

CAPABLE TEAMS FOR CHILDREN & YOUNG PEOPLE (CTCYP)

A team approach to support services for children and young people to improve quality and efficiency by exploring new, different and creative ways of working. Adapted from Creating Capable Teams Approach (DH 2007)

EXECUTIVE SUMMARY

	STEP 1 – PREPARATION & OWNERSHIP
	STEP 2 – TEAM FUNCTION
	STEP 3 – CHILDREN, YOUNG PEOPLE, FAMILIES & CARERS NEEDS
	STEP 4 – CREATING A NEEDS LED WORKFORCE
	STEP 5 – IMPLEMENTATION & REVIEW



Information

Key themes	Workforce modernisation Skill Mix Creative, flexible and new ways of working
Document purpose	To provide an overview of 'Capable Teams for Children and Young People' (CTCYP)
Title	CAPABLE TEAMS FOR CHILDREN AND YOUNG PEOPLE (CTCYP) - A team approach to support services for children and young people to improve quality and efficiency by exploring new, different and creative ways of working. Adapted from Creating Capable Teams Approach (DH 2007) - EXECUTIVE SUMMARY
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Description	This document provides an overview of CTCYP in a question and answer format
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Context

Modernising and strengthening the workforce is a central feature within current policy guidance relating to children, young people and families. The vision for the children's workforce is for a 'modern, skilled, competent, adaptable and flexible health, education and social care workforce providing a focused response to meet the needs of children and young people and their families'. The diversity of professions and occupations that make up the children and young people's workforce is a key part of its strength

Workforce planning and development is a dynamic process, and the way we undertake workforce planning and development will evolve over time, as priorities, processes and capabilities develop. It is vital that an organisation knows strategically the direction of travel for the service and the workforce capacity needed to produce the service activity, only then it can begin to plan around the demands placed upon it.

With the increasing demands upon the current workforce, future workforce development and planning must ensure it supports continued improvement in quality and productivity, and that it delivers the best possible outcomes for the local population. Simply doing the same things in the same way may not deliver the vision of ensuring a world-class children and young people's workforce.

We know we are facing challenging times with significant shifts happening across public services in what is a particularly difficult financial climate. The focus on improving quality and productivity through creative and innovative ways of working will mean significant change over coming years. If successful, these changes and shifts will have a considerable impact on the way services are provided and delivered and will need to be embedded to ensure they continue to meet new challenges and demands.

In order to support future workforce planning and development such changes will need to be quickly and reliably implemented so that organisations have a workforce equipped to respond effectively and flexibly to the new models of service delivery as they emerge. We will continue to rely on committed staff, working differently to provide the high quality affordable services to children and young people. Planning and developing the workforce effectively is the foundation for this.

Background

In 2003, the National Institute for Mental Health in England (NIMHE) began a major programme of work in partnership with the national professional bodies to look at New Ways of Working (NWW). The work, although initially focused on the role of the psychiatrist, went on to encompass all mental health professionals and practitioners across health and social care.

In 2006, The CAMHS national workforce lead joined the programme to explore the impact and introduction of NWW within CAMHS. Supported by the national CAMHS workforce sub-board and building on the previous work, the aim was to look across a range of professional disciplines working with children and young people, and to promote and support NWW within the CAMHS workforce.

The cross cutting approach emphasised within NWW had a clear resonance with established CAMHS provision, particularly at the specialist level where services are often organised on a multidisciplinary, multi-agency basis.

It was clear that many services had and continue to be innovative in developing and describing strategies to meet the challenge inherent in delivering high quality, child and family centred services, these innovations evident across the full range of CAMHS services.

Some had used ideas from NWW, but most have developed CAMHS specific responses to the local challenges they faced. The project worked with a number of early implementer sites, which focussed on a number of key issues identified as public service agreement targets. The aim was that the sites could demonstrate sustainable change within the constraints of generally available services rather than less typical highly resourced or research-orientated services. Further information is available at <http://www.newwaysofworking.org.uk>

The original Creating Capable Teams (CCTA) was launched in 2007 underpinned by a period of supported implementation. However whilst the CCTA was developed to be used in all areas of mental health, across health and social care, for all ages, the early implementer sites were predominately adult services, with very few being undertaken in CAMHS.

Acknowledging the significant changes happening across the public sector to improve quality, in a difficult financial climate, the CAMHS National Workforce Programme (NWP) recognised the value the CCTA could bring, supporting teams to look at new and creative ways of working that focused on the needs of children, young people, families and carers

In 2009, recognising that increased implementation and evidence from CAMHS would enable the further development of the CCTA the CAMHS National Workforce Programme implemented a national implementation programme, the outcomes of which have informed the development of the Capable Teams for Children and Young People (CTCYP)

What is CTCYP?






CTCYP is an 'off the shelf' product that can be delivered by an experienced facilitator. It is a 5-step approach with a **defined workforce focus**, which requires the support of an identified senior sponsor, the team leader and the Senior Management Team (SMT) throughout.

The Aims of the CTCYP are to:

- ✓ Support teams to explore what they do and how they could do it more effectively and efficiently, making the best use of existing skills and competencies.
- ✓ Support the integration of NWW and New Roles into the structures and practices of a multi disciplinary team, within existing resources.
- ✓ Support teams to review their services based on the skills and capabilities required to meet the needs of children, young people, families and carers and enable them to utilise the opportunities and flexibilities that new, different and more creative ways of working offer.

- ✓ Enable the people who use the service and the people who deliver the service the opportunity to be pro-active and directly involved in reviewing their workforce and service delivery, and plan more creatively for the future.
- ✓ Produce a Team Profile and Workforce Plan (TPWP), which should feed into the organisation's workforce planning process.

Overview of CTCYP

	STEP	TITLE	FORMAT	DURATION	WHO IS INVOLVED
P R E	 1	PREPARATION & OWNERSHIP	Meetings and individual work	AS REQUIRED	Senior management team Senior sponsor Facilitator Team leader and Team Children, Young People, Families & Carers
	 2	TEAM FUNCTION	Workshop 1	1 DAY	Team leader and Team Children, Young People, Families & Carers Facilitator Co - facilitator
W O R K S H O P S	 3	CHILDREN, YOUNG PEOPLE, FAMILIES & CARERS NEEDS	Workshop 2	1 DAY	Team leader and Team Children, Young People, Families & Carers Facilitator Co - facilitator
	 4	CREATING A NEEDS LED WORKFORCE	Workshop 3	1 DAY	Team leader and Team Children, Young People, Families & Carers Facilitator Co - facilitator
P O S T	 5	IMPLEMENTATION & REVIEW	Meetings	AS REQUIRED	Senior management team Senior sponsor Facilitator Team leader and Team Children, Young People, Families & Carers

Who is the CTCYP intended for?

As previously mentioned the original CCTA was developed to be used in all areas of mental health. However, following further field testing in services for children and young people the CCTA was reviewed and adapted, resulting in the development of the CTCYP

Although the CTCYP will support service redesign and organisational development, it is only one part of a much bigger picture and should be undertaken as part of a whole systems approach.

It is essential that the organisation is clear about their strategy for change and their commitment to working in new and different ways and is able to communicate this to their workforce.

The team should be multi disciplinary and may vary in size, but should ideally involve the wider team who also contribute to the delivery of care; for example, domestic and administrative staff, sessional therapists and volunteers.

Ideally, the team should have a choice about whether or not they wish to participate in the CTCYP, as this will empower them and give them ownership of the process. If the team do not wish to participate this should be discussed further to determine the reasons why, with a view to addressing these where possible. If the team still feel unable to participate this should be discussed further with the senior sponsor who will take responsibility for determining the next steps.

For the CTCYP process to be effective, the team should demonstrate:

- ✓ A desire to participate in the process
- ✓ Evidence of strong leadership and authority
- ✓ A readiness to reflect and talk about the work they do
- ✓ Clear, shared objectives with a focus on quality
- ✓ Knowledge of the organisations strategy for change
- ✓ Openness, maturity and willingness to engage
- ✓ An understanding of the process and a willingness to change
- ✓ A culture, and history, of shared decision making
- ✓ Effective communication
- ✓ Respect for other team members and their different perspectives

Although team building may be one of the outcomes of the CTCYP, that is not its primary aim. If the team has specific issues ideally these should be addressed before commencing the CTCYP

The CTCYP **must** include Children, young people, families and carers and where possible, these should be people who use, or have used, the services of the team. However, if this is not possible, the team should consider Children, young people, families and carers who receive care from another team within the organisation or local involvement and participation groups. Arrangements should be made for the team, or some members of the team, and where possible the facilitator, to meet some of the Children, young people, families and carers who have agreed to participate. This should be done prior to the

process to ensure they have a good understanding of any relevant issues and are provided with adequate information. A user-friendly guidance pack is available in the Step one materials.

Children, Young People, Families & Carers should be supported appropriately before, during, and after, the process and arrangements should be made for appropriate financial reimbursement for both expenses and time

How does the CTCYP differ from the original CCTA (2007)?

Following a year of field-testing the CCTA was adapted for children and young people's services. Findings from the test sites were that the CCTA process and structure was transferable across all service areas. However, changes in terminology, guidance and specific documentation were required to respond to site feedback and make it specific to particular services for children and young people. The outcome of which was the development of a specific tool branded as CTCYP. A brief example of some of the key changes from the original CCTA can be seen below:

- ✓ Step 3 – renamed from service user and carer needs to children, young people, families and carers needs
- ✓ Participants and Facilitators Handbook reviewed and reduced in size to make them more user friendly
- ✓ The development of a set of comprehensive presentations to support the delivery of each step
- ✓ The development of a user friendly guide to support the involvement of children and young people
- ✓ A presentation template with links to ChiMat and a specific focus on child health profiles, CAMHS mapping and needs assessments
- ✓ Defined links to Essential Capabilities, The Integrated Workforce Planning Tool (IWPT) and the Self Assessed Skills Audit Tool (SASAT)
- ✓ New action planning templates and guidance

What makes the CTCYP unique?

The CTCYP:

- ✓ Provides a clear, simple process with a defined workforce focus specifically aimed at services for children and young people
- ✓ Considers the needs of children, young people, families and carers and requires their participation throughout
- ✓ Requires senior management support throughout the process
- ✓ Involves all roles, at all levels, within the core and wider multi disciplinary team
- ✓ Provides everyone in the team with the opportunity to explore what they do and how they could do it better

- ✓ Is a bottom up approach, allowing the people who receive the service, and those who deliver the service, the opportunity to be involved in the improvement and further development of the service

What are the benefits and outcomes of the CTCYP to the team?

Following completion of the CTCYP the team will have:

- ✓ A clearer understanding of the needs of their children, young people, families and carers, as expressed by them
- ✓ A better understanding of the existing capabilities within the team
- ✓ Identified gaps in individual and team capabilities and options for filling them
- ✓ Reviewed the team skill mix and considered the introduction of new, different and more creative ways of working
- ✓ An understanding of the learning and development needs of the team
- ✓ Produced a Team Profile and Workforce Plan (TPWP) which records the teams journey through the CTCYP and identifies short, medium and long term options for change (some of which may need SMT support)

What are the benefits and outcomes of the CTCYP to the organisation?

The CTCYP provides:

- ✓ The opportunity to provide efficient, cost effective, quality services, within existing resources
- ✓ The opportunity to incorporate NWW and New Roles into teams, and services
- ✓ Support for Foundation Trust status
- ✓ The development of a needs led service in conjunction with the team and its children, young people, families and carers
- ✓ The ability to influence higher education and training programmes by being clear about the capabilities required
- ✓ A TPWP which will contribute to the organisations workforce planning processes

What are the benefits and outcomes of the CTCYP to Children, young people, families and carers?

CTCYP can help create sustainable engagement and involvement through:

- ✓ Establishing consistent input from children, young people, families and carers and enabling a true partnership, promoting genuine engagement and participation throughout the process and beyond
- ✓ Professionals recognising the value of positive input, bringing about greater respect and equality for children, young people, families and carers

- ✓ Supporting children, young people, families and carers to develop a better understanding of the organisation, the team, their skills, abilities and limits
- ✓ Children, young people, families and carers being able to share ideas, experiences and views in a structured, supported and organised way
- ✓ Encouraging negotiation and providing information and knowledge to enable Children, young people, families and carers to make real choices about their care
- ✓ Providing a Children, young people, families and carers perspective on unmet needs and identifying with the team, ways to address them locally
- ✓ Participating in the development of a needs led service and being involved throughout the process, including an ongoing implementation review

What does the CTCYP consist of?

- ✓ An Information Leaflet
- ✓ An Executive Summary
- ✓ A Facilitators Handbook
- ✓ A Participants Handbook
- ✓ A CD rom containing all of the above plus handouts and additional supporting materials

What does the CTCYP consist of?

It is recommended that the CTCYP is undertaken over a period of approximately 6 months allowing 8-10 weeks between Steps 1 & 2 and a minimum of 4 weeks between each workshop

- ✓ Steps 1 and 5 can be undertaken within normal team meetings however as part of the CAMHS implementation process Step 1 was delivered as an additional workshop
- ✓ Steps 2, 3 and 4 are full day, facilitated workshops, that require the participation of the whole team

What resources are required to support the CTCYP?

Whilst there are no costs attached to the provision of the CTCYP documentation, the delivery of the process will require the organisations to provide a number of resources some of which may have cost implications. The resources required are as follows:

- ✓ An experienced facilitator and co facilitator/s to deliver the CTCYP ensuring that they have capacity to undertake the role, including adequate preparation time throughout
- ✓ Identify a Senior Sponsor and allocate time at SMT meetings to discuss the CTCYP

- ✓ Provide administrative support during the process (ideally a member of the team) to support the team leader to prepare materials and complete relevant documentation
- ✓ Release the team and provide back fill if necessary, for 3 days over a 6 month period
- ✓ Provide financial reimbursement and expenses for children, young people, families and carers, where appropriate
- ✓ Enable the collection and collation of information required to support the process
- ✓ Provide stationary that will include flip charts, pens, post its and each participant will require a copy of the participant's handbook. This consists of approximately 32 pages and can be produced back to back.
- ✓ Provide a suitable venue and refreshments. Ideally, the venue should be away from the teams' normal workplace. This will need to be one large room suitable for large and small group work.
- ✓ Ensure that the facilitator has access to appropriate resources i.e. equipment for PowerPoint presentations, photocopying and stationary as required.

What information is required to support the CTCYP?

The team and the facilitator will need access to various documentation and information throughout the process. The information required will be available internally or externally and is listed in more detail in the Step 1 appendices of the participants and facilitators handbooks, and in the supporting materials of Step 3.

What is the Team Profile and Workforce Plan (TPWP)?

Throughout the process, the outputs from each step will be entered into the TPWP. This is a record of the process, which on completion of the CTCYP will be presented to the SMT to demonstrate how the action plans were achieved and provide evidence to support the options for change.

The team can use the TPWP as a framework for future developments and the organisation will need to consider how it may contribute to, or link with, the organisations workforce plan.

Who can facilitate the CTCYP?

The CTCYP is an off the shelf product that can be facilitated by an individual with appropriate experience and skills in facilitation e.g. Psychologist, Training Officer, Service Improvement Lead, Modernisation Lead, Nurse Consultant. The facilitator should be someone who is not part of the participating team.

The facilitator is required to have:

- ✓ A breadth of knowledge about teams and effective team working

- ✓ Excellent facilitation skills.
- ✓ A knowledge and understanding of national and local workforce development, specifically in relation to NWW and New Roles.
- ✓ The capacity to:
 - o Read and understand all the CTCYP documentation prior to commencing the process.
 - o Engage with children, young people, families and carers prior to the process.
 - o Undertake all the preparation required for each Step.

What is the role of the CTCYP Facilitator?

- ✓ To facilitate the five steps on the CTCYP programme in conjunction with the co-facilitator/s and team leader.
- ✓ To provide leadership and support throughout the process enabling all members of the team to be fully involved.
- ✓ To liaise with the senior sponsor and SMT as appropriate.
- ✓ To collate information to support the CTCYP process.
- ✓ To support the Team Leader to engage children, young people, families and carers.

Prior to delivering the CTCYP, the facilitator should:

- ✓ Familiarise themselves with all the CTCYP documentation particularly the Executive Summary and The Facilitators Handbook.
- ✓ Check the venue is suitable.
- ✓ Contact their local workforce lead to ensure that they (the facilitator) are up to date with the workforce agenda.

What is the role of the Co-facilitator?

The co-facilitator does not need to be an experienced facilitator but they should have knowledge of the CTCYP and the skills required to support the facilitator in the delivery of the CTCYP.

This would be an appropriate role for an experienced service user or carer facilitator or someone who is considering facilitating the CTCYP in the future thus providing the opportunity to develop capacity within the organisation. If possible, particularly if it is a large team, it may be worth considering having two co-facilitators to support the process.

The co – facilitator/s will be expected to support the:

- ✓ Facilitator to prepare all the relevant documentation and resources prior to the commencement of Step 1.
- ✓ Facilitator to prepare and collate information prior to the workshops.
- ✓ Facilitator during the workshops with resources and specific exercises.
- ✓ Team members during the process.

What is the role of the Team Leader?

The team leader plays a major role in the CTCYP and should work very closely with the facilitator. It is essential that the team leader takes responsibility for co-ordinating Step 1 and ensuring that all the relevant preparation has taken place prior to commencement of the workshops. They will also be required to:

- ✓ Act as a communication link between the facilitator, the team and children, young people, families and carers
- ✓ Provide leadership to the team to enable/encourage all team members to be fully involved in the process.
- ✓ Support the facilitator throughout the process obtaining and presenting specific information as required.
- ✓ Take responsibility for obtaining, collating and preparing any relevant information for each of the steps.
- ✓ Work with the admin support throughout the process to ensure that materials are prepared and produced prior to and following the workshops.
- ✓ Provide support to the facilitator and members of the team.
- ✓ Organise payment and reimbursement of expenses to children, young people, families and carers, where appropriate..
- ✓ Support children, young people, families and carers before, during and after the CTCYP.
- ✓ Provide support to all team members, particularly administrative and support staff in relation to their role within the CTCYP.
- ✓ To identify a process that supports the integration, review and sustainability of the team action plans.
- ✓ To lead the implementation of the action plans and see the process through

What is the role of the Senior Sponsor?

The senior sponsor will be a member of the SMT e.g. Director of Modernisation, Director of Operations etc, and their role will be to:

- ✓ Ensure the SMT are updated throughout the CTCYP process.

- ✓ Participate in the initial engagement meeting.
- ✓ Communicate the organisations commitment and NWW Strategy to the team.
- ✓ Provide leadership and support throughout the process.
- ✓ Ensure adequate resources are available.
- ✓ Support the information gathering process by signposting or authorising access.
- ✓ See the process through!

What is the role of the Senior Management Team (SMT)?

The organisations' SMT may vary but is expected to include The Chief Executive, Directors, Assistant Directors, Chief Nursing Officer, Head of Children's Services, Head of Human Resources or their equivalents depending upon the nature and function of the organisation. The role of the SMT will be to.

- ✓ Demonstrate a commitment and a clear strategy to support the introduction of NWW and New Roles and ensure this is communicated to the team.
- ✓ Provide initial support, commitment and resources (where appropriate) for the process and to provide specific information and expertise as required.
- ✓ Support the process and remove any barriers should they occur. They will have a crucial role in Steps 1 and 5 where it may be necessary for them to identify and agree resources to support the CTCYP process and the implementation of the action plan.

NB: Specific information about key roles and responsibilities can be found on the CTCYP CD Rom, Step 1 - Additional supporting materials

Where can I find more information about the CTCYP

Information about the original CCTA and copies of completed TPWP can be found at <http://www.newwaysofworking.org.uk/> Further information about the CAMHS implementation, including completed TPWP, good practice guides and all the CTCYP documentation can be found at www.skillsforhealth.org.uk/service-area/camhs



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