

Frequently Asked Questions

A summary of questions raised at the ‘briefing sessions’ with staff about the Start Well Delivery Model: Health Visiting and School Nursing services.

Context

As part of the *design phase* of the programme to redesign Health Visiting and School Nursing services (Start Well Delivery Model Phase 2), lead officers across Wigan Council and Bridgewater Community Healthcare Foundation Trust co-ordinated and delivered engagement sessions with frontline operational staff. This included delivering engagement sessions to teams across Health Visiting, School Nursing, Start Well Locality Teams and Start Well Family Centres in the Wigan borough.

The engagement sessions presented an opportunity to brief staff with information about ‘*A Healthier Partnership: Wigan’s Roadmap to Integrated Care Organisation (ICO)*’ and further detail around the development **Start Well Programme Phase Two; the redesign of Health Visiting and School Nursing.**

The sessions were delivered with staff teams on the below dates.

Where?	When?
Wigan Borough Health Visiting Team Locality 5 @ Atherton Clinic	11 th January 2017
Wigan Borough School Nursing Team Area 1&2 @ Pemberton Health Centre	12 th January 2017
Wigan Borough Health Visiting Team - Locality 2 @ Pemberton Health Centre	19 th January 2017
Wigan Borough Health Visiting Team Locality 4 @ Astley Clinic	25 th January 2017
Wigan Borough Health Visiting Team Locality 1 @ Longshoot Clinic	9 th March 2017
Wigan Borough School Nursing Team Area 3,4 & 5 @ Astley Clinic	15 th March 2017
Wigan Borough Health Visiting Team Locality 3 @ Ashton Clinic	16 th March 2017
Ince Start Well Family Centre	21 st Feb 2017
Westleigh Start Well Family Centre	3 rd April 2017
Westfield Start Well Family Centre	29 th March 2017
Atherton Start Well Family Centre	15 th March
Platt Bridge Start Well Family Centre	17 th March 2017
Start Well Locality 1 team	1 st March 2017
Start Well Locality 2 team	22 nd March
Start Well Locality 3 team	5 th April 2017
Early Help Hub	19 th April 2017

The Briefing

The content of the sessions included information on:

- the Wigan Locality Plan
- the Roadmap for a Wigan Integrated Care Organisation (ICO): A Healthier Wigan Partnership
- Revisited Start Well Phase One: Key Principles
- Start Well (Phase 2) – *Vision for Health Visiting and School Nursing*
- Opportunities and challenges for Health Visiting and School Nursing
- Key Programmes of work – for Start Well Phase Two.
- Timeline/ Governance and People
- Case Studies
- Review of the Enabling programmes supporting the work
- Summary – Including open discussion and questions

What YOU told us & How YOU can continue to shape the new delivery model...

The Start Well Programme team gathered your comments, statements, feedback and discussions from all of these sessions, which is informing a 'Case for Change' and helping to identify the key principles by which we aim to develop the new delivery model.

These principles will be consulted on with key stakeholders and members of the public commencing 22nd May 2017. There will be further engagement sessions specifically for staff, running throughout the stakeholder and public consultation period and staff may engage in the development of the new model in many ways:

- By responding to the public consultation
- Through the ongoing staff engagement sessions that will be phased throughout the public consultation period
- By speaking to your manager
- By joining the Deal Ambassadors group
- By e-mailing the dedicated e-mail for the programme StartWellProgramme@Wigan.gov.uk

Below we have **collated the main discussion points across the sessions** and we have **summarised** this feedback into 3 sections which focuses on:

- 1) your questions, concerns and issues related the **Start Well programme**;
- 2) your questions, concerns and issues related to '**enabling**' **work streams** (*inc IT, accommodation and communication*);
- 3) your questions, concerns and issues related to **integrated service delivery** including; What doesn't work well; what could work better through efficient and effective practice and opportunities through service delivery aligned to new ways of working;
- 4) Information about the **timeline for consultation** and next steps.

The information in this document reflects a response to a number of specific questions that we have themed together. If you feel your question remains unanswered or not reflected, please don't hesitate to contact a member of the programme team on **StartWellProgramme@wigan.gov.uk**.

1) Start Well Programme

- Have you already made a decision about what the new delivery model will look like?

We don't know what the new model will look like just yet, however we do know that we can benefit families and improve outcomes for them by joining services together into an integrated delivery model.

The Council and Bridgewater are working together on this. Staff from Bridgewater and the Council meet at regular meetings, jointly chaired. A member of the Bridgewater team has been seconded into the Start Well team and all staff's continued involvement in the design of the new model is being secured through continued staff engagement sessions, opportunities to join the Deal Ambassadors Group and by speaking to your managers.

Some changes have been agreed, for example, as a result of agreements between Bridgewater and the Council about the direction of more effective working practice, we have been able to go ahead with some basic changes to support co-working, such as the co-location of staff in Hindley Town Hall.

- Will there be changes to job roles/redundancies, and will there be a re-structure to services?

Through the engagement sessions we had with staff we know there are some fantastic opportunities to improve services by working more effectively together; this includes removing duplication; improving relationships, process and procedures and sharing information.

We know delivering our ambitious vision will mean making changes, and this will mean changed roles and responsibilities for some staff in Bridgewater, Council and Schools Start Well services. Although we can't say what this looks like at this point, and what changes will result because of it, we can commit to engaging with you and sharing information when we do know what this looks like. There will also be significant opportunities for you to contribute to improving services with us, so you can also tell us how you think this should work.

- Will money be saved as part of the programme?

We think we can identify efficiencies in the model that we are describing, by ensuring that we reduce duplication and hand offs, and by making sure that the right professional is available to residents at the right time in their community. These changes will make sure the delivery model provides a better service to residents and is affordable long term; we believe we can do this by working better together. The success of the Start Well Delivery Model and integrated approach must support the reduction of demand on our 'highest cost' statutory services by providing an effective early intervention and prevention system. Will believe this will lead to further efficiencies. I.e. Currently 30% of the whole children's services budget supports 0.5% of the children population – our Looked After Children (LAC) cohort. By reducing the number of children in this part of the system and improving outcomes would essentially deliver key financial savings.

➤ Where do administrative staff fit into the plans and integration of services?

We see our administration staff/services as a key part of the redesign programme and future integrated delivery model, and we can't deliver what we want to deliver without it. Through the programme we need to understand how administrative functions in Bridgewater, Council and Schools Start Well services support operational staff moving forward whilst adopting a new way of working. We will look at the admin staffing structure in line with the operational roles and redesign this accordingly as part of integrated delivery model.

➤ What is a Service Delivery Footprint (SDF)? We have seen that there are 7 new SDF managers, what will their role be and – how does it align to our services in the future?

Part of the work to transform health and social care services across the borough, involves a wide range of public services aligning themselves to an integrated working model based around seven Service Delivery Footprints in the borough. This model is based on evidence that locality working is most effectively and efficiently delivered with populations of 30,000 to 50,000 residents in each locality. We have worked with partners to split the borough into seven Service Delivery Footprints.

*The Service Delivery Footprints enable us to work with our public service partners in a different way, allowing staff from different agencies to work together and get to know local communities. Essentially, we are rolling out all of the learning gained from the **Platt Bridge place based model** and scaling up to embed this as normal practice and this will include the delivery of the Start Well model.*

The seven Service Delivery Footprint managers you may have heard about are funded from a GM transformation fund budget and have been seconded (12 months) to help draw public services together to work with residents in a different way. They look forward to engaging with staff throughout the Start Well consultation and help us deliver on the Start Well delivery model. This resource is there to help Start Well staff access key services that help with and promote health and wellness for residents more effectively, for example Housing, Mental Health and Housing Services.

➤ What is a Huddle?

A Huddle is a meeting of a range of professionals who work on a service delivery footprint which identifies the "Place". The meeting offers a forum that supports and promotes effective multi-agency working regarding locality related issues both on an individual basis and in relation to common themes and issues. It aims to ensure that we identify the needs, assets and demands that exist in a place and work together to use this information to improve outcomes for families together. The core purpose of the Huddle is to ensure that we use intelligence to put the right resources and assets in place, at the right time, to support families who need our help the most.

As part of the move to an integrated Start Well model there is an opportunity to look at how Huddles can work in line with the seven service delivery footprints. This new model will build and develop the relationships with a range of partners which will specifically include targeted work to engage schools and GP's attached to the seven areas.

- We need more communication about the changes – and so far we haven't received enough information about this work.

We acknowledge that some teams/individuals have felt communication could have been better with staff and we aim to improve this throughout the programme. We are committed to having another 3 engagement sessions between now and April 2018 to keep you updated on the work we are doing, and at the same time give staff plenty of opportunity to contribute their ideas, share thoughts and comments. We are committed to ensure that we work together, as our workforce are at the 'heart' of everything we do.

- Do we carry on as normal between now and April 2018?

Between April-October 2017 we are in consultation with the public and key stakeholders and will continue to engage staff about the model which will help us to shape any future changes to service delivery. However we know already through the things you have told us, and in line with our aspiration that we can start looking at working more effectively together now. In line with this staff can expect to see some changes around accommodation/co-location, systems and IT, and workforce reform to take place sooner. We want you to get involved and help us with things that can be done to improve services now through our Deal Ambassadors group for Start Well.

- What's a Deal Ambassador – how can I become one?

We would like to bring together a group of multi-agency professionals (across Bridgewater, Council and Schools Start Well services) who are enthusiastic and have adopted the Deal approach readily? to help us look at; what can we do to help the whole Start Well system work more effectively together.

The term 'Ambassadors group' isn't a reflection of a set number of people that necessarily come together to meet on a regular basis, but is a term we use to represent a group of passionate professionals and front line workers, that will grow organically and work with us on a frequent basis about how we can improve services. We do not see this approach ending we would like to embed this approach to professionally led service improvement? in our Start Well Model.

The purpose of a Deal Ambassadors group is to look at;

- *Current practice - What have you done already in your teams? What works well and how can we expand on this across all services in Start Well?*
- *What currently doesn't work? What practical changes can we make straight away?*
- *Find solutions and co-design new practice, process and procedures*

We would also like to work with you to define the Deal Ambassador role further, and will ensure that there are opportunities for this to happen. By being a Deal Ambassador you are helping us to co-design a future delivery model by being part of a group that will challenge, support and act as a critical friend to the design work we are producing.

If you would like to become a Deal Ambassador please let us know by sending an email to StartWellProgramme@Wigan.gov.uk

- I have more questions – who can I contact?

We have a Start Well Programme Team in place that will be at the forefront of this work and you will get to know the team as we do further engagement with staff moving forward. You will be able to speak with members of the team at future engagement sessions, or email the team on StartWellProgramme@Wigan.gov.uk. You can also talk to your Line Manager or Union Representative, we are working hard to make sure that people supporting staff are equipped to be able to help you. We would also love to know about any ideas, case studies, good practice or news you may have, for this or any other questions about the Start Well consultation and redesign please email us at the address above.

2) **Enabling Work streams (IT, Accommodation, Smarter Working etc.)**

- What is EHM and Singleview – when will we get access to this?

Singleview is a new search tool that draws on data from a range of databases to present demographic information in one single screen. This will allow people to check if agencies are already working with a family and if so who the lead professional is.

EHM is the Early Help Module which is the new database that will be used for all aspects of Early Help. This will include the ability to start Early Help Assessments, reviews, meetings and record case notes for Early Help cases. The database is a linked module on Liquid Logic and shares demographic information with the Social Care database. The system has been developed and configured over the past 12 months to ensure it reflects Wigan’s Early Help processes and Wigan’s assessment tools.

Both Singleview and EHM will be rolled out through a phased approach which starts with phase one in July 2017. This phase will predominantly focus on Start Well teams, the Early Help Hub and Social Care Duty team. Training for the two systems starts in June 2017 and invites to the relevant teams for phase one will be circulated shortly. Phase two will include Targeted Services and schools and phase three will include wider partners, *this includes Bridgewater.*

The Early Help Management System offers us the opportunity in future to have a single case management system across Start Well Services, which we aspire to putting in place to support staff deliver services in a more integrated way.

- If services are working in a more integrated way, will policy and guidance change? i.e. Lone/Home Working policy etc.

Yes – by moving towards the development of A Healthier Wigan Partnership (Integrated Care Organisation) Organisational Development teams across key organisations are working together to review the current policies in place to work across an organisational partnership. Through the Start Well Programme we have an opportunity to update some policy which is seen as a barrier or out of date. There will be opportunities to look specifically at the ‘Lone Working’ policy in Bridgewater, Council and Schools Start Well services through the work of the Deal Ambassadors group.

- As/when services become co-located where can I work from and outreach/touch down in the community and how will I be able to find this information?

We are currently working closely with Estates, IT and Workforce groups that support Bridgewater, Council and Schools Start Well services, to share information with staff of what facilities are available in central administration buildings and community touch down spaces across the borough. Smarter Working guidance will help you challenge the way you currently work and look at more effective ways of working in line with an asset based approach and public service reform guidance.

We hope to share Smarter Working and information about community touch-down with you very soon!

- If I access different buildings in the community, will I be able to use my device, access the network and print?

Yes - As part of the work described above (re Community Touch Down) we want to increase places in the borough to where Bridgewater, Council and Schools Start Well services staff can touch down and work from, as well as be more visible and accessible to families. As part of this we would ask you to be our 'eyes and ears' and keep us updated on where you can/can't access the network and work from, and identify new opportunities and spaces that we can share with the wider workforce.

It will take some time to increase and improve the network access across Wigan, so ask that staff be patient, supportive and help us achieve this together. Talk to your managers or use StartWellProgramme@Wigan.gov.uk to tell us more.

- What is Community Book – when can we access this?

Community Book is a free, online directory which matches residents to local services, activities and events in their community, available 24 hours a day, 7 days a week. Care providers, social groups, community groups and charities advertise their services, products or events.

Individuals can;

- *Search for events, activities and services in your community*
- *Reconnect with hobbies and interests by matching yourself to local community groups*
- *Volunteer and share skills, knowledge and talent*
- *Follow organisations, add comments and star rate your experience*

Community groups and organisations can;

- *Create your free directory listing to promote events and activities in your community*
- *Find new members and recruit volunteers*
- *Advertise and share equipment*
- *Manage all your listings from one central point*

Community Book can be accessed now, there is more of an adult's presence on the site at the moment but there are more and more activities for families being added each day.

- Will there be more Deal Training?

Yes - we know there are still a number of staff across Bridgewater, Council and Schools Start Well services that are still to access the Deal Training Programme. We hope to release a number of dates in May/June 2017 for staff to access. If you haven't been on the training yet please email StartWellProgramme@wigan.gov.uk so we can add you to a waiting list and notify you of new dates.

- Parking is really bad in some places of the borough – especially in Wigan Town Centre? Will we get more parking?

There is no plan by Wigan Council to extend the parking provision. The results from the Council's recent travel survey will enable us to suggest alternative travel solutions that fit the employees based on the information gathered. We will work together with in Bridgewater and Council Estates and Parking Services with the aim of reducing demand through smarter working, reviewing and re-allocating new passes to staff where appropriate to suit the way that they work.

- Working in this new way will be more isolating and we won't have the opportunity to get advice and support from colleagues in our team/service?

Although we understand that a new way of working that takes staff out into the community may be quite daunting at first we believe it is the right thing to do for our families. As part of the new delivery model and workforce reform we want to ensure that staff feel supported at all times. As part of this there will be more guidance and support from a wider integrated team that are working in this way, so you will begin to feel confident to get support from colleagues across wider services. We are committed to ensure that you don't feel isolated, always feel supported and want to work with you to understand all the challenges and opportunities of Smarter working. In particular this is a topic that we would like to explore through the Deal Ambassadors Group.

- Will we get new phones? Current equipment isn't suitable for effective working. Our Lenovo Thinkpads (Bridgewater) are not reliable and sometimes can't get the connection in the family home (via 3G) to enable to access information. The battery life isn't great; we have a mobile (off line app) however it doesn't work well and is limited. Will this be improved?

We know there are a number of issues with mobile phones/ and technology devices for Bridgewater staff and will be reviewing performance and barriers to effective working in line with the redesign of services in the Start Well Model. Our aspiration is to be able to work more effectively and will look to invest in technology when justified and appropriate to improve service delivery.

- Where will we store our paper records? How can we get access to them

We recognise that across services there is a large amount of paper documentation which will need to be accessed by staff and will continue to be stored in specified buildings across the borough. As part of the transformation programme and working with IT colleagues we are looking at a 'digital' solution for Bridgewater, Council and Schools Start Well services to be able to scan information onto a document management system so information can be accessed electronically and reduce the need to access paper documents. There is no current timescale in place for this work although it remains a priority as we work towards April 2018 for full implementation of the delivery model.

- Where will equipment be kept, how can we access it?

We know some services/teams in Bridgewater, Council and Schools Start Well services carry lots of equipment and for the moment these will be kept in the appropriate spaces for access by the staff that need them. The longer term view is that resources and equipment could be stored and accessed from a central resource centre which all staff can access as and when needed. Plans are not finalised, so please speak to your manager if you have any specific concerns about this.

Timeline and Next Steps

The Public Consultation will commence on 22nd May 2017 and will run in two phases. Public communications will be issued on websites, social media and to the local media to encourage Wigan residents to get involved in the consultation and give their views.

As a member of staff you have the opportunity to respond to the public consultation and a number of staff engagement sessions will take place to align with both phases. At present dates are being released for staff engagement sessions which will take place during the first phase of public consultation.

Formal staff consultation will only commence once a new delivery model is developed. Staff are therefore encouraged to join one of the staff consultation sessions to input into the development of the model.

A number of links and resources will be shared with staff alongside this FAQ document, these will include;

- A link to the public consultation
- A link to the booking site for staff engagement sessions

Phase 1 of Public and Stakeholder Consultation	22nd May to 30 June 2017
To include ongoing staff engagement and briefing sessions	Staff Engagement sessions :
Content: Principles which should underpin the development and implementation	1st June 2017
	6th June 2017
	9th June 2017
End of Phase 1 – review of feedback from consultation and engagement by Wigan Council and Bridgewater Community Healthcare NHS Foundation Trust	3rd July 2017 to 11th August 2017
Phase 2 of Public and Stakeholder Consultation	14th August 2017 to 6th October 2017
To include ongoing staff engagement and briefing sessions	
Content: Proposals for a New Delivery Model	
End of Phase 2 – review of feedback from consultation and engagement by Wigan Council and Bridgewater Community Healthcare Foundation Trust	9th October 2017 to 16th November 2017
Wigan Council decision on proposed New Delivery Model	November 2017
Formal Staff Consultation on proposed New Delivery Model	Earliest start end November 2017