

research
in practice



Change Project: Edge of Care Development group 1

Dartington

Welcome and introductions

Project aims and expectations

Project aim

To engage participating organisations in testing the conceptual framework and applicability of the Edge of Care Cost Calculator tool beyond this initial work in NYCC. Using RiP's tried and tested [Change Project](#) methods, participants will be involved in testing and co-developing a tool which allows the analysis of different spend for different outcomes.

What is a Change Project?

- › A collaborative method for applying sound research in everyday practice.
- › Researchers and practitioners working together to design/test resources.
- › Driven by the knowledge that coproduced approaches and outputs will be better fit for purpose



Project structure

- Four action learning sets
 - 1 Feb (NCVO London)
 - 28 Feb (NCVO London)
 - 4 April (Loughborough University)
 - 13 June (NCVO London)
- Each will focus on a different component of EoC CC development
- Homework between meetings
- Trialling the EoC CC tool

Project benefits

- Opportunity to influence development of EoC CC
 - The data that is used
 - The reports that the tool provides
- Opportunity to influence wider national discussions about data indicators
- Peer support and learning

Discussion:

Expectations, achievements and aspirations: a shared understanding

A '**cost saving**' is a reduction of current or actual expenditure.

A '**cost avoided**' is a change in the projected or predicted expenditure.

A reduction in expenditure to a Youth Offending Service will be achieved because a child ceases to offend, this is a '**cost saving**' and no longer requires intervention from the service. If a child who is identified as at risk of offending due to their challenging behaviour, does not offend (and therefore does not incur a cost to Youth Offending Services), a cost has been '**avoided**'

Cost-consequences: employs multiple outcomes. Results are not as clear cut as using a single outcome measure.

Cost benefit: outcomes and costs are measured in the same metric. This requires valuing a change in behaviour in money.

Cost-effectiveness: a single outcome measure is used. The ratio between costs and effectiveness is often calculated.

Discussion:

Expectations, achievements and aspirations: a shared understanding

Defining and identifying children on the Edge of Care (NYCC)

Edge of Care

Those children and young people who are at imminent risk of becoming looked after.

- 1.1. Significant child protection concerns
- 1.2. Alternative to long term placement
- 1.3. Ceased to be looked after
- 1.4. Needs are escalating

Edging to Care

Without an intervention package being put in place there is a strong likelihood of the case progressing to Edge of Care.

Placement Support – Outside of Family

Without an intervention over time the placement is highly likely to disrupt.

Discussion:

Defining and identifying children on the Edge of Care

- Prior to or following a period of care
- Overlap with children in need
- Specific data items
- Similarities and differences between participating authorities

Cost Calculator introduction: Following the child's journey

Lisa Holmes and Helen Trivedi

Centre for Child and Family
Research, Loughborough University

The beginnings: Department of Health Research Initiative

National Research Programme

- Instigated by the Treasury
- Fewer children in care yet costs increasing
- Variations between costs in different authorities
- Lack of evidence about costs and outcomes

Research and development background

- Unit costs and costs of care packages
- Longitudinal analysis
- Comparative element to conduct cost effectiveness analysis
- Use of assumptions and ‘decision-rules’
- Transparency
- Potential costs avoided and cost savings

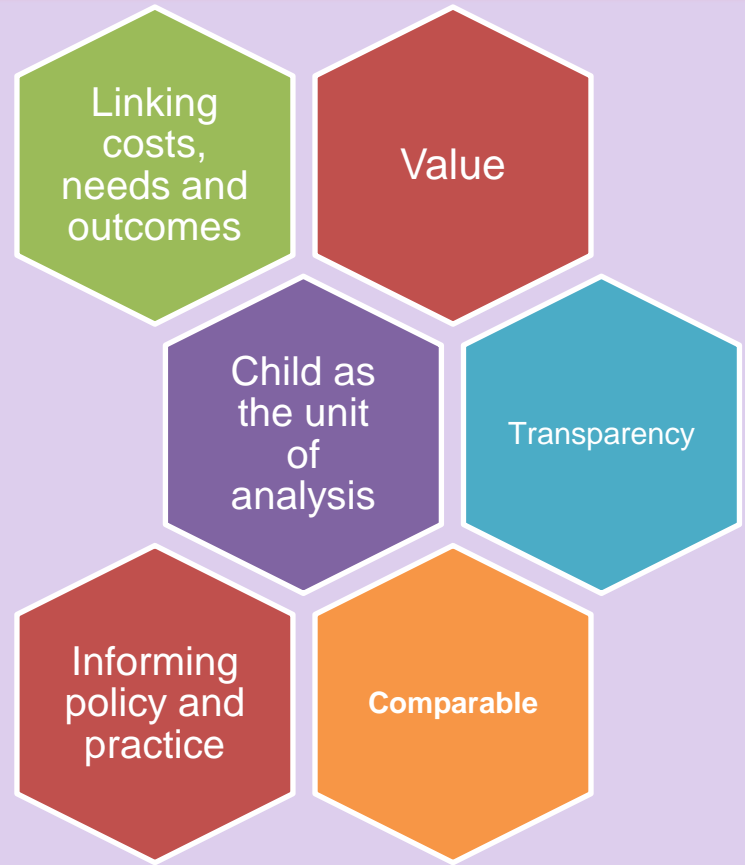
Development of a framework

- Looked after children
 - From point of entry to ceased to be looked after
 - What happens?
 - Who is involved?
 - Standardised universally applicable framework
 - Decision making; Assessment; Care planning; Placement support; Referrals
 - Replicable across different contexts (and countries)

The costs and outcomes research programme

- Refinement and replication of the methodology
 - Practice changes
 - Other service areas
 - Other countries
- Refinement and replication of the cost calculator
 - Adoption
 - **Edge of Care**
- Other economic analysis and areas of interest
 - Cost effectiveness and cost comparison
 - Overheads
 - Costs of innovation and implementation

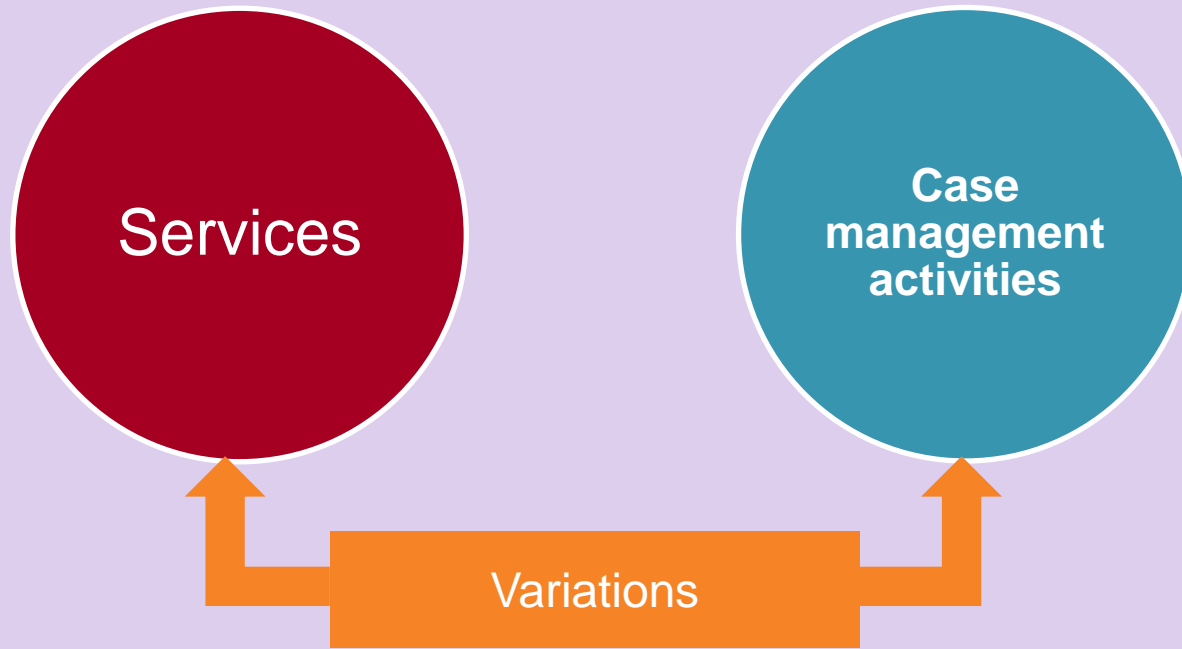
Underpinning principles



The costing approach

- Bottom up costing methodology
 - ***Child as the unit of analysis***
- Process driven approach
- Explore the relationship between ***needs***, costs and ***outcomes*** for vulnerable children and their families
- Routinely collected child level data linked with time use activity and finance data to develop unit costs
- Distinction between research and development (conceptual framework, methods and tool)

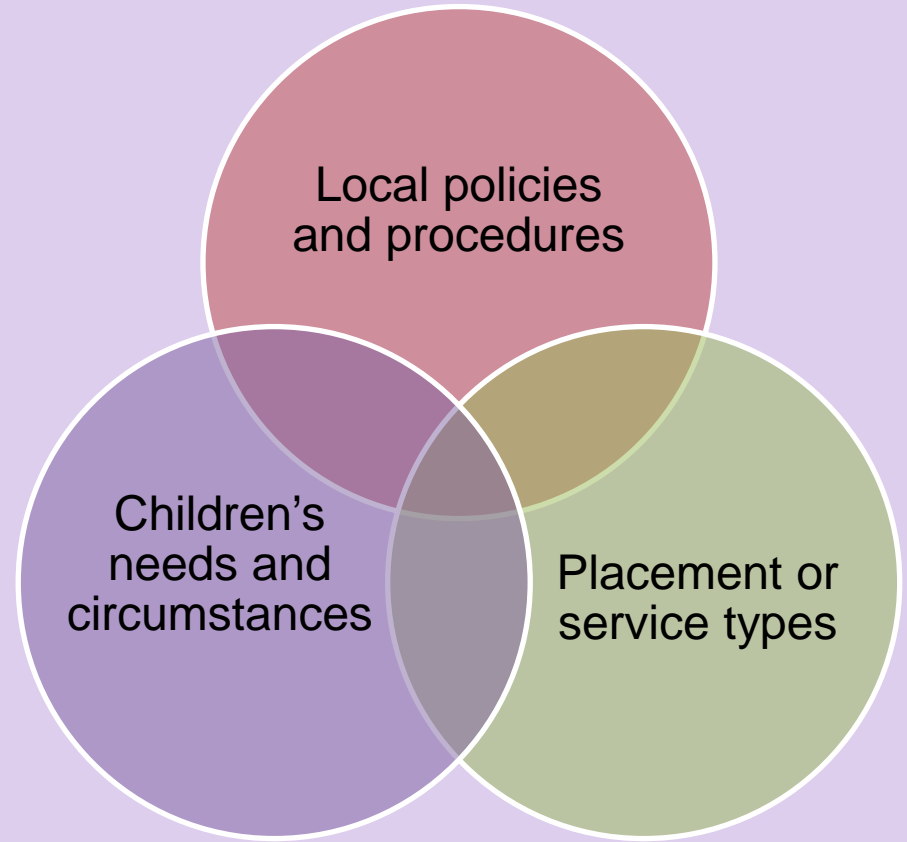
Conceptual distinction



Processes for looked after children

1. Decide child needs to be looked after (including activity for finding initial placement)
2. Care planning
3. Maintaining the placement
4. Leaving care/return home
5. Find a subsequent placement
6. Review
7. Legal processes
8. Transition to leaving care services

Why do costs vary?



Making use of the key findings

- Least positive outcomes and highest costs for children with complex needs
 - Providing evidence for early intervention
- Small proportion of looked after children (approximately 3%) can skew the budget
 - Highlighting particular cohorts of children
- Using a consistent approach to costing facilitates meaningful comparisons
 - Counterfactuals to question received wisdom of 'costly' interventions

'Top down' vs 'bottom up'

Top down

Bottom
up

Difficult to compare

Difficult to weight
by outcome

Difficult to weight
be need

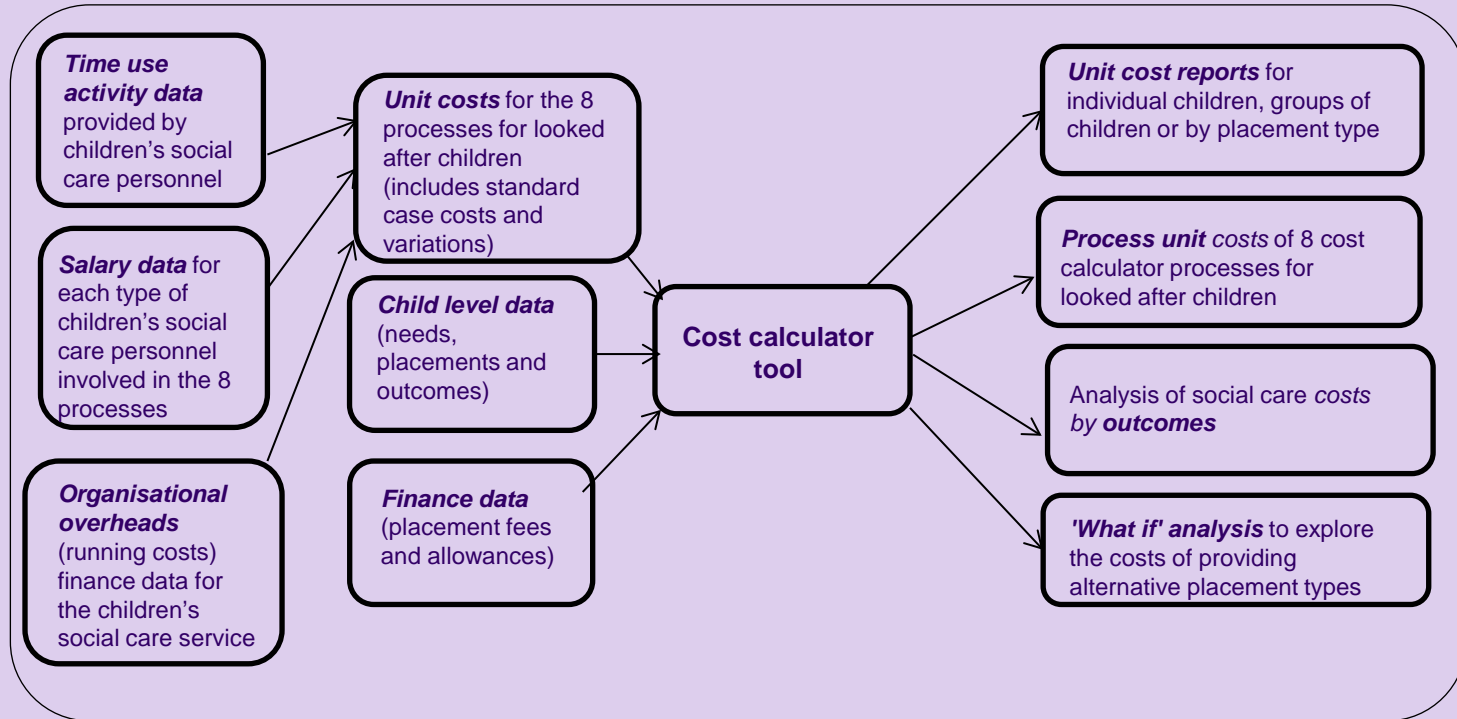
Can be aggregated
in different ways

Can be compared

Can be varied by
need

Relate to specific
children

Cost Calculator: Inputs and Outputs



No Wrong Door and Data Collection

Presented by:

David Gillson

(NWD Performance and Intelligence Officer)

Right support, right time, right place, right results – changing lives!

ABOUT NO WRONG DOOR (NWD)

- Innovation Project initially part funded by the DfE Innovation Programme
- Started in April 2015
- Two hubs that provide residential care and outreach (edge of care) work
- Has a team of specialist roles in the hubs
 - Life Coach (Clinical Psychologist)
 - Communication Support Worker (Speech and Language Therapist)
 - Police Liaison Officer (Seconded from NY Police)
 - Portfolio Leads
 - Deputy Manager for residential and outreach
- Under evaluation by Loughborough University until March 2017
- Now been mainstreamed by NYCC

Right support, right time, right place, right results – changing lives!



MY BACKGROUND AND CURRENT ROLE

- Worked for the Police for 11 years
- Employed by NWD in August 2015
- My main role is to gather and provide intelligence and evidence on NWD for
 - Loughborough University's evaluation
 - To evidence the impact of NWD to NYCC senior managers
 - To provide feedback on performance to the hub managers and teams
- I am also working on
 - The partners in practice project to bring NWD methodologies to the wider NYCC services
 - Scoping of a Family Justice Observatory (led by Professor Karen Broadhurst, Lancaster University) with funding from the Nuffield Foundation.

Right support, right time, right place, right results – changing lives!



LCS – LIQUIDLOGIC CHILDS SYSTEM

- NYCC Case management system
- Not initially used to track NWD
- I added a case status for NWD so that all interventions are tracked – going back to the start of NWD (painful!)
- Holds all social work contact records and NWD contact records
- NYCC going thorough early stages of a “Maximising LCS” project
- Features data from different parts of CYPS
 - Health
 - Education

Major limitation – not very searchable for reports

Right support, right time, right place, right results – changing lives!

BUSINESS INTELLIGENCE

- Back door into LCS via data warehouse
- I have access to and use a lot
- Allows much more complex querying of LCS
- Can search NWD and also against non-NWD cohorts
- Can search for contact records and time use data
- Also useful to extract case notes summary for a young person

Development of an EoC CC

- Capture pathways from 11-25
- Looked after, edge of care and edging to care
 - Inter-play between these
- Bringing together multiple datasets
- Longitudinal analysis of outcomes (up to age 25)
- Explore cost savings to different agencies

Development of an EoC CC

- North Yorkshire specific
- Requires input from other local authorities...

Conceptualising the EoC CC

- Small group activity
- Work with colleagues with similar roles
- Re-introduce CCfCS figure: What goes in and what comes out (printed version)

Conceptualising the EoC CC

- Mapping pathways: available child level data items
- Available finance data and data matching
- Required analyses and reports

Conceptualising the EoC CC

- Feed back to the whole group
- Development of assumptions
- Required analyses and reports

Agreed next steps

- Exploration of
 - child level data items (template)
 - finance data
 - What you need and how you would use it (EoC CC)
- Permissions for IT testing

Agreed next steps

- Timetable
 - 28 Feb (NCVO London)
 - 4 April (Loughborough University)
 - 13 June (NCVO London)
- Follow up email and documentation
- Online resources

Queries or points of clarification? (Evaluation)

For more information

- Lisa Holmes (L.J.Holmes@lboro.ac.uk)
- Helen Trivedi (H.L.Trivedi@lboro.ac.uk)
- David Gillson (David.Gillson@northyorks.gov.uk)
- Oli Preston (oli.preston@rip.org.uk)
- CCFR website: www.ccfcr.org.uk
- Cost Calculator website: www.ccfcs.org.uk