand over 10 years



## Baseline Curve for Population Performance Indicator Cardiff and Vale LAC and Adoption



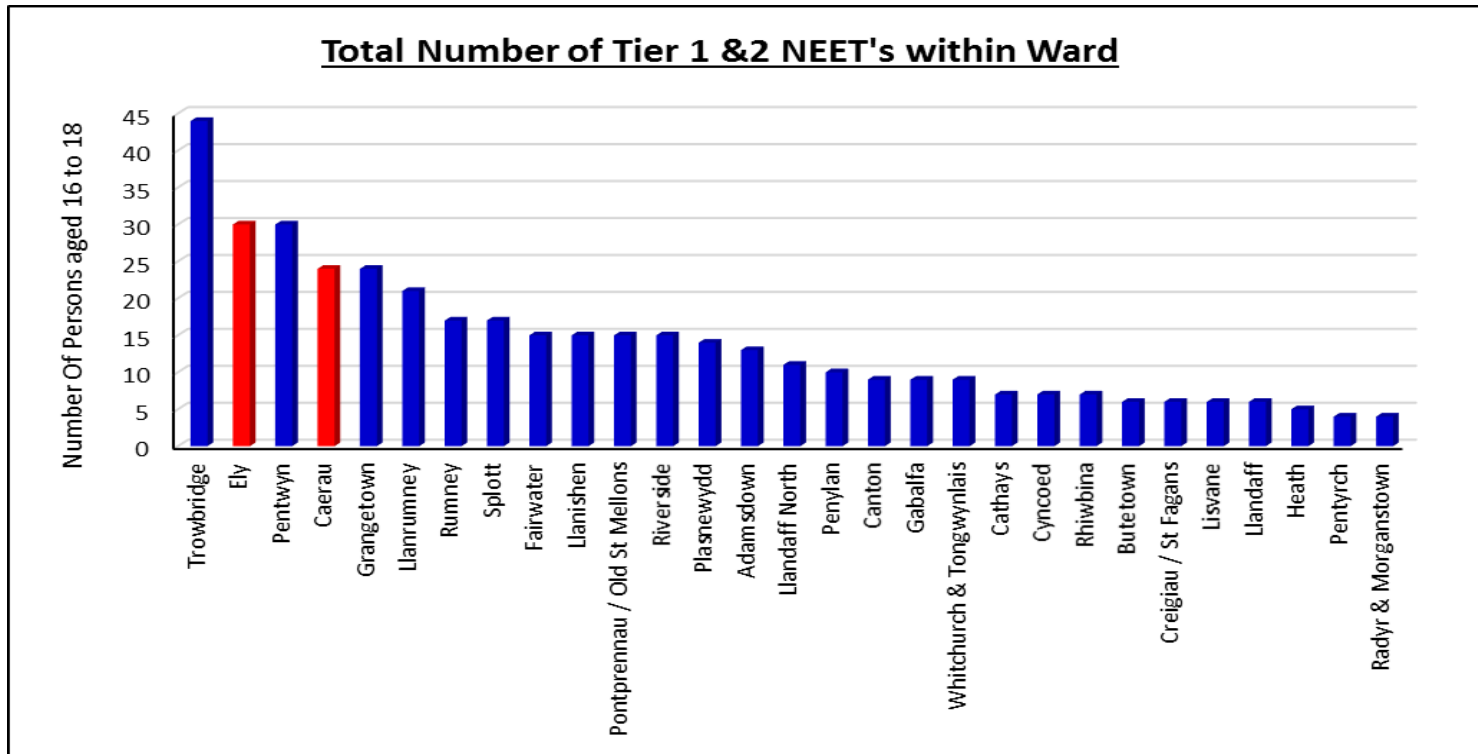
# Population Indicator

## Young People NEET



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# Population Indicator

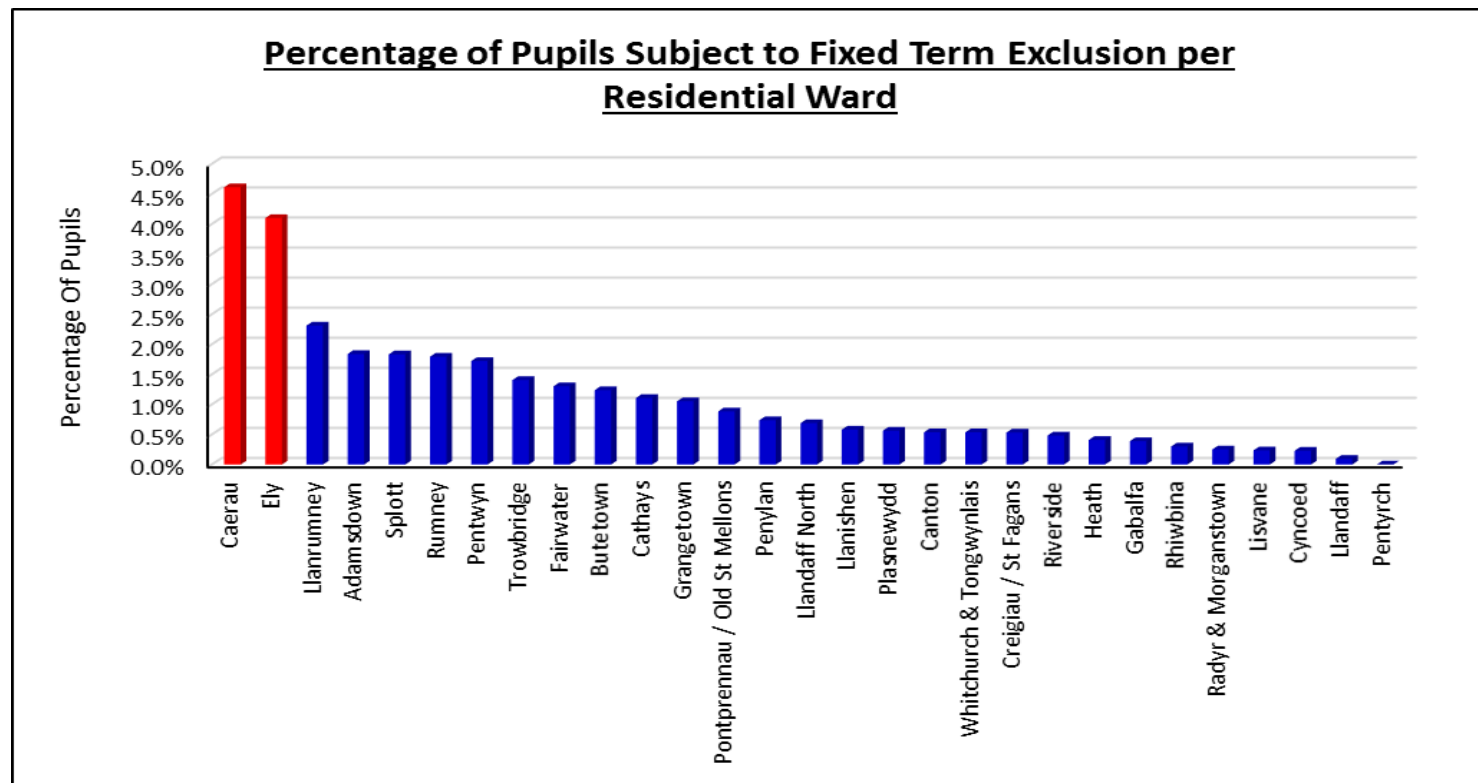
## Children and Young People

### Exclusions from School



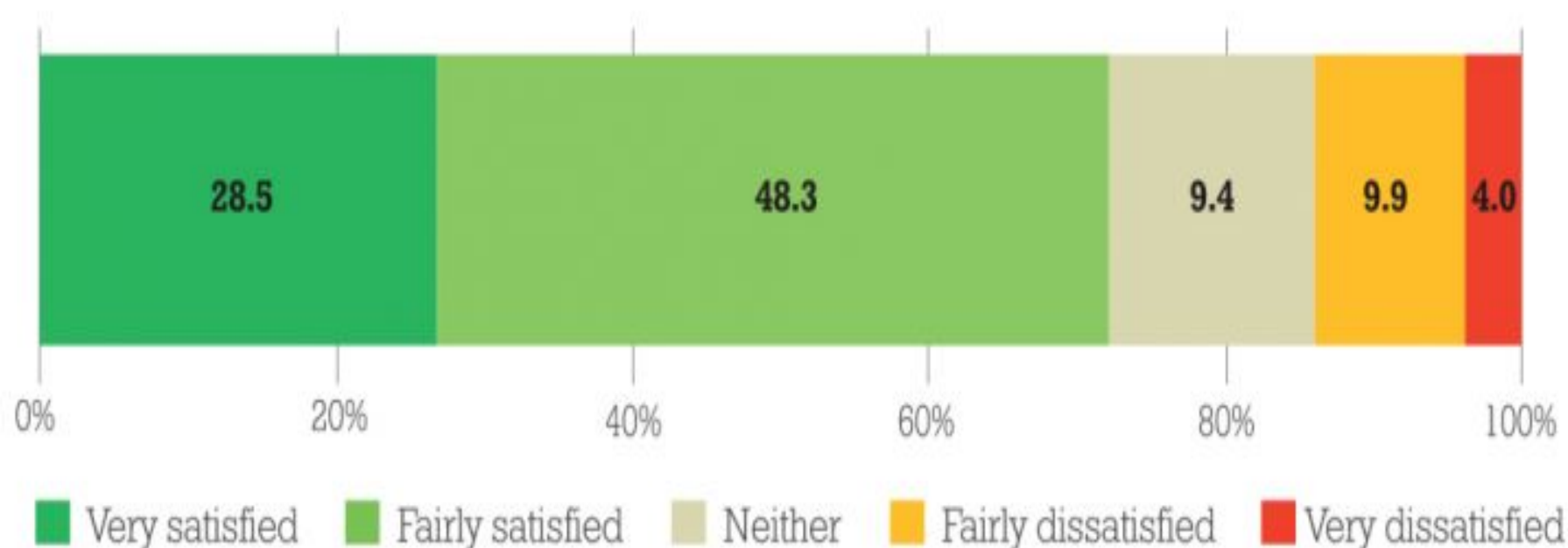
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# Cardiff Census: What Young People tell us:

To what extent are you satisfied or dissatisfied with your mental health? (Ask Cardiff 2016)



- Mental health support is top priority.
- The stresses of doing well at school, securing employment, influence social media on self-esteem are key concerns.
- Supporting young people to be resilient play a central role in maintaining their sense of well-being

# Cardiff Population Growth

2014 -2039

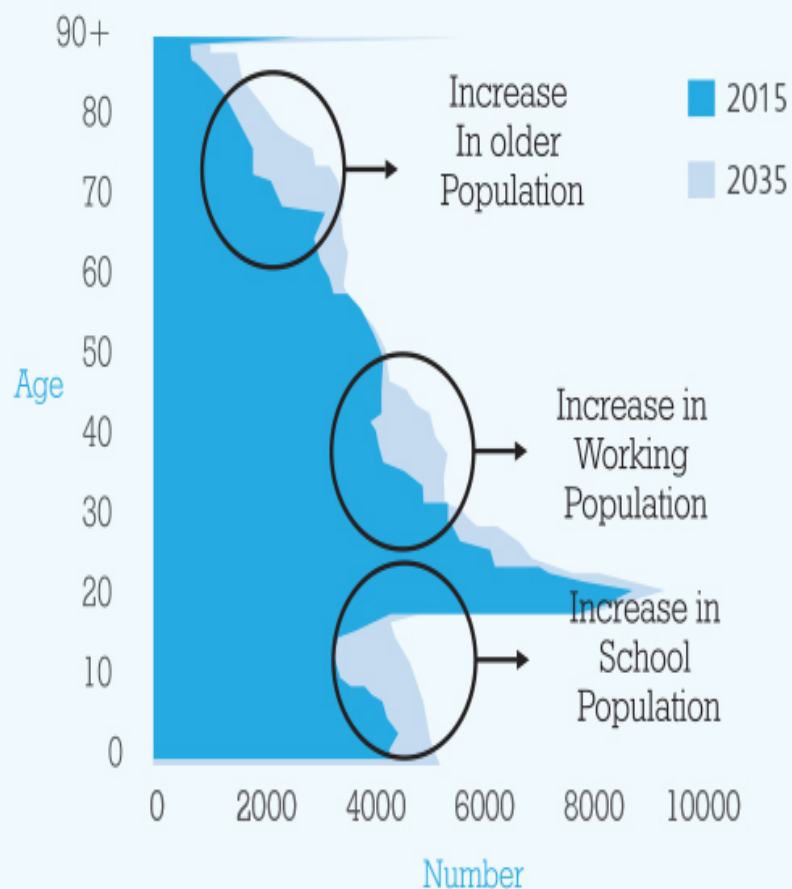
Population of Cardiff projected to increase the most in Wales.

increase by 25%

Increase of 5,700 (18%)  
primary school age pupils,

increase > 9,000 (37%)  
secondary school age  
pupils by 2036

Projected Population of Cardiff by Age, 2015 v 2035



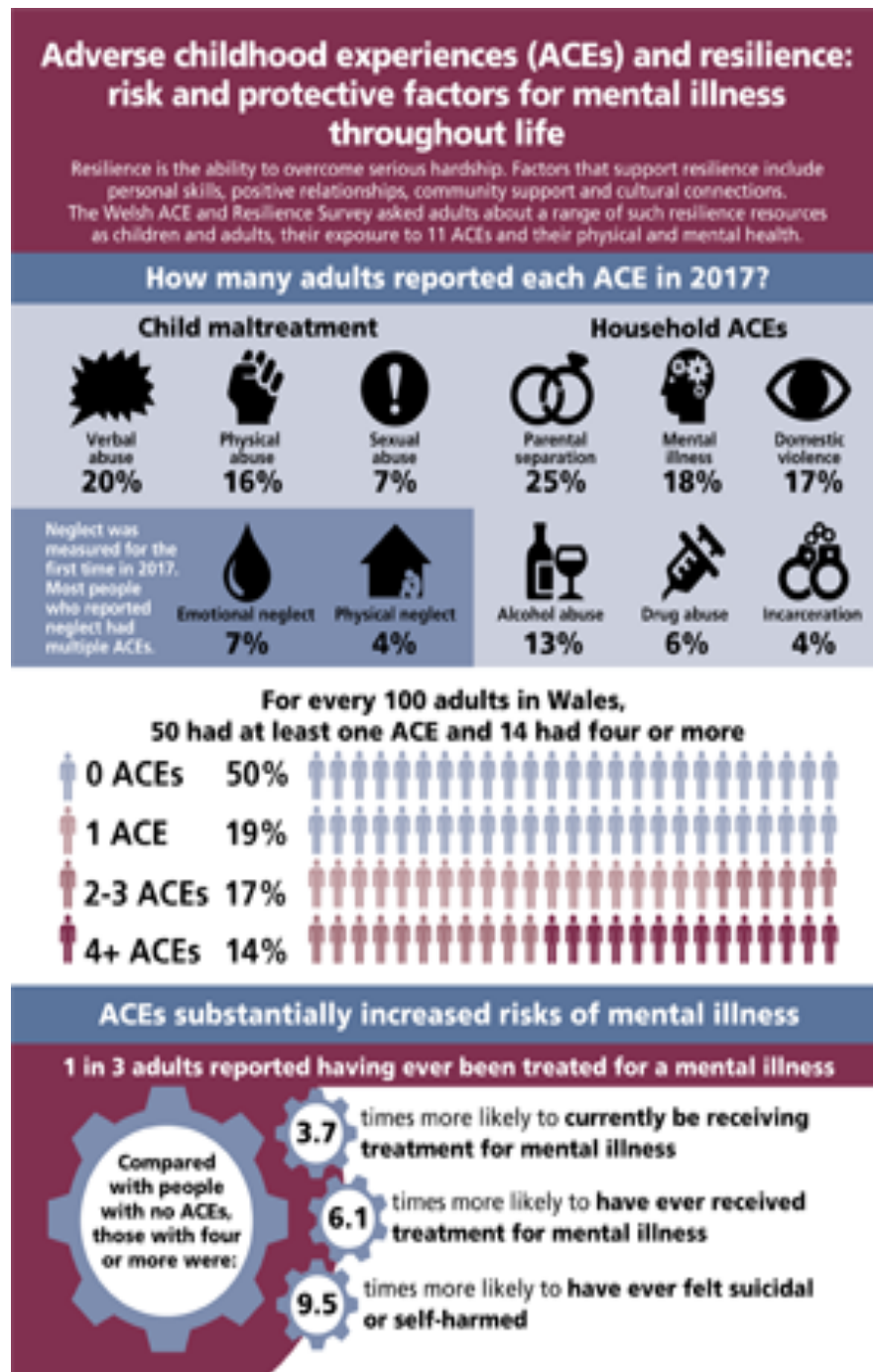
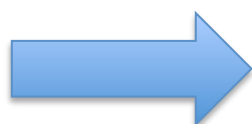
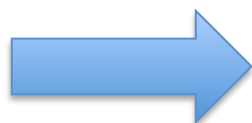
Source: Welsh Government population (2014 based) projection 2015-2035

# What is the evidence base?

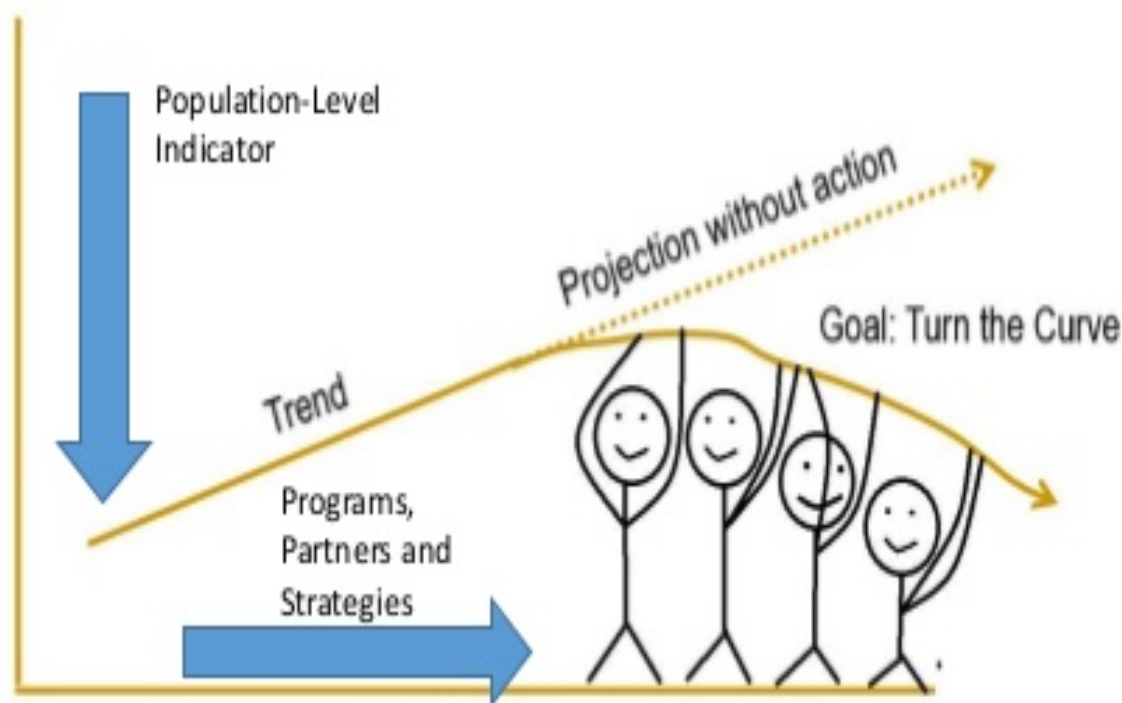
In Wales, 1 in 10 children between the ages of 5 and 16 has a mental health problem and many more have wellbeing problems

50% of all mental ill health present by the time a child is 14yrs age

75% by 18 years of age



# RBA – Turning the Curve



# Remember MASH?



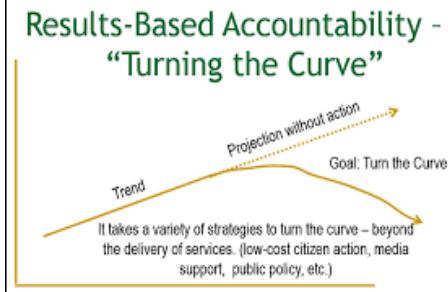
We need to Start doing things differently.....

# RBA Story Behind the Curve



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## Stories From Education

- *too many on reduced timetables*
- *schools struggling*
- *Increased risks of CSE, youth offending,*
- *Growing demand for statements and specialist provision*
- *A mixture of specialist provision-varying impact on outcomes*
- *Poor academic outcomes*

## Stories from Health

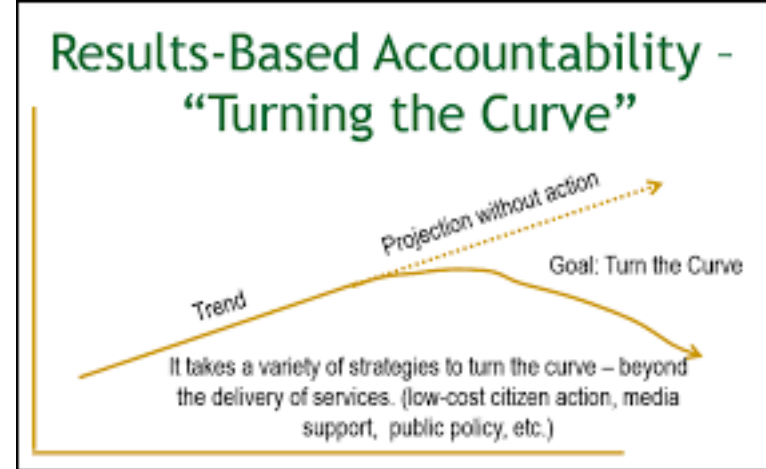
- High wellbeing referrals from Schools and GP's
- Referrals signposted to wrong pathway creating waste.
- Too many Referral pathways
- overlap between different service accountability and skills
- Some services closing down referral criteria increasing pressure

# Story behind the curve

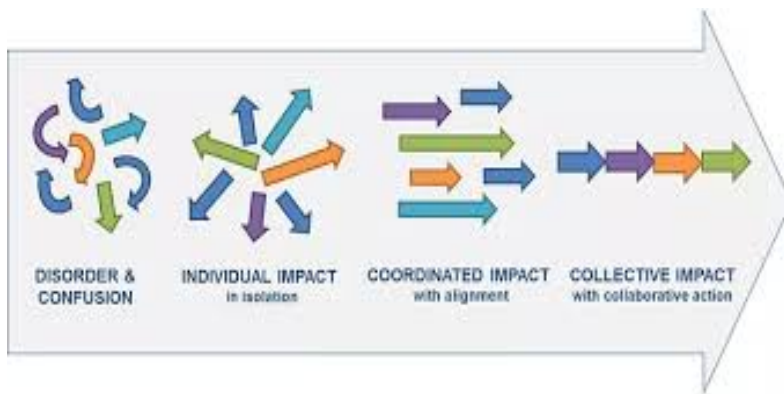


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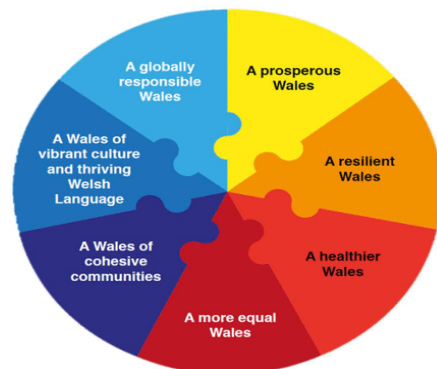


- Emotional wellbeing deteriorating
- Medicalisation a way of accessing support driving demand for diagnostic service and drug bills
- No money to increase capacity of system
- service envelope likely to shrink not grow
- Population growth predicts further increase demand
- Services jointly accountable to solve this.



# RBA: From Talk to Action

- Having people who can form and sustain effective partnerships gives a community a massive advantage, trusting relationships are usually the place where innovative work begins



# With thanks to stakeholders and partners

- CCH Directorate Management Team
- Education Cardiff
- Education Vale
- Health visiting
- ACE HUB Wales
- Emotional wellbeing specialist teacher team
- Family Wellbeing service
- Psychology
- Police
- CAMHS
- PMH
- Public Health Wales



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# THE LINKAGE Between POPULATION and PERFORMANCE

## POPULATION ACCOUNTABILITY

Childrens Emotional Wellbeing  
Number NEET  
School exclusions  
No referrals to health  
Lac / safeguarding numbers

Collective  
Impact

POPULATION RESULTS

Contribution  
relationship –  
Not cause and  
effect

Defining Roles

Alignment  
of measures

CUSTOMER  
RESULTS

Interagency Collaboration

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No-Cost/Low Cost

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Place-based work

Policy Changes

Many activities all working together are  
required to contribute to "turning the  
curve"



# RBA: Theory of Change

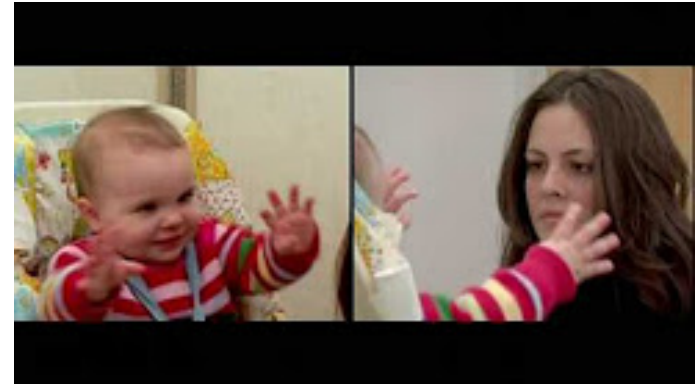


## Resilience Attachment Aware Services :

understand how to build secure relationships

support emotional regulation development

resilience from trauma



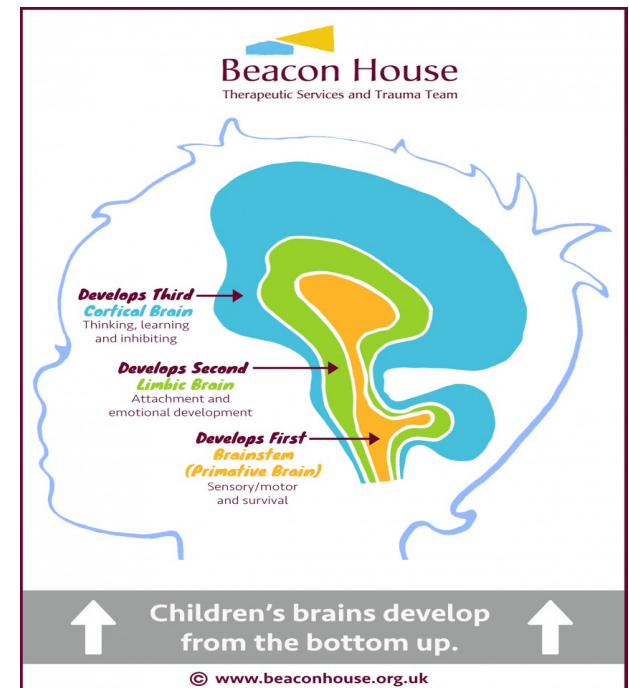
## Trauma informed Services

Understand impact of trauma on attachment security

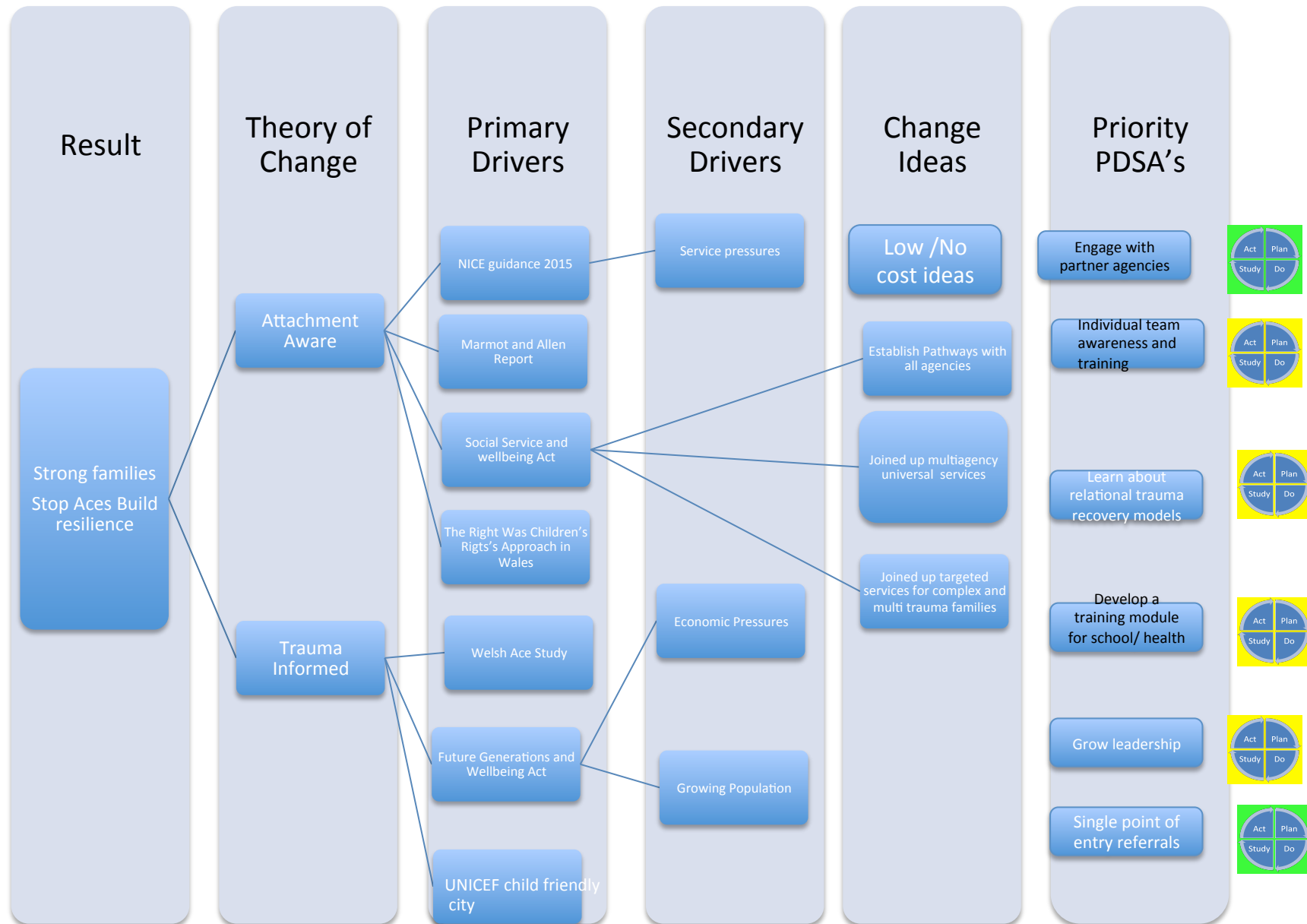
emotional development,

learning and long term health

how the brain can heal from trauma



# Driver Diagram: Actions to turn the Curve



# RBA Actions: Partnership Change

## Ideas: Cost Neutral/Low cost

**Build awareness at professional forums – grow leadership**

Training package - cost neutral for health and education

Bibliotherapy for parents -hubs and libraries

Influence Single point entry referrals  
Right place, Right time, Right person

Business case enhance Paediatric Psychology intervention for  
Attachment and developmental trauma

Support business case by PSB resilience workers





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# RBA Action: Education opportunities

## ***Effective approaches in schools:***

- ☐ Attachment Aware and Trauma informed whole school approaches
- ☐ Develop training for all school professionals
- ☐ Support other resilience based approaches THRIVE ,Nurture Network, Restorative approach
- ☐ More flexible curriculum- e.g. junior apprenticeships



## ***Supporting professionals in schools***

- ☐ To enable emotional regulatory environment

## ***Nurturing empathy and social emotional literacy in children***

- ☐ Roots of Empathy, ELSA

## ***Empowering children- their right to feel safe***

- ☐ Miss Kendra's list: teaching children about their rights to feel safe at home and school.

# Future Partnership Opportunities



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## ***21<sup>st</sup> Century Schools***

*Capital investment in new special schools*

## ***Families First re-commissioning:***

*opportunity to strengthen the links between schools and early help front door*

## ***THE ALN BILL***

*Person centred approaches; greater collaboration across agencies*

# What has gone well and what have I learned?



- Find the right tool- For population accountable services RBA is essential
- Establish key relationships
- Use terms consistently
- Change takes persistence.
- In unity there is strength and allows ambitious goals.

