

Early Years Integration Pathfinder Workshop: 14 February 2020: Evaluation session: Group discussion notes

Introduction/background

Welsh Government has asked Miller Research, a socio-economic research company based in south Wales, to work with the Early Years Integrated System Programme's Pathfinder PSBs to identify good practice and share ideas and learning.

The research team are exploring the early implementation of the Programme, in terms of what stakeholders perceive to be the purpose of the Programme, the different approaches being adopted and the challenges that have been experienced.

As part of the project, members of the research team attended the Early Years Integration Pathfinder Workshop held on 14 February 2020 and facilitated three group discussions with attendees.

The discussions provided some useful insights, and the research team will use these going-forward.

One attendee in each group took notes from the discussion (thank you to them!) in the form of a mind-map. These are presented below.

Thank you to all attendees for your participation.

- The Research Team (Kerry, Adam, Geof, Tom and Meurig)

Group x

Existing degree of integration between early years services

Question of how to pull in the right service/information

Sharing information is a challenge

Need to be sharing information between services

What is the capacity within teams to share? Who provides the information?

Transition between services and family experiences essential

Complex needs exist within the remit of the early years programme

About navigation of the system

Need a key worker to navigate with/for families

Resistance exists from some

Health Visitors are overwhelmed and have huge workloads

Additional funding might be beneficial here

Mapping exercise very useful - multidisciplinary approach is good

Good to get people together to build up a picture (visiomapping)

Gap in the understanding of people's roles?

Staff resources/capacity within early years

Need to sell to staff and bring along with the programme

Danger if specialise in too many topics

How organisations are structured is all different

Need for more support technology to support Health Visitors data collection and monitoring

Focus on data collection

Lack of headspace on wider issues

How can we ensure staff are able to access training and development opportunities

How to release pressure in the system to bring people along with the Early Years Programme

Midwives under pressure

Where do these conversations of capacity happen? Who should be involved?

Take a moment to reflect on how to support others

Health Visitors integral to early years programmes

Growth of the workforce

Raise the profile and skillset of Health Visitor workforce

Group y

Role and background of the Project Coordinator

Background important - need to have a very broad knowledge and systems expertise

Been given administrative/grant duties to do when there's more importance linked to the data/research

Realisation that now all the existing Early Years Programmes are linked- coordinator bringing this together

Where the coordinators and staff derive from impacts the direction and scope of the project approach

Existing degree of integration between early years services

Vulnerable population needs further integration

Health Visitors missing

Danger of duplication

Ease of duplication not necessarily eased by PSB (which is very high level)

Difficulty in logistics for staff and needs of people in their areas. Tough to integrate

Lack of equality? Variable across Wales (to do with the needs of the area?)

Third sector programmes often kicked off without knowing what's already happening. Frustration for service user

Potential barrier to integration is the governance and over-bureaucracy

Staff resources/capacity within early years

Flexible for each area

Presence of GP Clusters allows us to know what its like in these areas

Childcare is the sticking point

Pathfinder pilots can't affect that

Logistics

Travel time across area means staff are less engaged

Can't get message across - resulted in difficulties down the line in some areas to their population (down the chain)

Welsh language

National Speech and Language Review

Welcome review, can't spend the money yet

Spend the money on something else?

Challenges faced

Being given money which can't yet be used

Plugging a gap while mapping hasn't been finished

Group z

Role and background of the Project Coordinator

The varied backgrounds of the different Coordinators is a strength

All have commonalities

Open to change

Partnership/collaborative working skills

Allow flexibility and new ideas

Budget management experience

whether that be from an education background, Sure Start, Police etc

Management experience is key for complex relationships

Previous knowledge of professionals and practitioners in respective PSBs is a real asset

Coordinator/facilitator role is important to hold the project together and navigate the politics and tricky personalities

Existing degree of integration between early years services

Important to get away from the narrative of extending Flying Start

Need to shift to talk about need instead

Recognising the importance of getting parents and children's voices heard

Difficulties with some absence of senior managers

Resulted in difficulties down the line in some areas

Middle managers attended instead

Vanguard exercise useful

Time spent possibly could have been reduced

Process difficult but rewarding

More preparation could have been done in advance to maximise usefulness

Multidisciplinary team working will be a culture shift

Underestimated the time it takes to get local authorities together to agree vision

Support

Learning

Lots of positives come out of that

Regional level

Local authority level

Practitioner level

Holding change and working at a number of levels

Challenge juggling this work alongside other work

Would have been good to have money for project manager earlier

There are different levels of integration in different local authorities depending on where services/projects are based and personalities

Model is aiming for integration

Timing of £500k was difficult

Staff resources/capacity within early years

Vanguard and engagement has identified more training need - not just for core team, but for whole workforce

Example training skills

Motivational interviewing

Collaborative conversations

Health Visiting capacity is an issue

Training of staff important element of culture change- mindful that local authority area teams (operational staff) will need to go through Vanguard process

One system via midwifery database to ease constraints on resources

Training to reduce burden of record keeping

Governance to enable collaboration

Constraints of resources/capacity on midwifery and health visitors

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1.1.2. Sharing information is a challenge

1.1.2.1. Need to be sharing information between services

1.1.3. What is the capacity within teams to share?

1.1.3.1. Who provides the information?

1.1.4. Transition between services and family experiences essential

1.1.5. Complex needs exist within the remit of the early years programme

1.1.5.1. About navigation of the system

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1.1.6. Resistance exists from some

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1.1.6.1.1. Additional funding might be beneficial here

1.1.7. Mapping exercise very useful - multidisciplinary approach is good

1.1.7.1. Good to get people together to build up a picture (visiomapping)

1.1.8. Gap in the understanding of people's roles?

1.2. Staff resources/capacity within early years

1.2.1. Need to sell to staff and bring along with the programme

1.2.2. Danger if specialise in too many topics

1.2.3. How organisations are structured is all different

1.2.4. Need for more support technology to support Health Visitors data collection and monitoring

1.2.5. Focus on data collection

1.2.5.1. Lack of headspace on wider issues

1.2.6. How can we ensure staff are able to access training and development opportunities

1.2.6.1. How to release pressure in the system to bring people along with the Early Years Programme

1.2.7. Midwives under pressure

1.2.8. Where do these conversations of capacity happen? Who should be involved?

1.2.9. Take a moment to reflect on how to support others

1.2.10. Health Visitors integral to early years programmes

1.2.10.1. Growth of the workforce

1.2.10.2. Raise the profile and skillset of Health Visitor workforce

2. Group y

2.1. Role and background of the Project Coordinator

2.1.1. Background important - need to have a very broad knowledge and systems expertise

2.1.2. Been given administrative/grant duties to do when there's more importance linked to the data/research

2.1.3. Realisation that now all the existing Early Years Programmes are linked- coordinator bringing this together

2.1.4. Where the coordinators and staff derive from impacts the direction and scope of the project approach

2.2. Existing degree of integration between early years services

2.2.1. Vulnerable population needs further integration

2.2.2. Health Visitors missing

2.2.3. Danger of duplication

2.2.3.1. Ease of duplication not necessarily eased by PSB (which is very high level)

2.2.4. Difficulty in logistics for staff and needs of people in their areas. Tough to integrate

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2.2.6. Third sector programmes often kicked off without knowing what's already happening. Frustration for service user

2.2.7. Potential barrier to integration is the governance and over-bureaucracy

2.3. Staff resources/capacity withing early years

2.3.1. Flexible for each area

2.3.2. Presence of GP Clusters allows us to know what its like in these areas

2.3.3. Childcare is the sticking point

2.3.3.1. Pathfinder pilots can't affect that

2.3.4. Logistics

2.3.4.1. Travel time across area means staff are less engaged

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2.3.5. Welsh language

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2.3.6. Challenges faced

2.3.6.1. Being given money which can't yet be used

2.3.6.2. Plugging a gap while mapping hasn't been finished

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3.1. Role and background of the Project Coordinator

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3.1.1.1. whether that be from an education background, Sure Start, Police etc

3.1.1.2. All have commonalities

3.1.1.2.1. Open to change

- 3.1.1.2.2. Partnership/collaborative working skills
- 3.1.1.2.3. Allow flexibility and new ideas
- 3.1.1.2.4. Budget management experience
- 3.1.2. Management experience is key for complex relationships
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 - 3.2.6. Holding change and working at a number of levels

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- 4.3. As part of the project, members of the research team attended the Early Years Integration Pathfinder Workshop held on 14 February 2020 and facilitated three group discussions with attendees.
- 4.4. The discussions provided some useful insights, and the research team will use these going-forward.
- 4.5. One attendee in each group took notes from the discussion (thank you to them!) in the form of a mind-map. These are presented below.
- 4.6. Thank you to all attendees for your participation.
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