



The Benjamin Foundation

 **Norfolk** County Council

Norfolk and Suffolk
NHS Foundation Trust



Context

- Austerity
- Services in silos
 - problems traded not shared
- Dept of Health and Dept for Education promoting integrated services and commissioning
- Transformational change agenda
- DfE Innovations fund. A further £200 million over two years
- Sharing best practice to improve outcomes and reduce costs
- Workforce development needs

Obstacles to collaboration

- Anxiety
 - Lack of trust
 - Stress
 - Lack of insight – self and others
 - Structural separation – top down
 - Short term planning
 - Zero sum games - either everyone wins or nobody does
 - Loss aversion
 - Sharing problems
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A problem shared is a problem halved.



I don't want 50% of your problem.



The Compass Approach

- Relationships
- Responsibilities
- Risks
- Reflective practice

Relationships

- Providing a secure base – children, parents, staff, multi-agency systems
- Containment – personal and organisational
- Authenticity
- Trust
- Co-creation
- Things will go wrong – being unconditional
- Holding difficult conversations

Responsibility

“the state or fact of being accountable or to blame for something.”

- Accountability vs blame
 - Individual and collective – whose job is it anyway?
 - Feeling overwhelmed – our attachment styles?
 - Response ability
 - Responsive vs reactive
 - Autonomy and creativity – families and staff
- 

Responsibility contd....

The importance of mistakes



- In the year following the death of Baby P there was a 25% increase in the number of children killed by a parent. Remained higher for each of the next three years.
- A tale of two foster carers
- A placement request form

Risks

- Types of risk – safeguarding, personal, organizational, financial
- What informs our decision making?
 - Risks to ourselves vs client needs
- Personal and organisational attitudes to risk
 - Being “too pro-family”
- Risks of not acting
- Appropriate risk taking
- Safe uncertainty
- Creativity

Reflective practice

- Reflective organisations
- Culture of challenge - irreverence
- Flattened hierarchies
- Group supervision
- Genograms
- Clinical attachments and live supervision
- Disclosure and feedback
- “Either everyone gets better or nobody does”

Integration

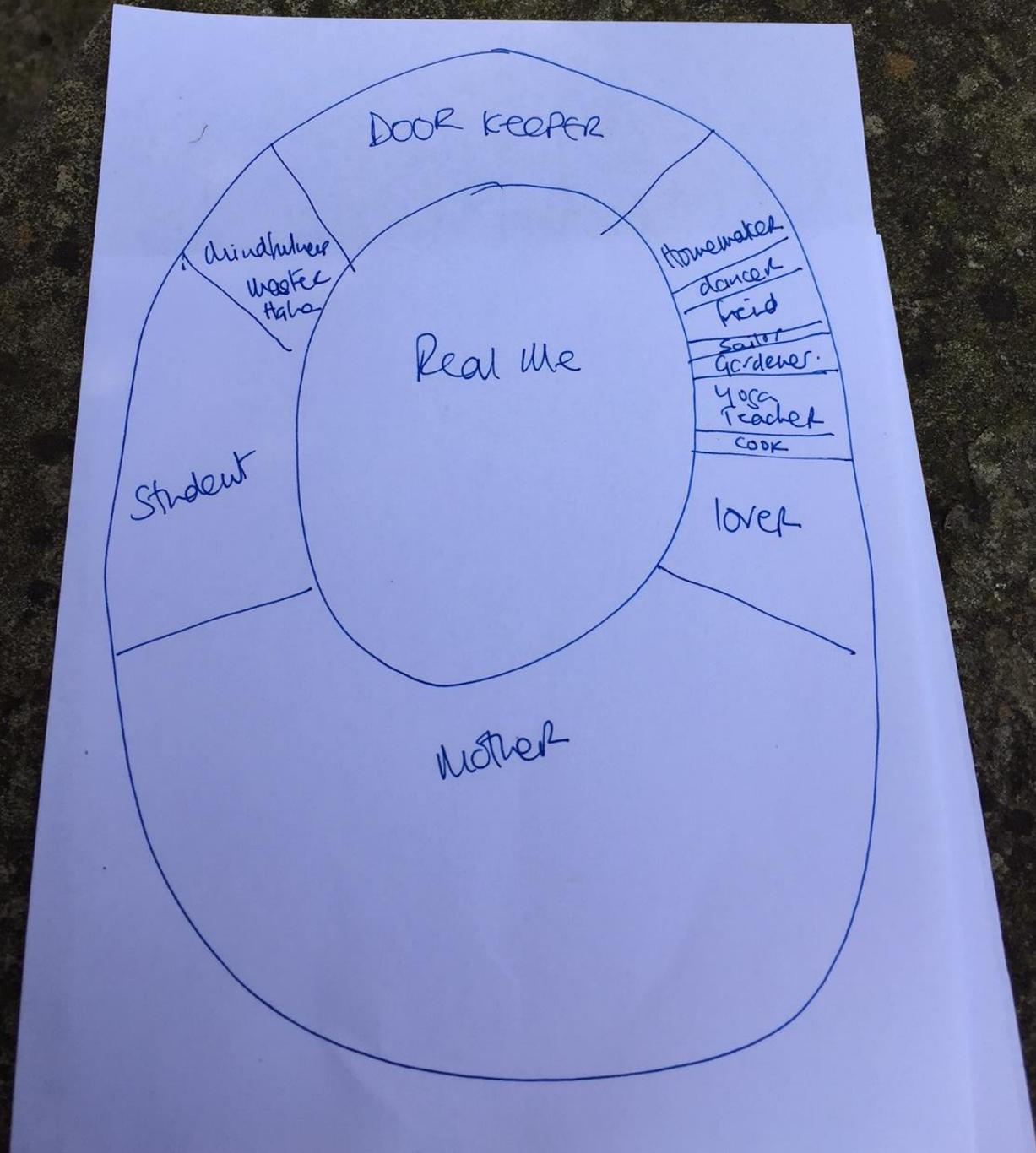
- Psychological
- Interpersonal - families, colleagues, partners
- Multi-agency services

Exercise – draw a circle.....

Client response....

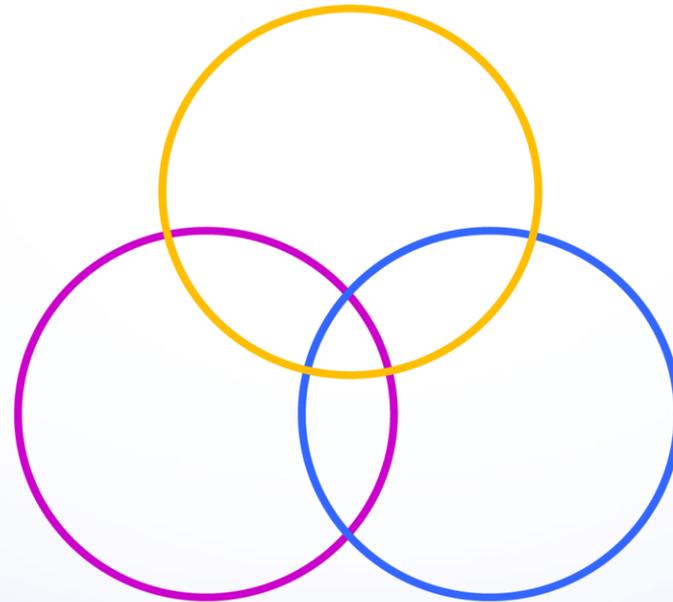
- Long history of childhood trauma
 - Dissociative amnesia
 - Separate self states
 - Recreating uncertainty, fear and abandonment in relationships
 - Positive coping strategies - resilience
 - Our responses to client's attachment strategies
 - Client responses to ours
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Self state diagram



Spheres of influence

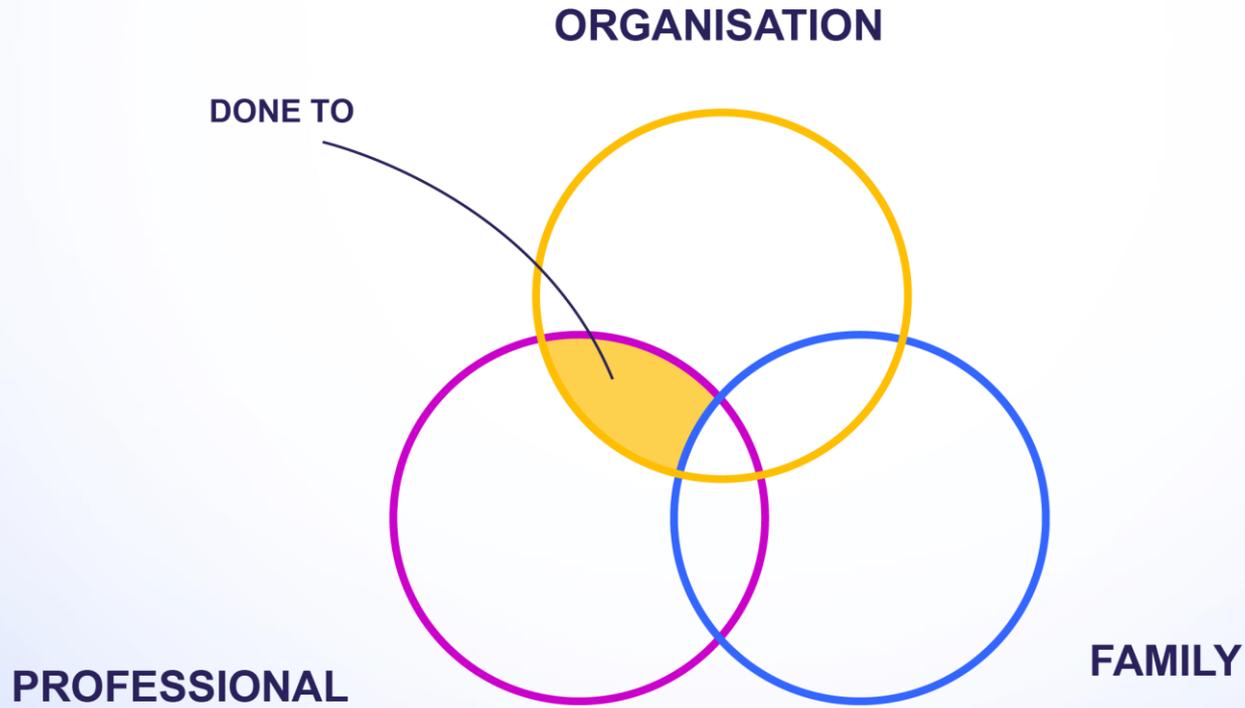
ORGANISATION

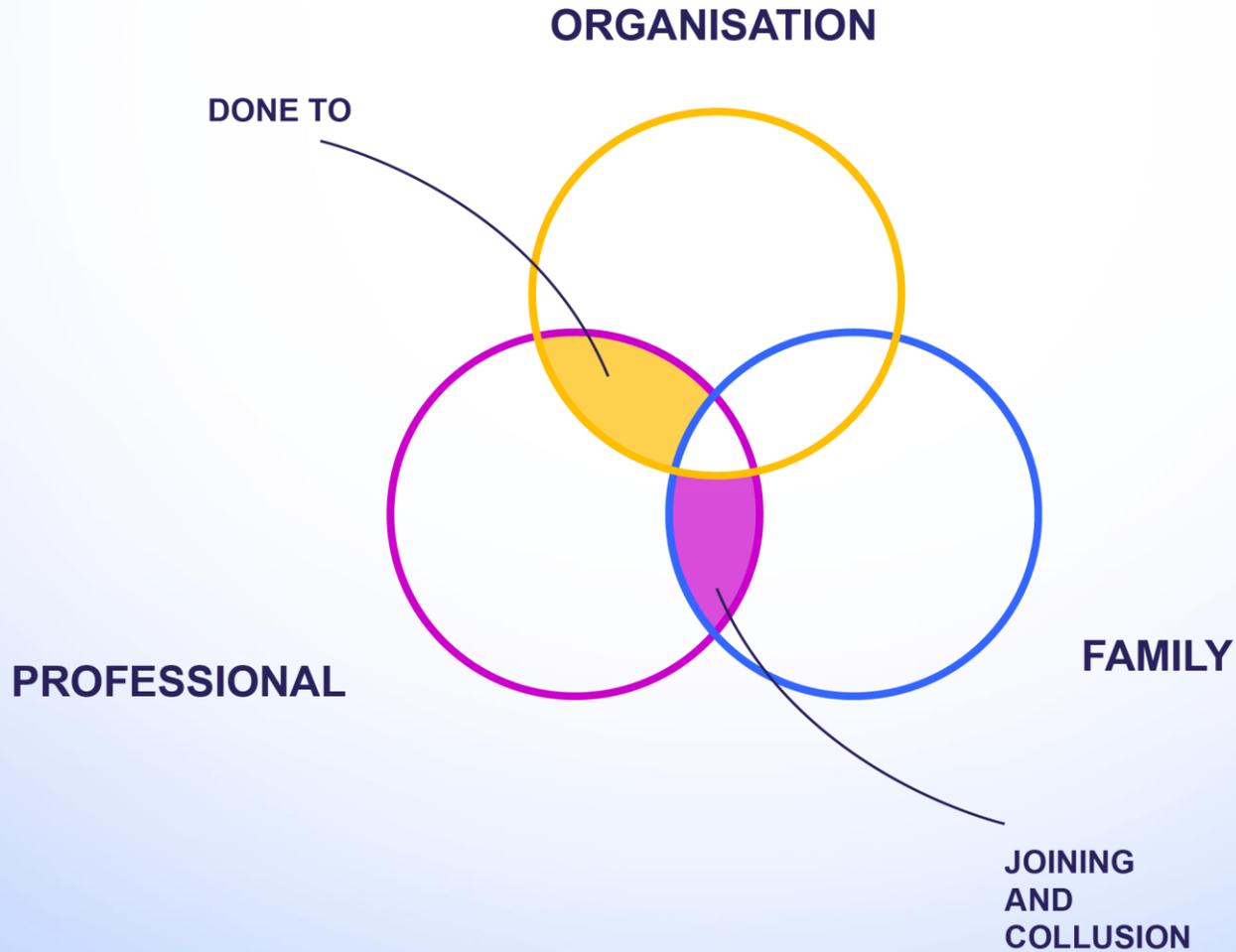


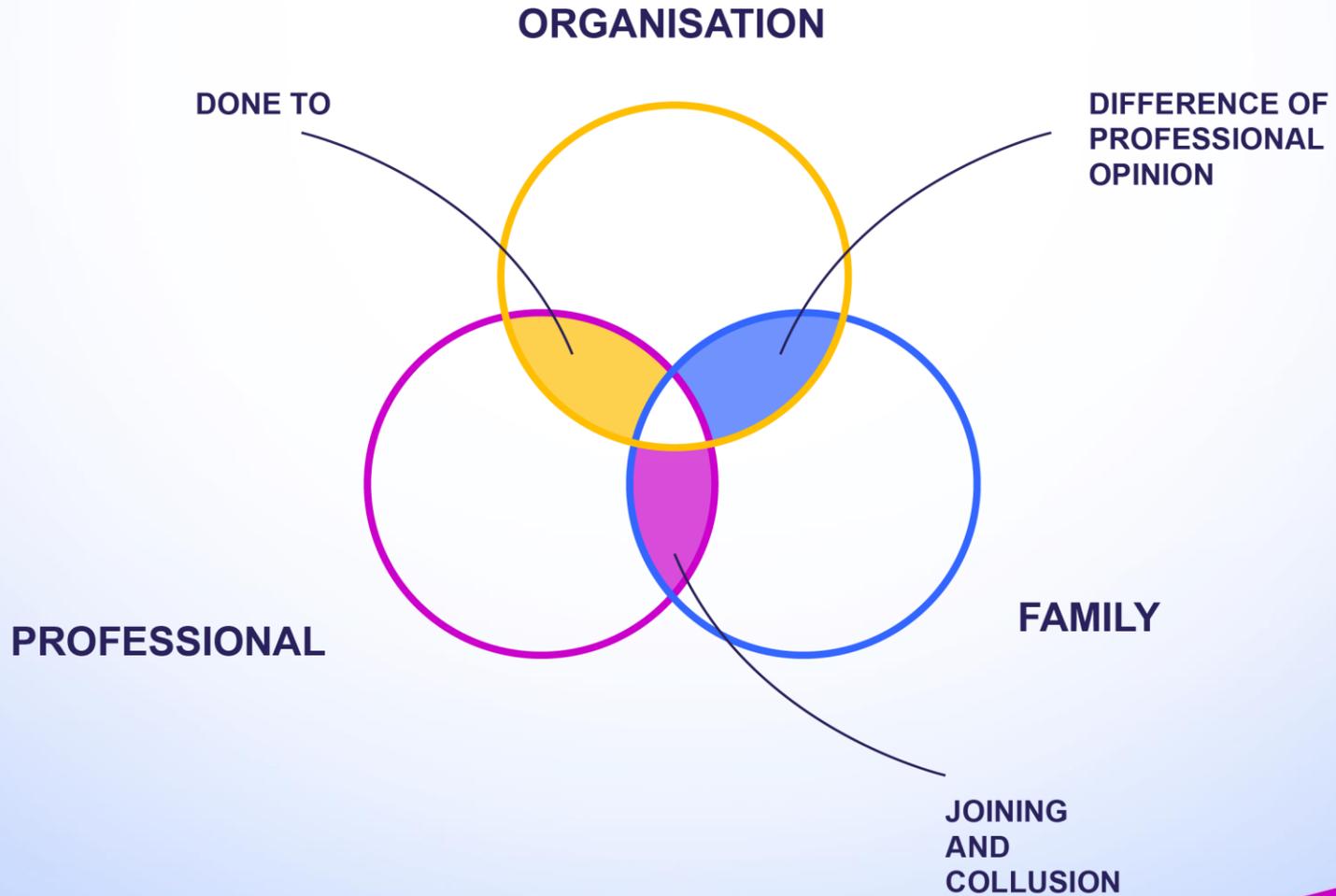
PROFESSIONAL

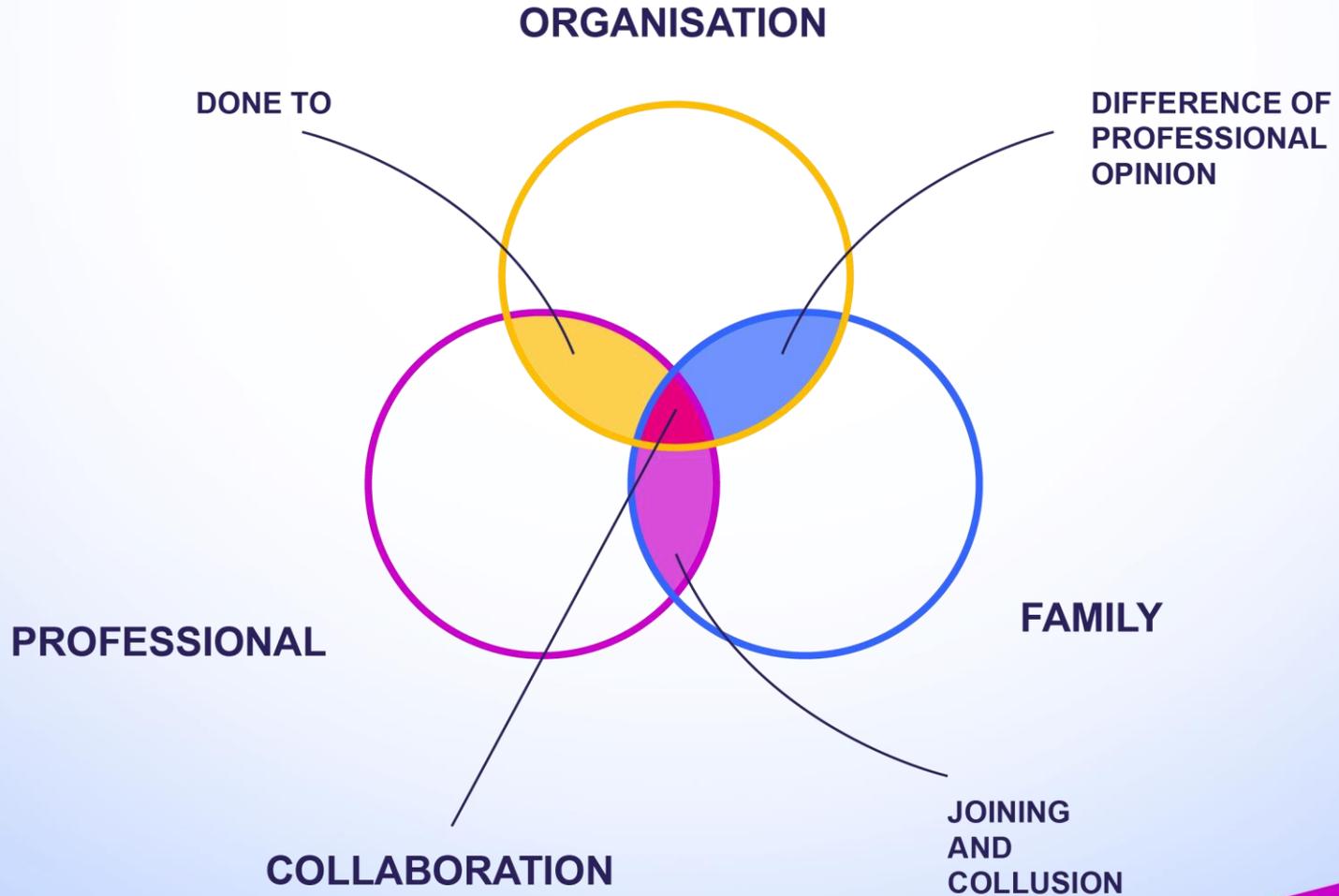
FAMILY



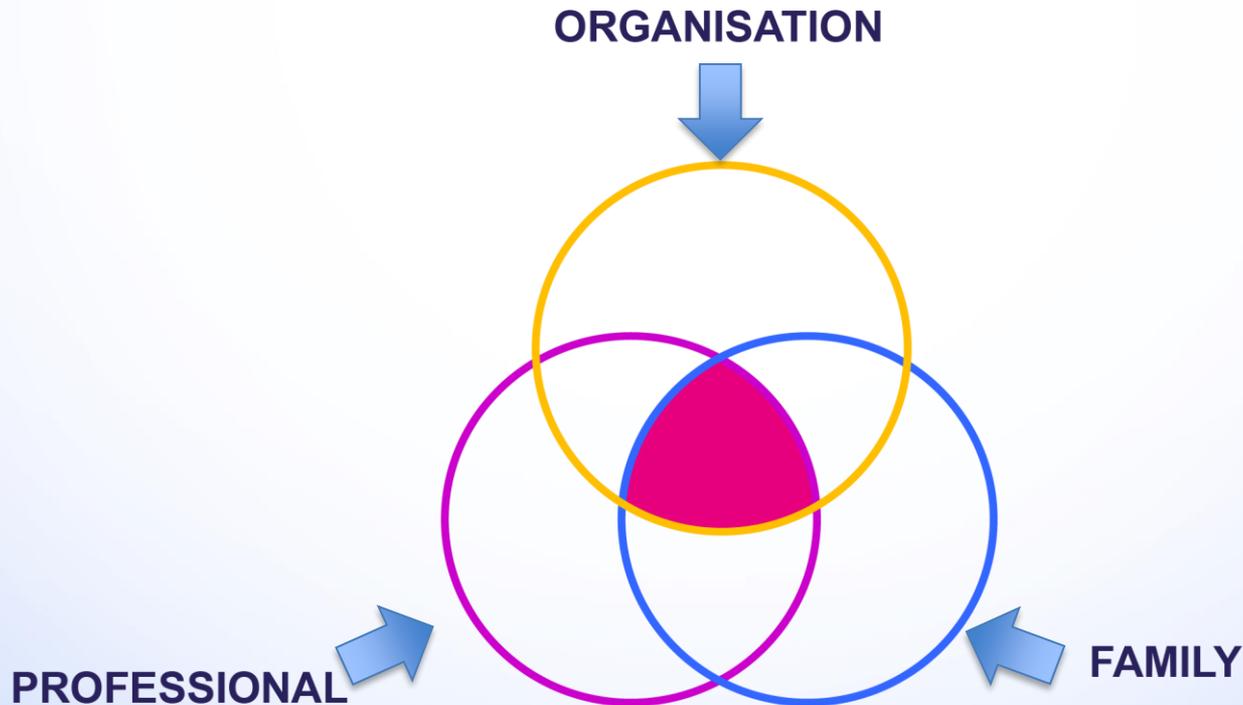








Working towards shared understandings



Strategic Objectives

- Improved services
 - Barnardo's partnership
 - Signs of safety
 - Culture of autonomy, permission and innovation
 - Cost efficiencies
 - £22 million savings
 - Professional progression
 - Team leaders rather than team managers
 - Three years to Senior Social Worker
 - Lower caseloads – time to think / learn
 - Workforce development
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Workforce development

- Social Work Academy
 - Clinical attachments
 - Family therapy teams
 - Psychotherapy group
 - Clinical supervision
 - Group supervision
 - AFT accredited courses in Systemic Family Therapy
 - Case consultation
 - Research opportunities
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The value of integration

Organisation

- Improving services
 - Outcomes for families
 - Cost efficiencies
- Sharing risk
- CPD opportunities
- Innovation and service development
- OFSTED – national policy guidance
- Recruitment opportunities
- Staff retention

The value of integration

Staff

- Culture of trust, permission and autonomy
- Creativity and innovation
- Aspiring leaders – training in management
- Staff support and professional development
- Clinical attachments
- Training
- Secondment opportunities
- Clinical supervision
- Research

Integrating services

- Compass Schools
- Parent-Infant Mental Health Attachment Project
- Compass Outreach Service
- LAAC CAMHS service
- Child and Family Therapeutic Team
- NCC residential provision
- Harmful sexual behaviour service
- Child Support Team - SSSfN
- Compass Mainstream

Integration in practice

- Complex case formulation – multiple perspectives
- Full range of interventions
- Detailed risk assessment and management plan
- Addressing anxiety in family and professional system
- Installation of hope – staff and families
- Addressing difficulties in the relationship between families and services
- Recognising the importance of organisational change
- If a child is secure they can play. If a professional is secure.....

Norfolk Parent-Infant Attachment Project

- Initial £600k DCLG funding
- 59 cases since March 2015
- Circa 75% of babies remain with their birth families
 - Of remaining 44 children say 60% would have been accommodated with no integrated service offer
 - 26 children fostered – average cost of £691 per week
 - £17,966 per week
 - Preventative saving of £934,000 per annum
 - Further savings relating to costs of proceedings

PIMHAP

- Great Yarmouth – rates of infant accommodation
- Potential for splitting - SW “allied to the baby”, clinicians “allied to the parent”
- Ongoing communication
- Think family
- Addressing adult mental health issues
- Outcomes depend trust between professionals
- Early identification of cases - by PLO often too late
- Reduce number of children removed due to resource issues

Parent-Infant Mental Health Attachment Project

Teresa Bonilla - UKCP Child Psychotherapist
Louise SurrIDGE - Senior Social Worker

“The Brain is a social organ and needs to be in relationship to mature. Not overwhelmed or underwhelmed. It cannot develop well without interaction with others. We have experience dependent genes”

Caspi 2003

“In order to understand each person’s unique pattern of reactivity, we need to go back to the beginning, back to the wordless days of infancy when we were held in our mother’s arms, even as far back as the womb.”

Gerhardt 2004



How do Social Workers & Psychotherapists work together?

- Training differences
- Approaches to risk
- Understanding of process
- Focus on the baby or parent or both?
- Dealing with stress, anxiety & unconscious process
- Dealing with conflict, disagreements
- Trust and relationships
- Support from higher management
- Mental health, psychopathology & developmental trauma

Attachment and Mental Health

- Therapeutic approach: collaboration of attachment interventions and mental health support
 - Focus on the parental history, current mental health and impact on relationship with the baby
 - Developmental trauma understanding –
Psychopathology understood through adaptations
 - Tailored approach for each family, including psychopharmacology and therapy
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Therapeutic Approaches

Flexible outreach sessions - relational approach involving systemic, play and art therapy.

Therapy is grounded in attachment theory

Emphasis on the therapeutic relationship as a safe base:
enables parents to become more aware of their own attachment strategies
attend to baby's cues more sensitively and develop a deeper understanding of the emotional world of their baby (Sonkin, D., 2005).

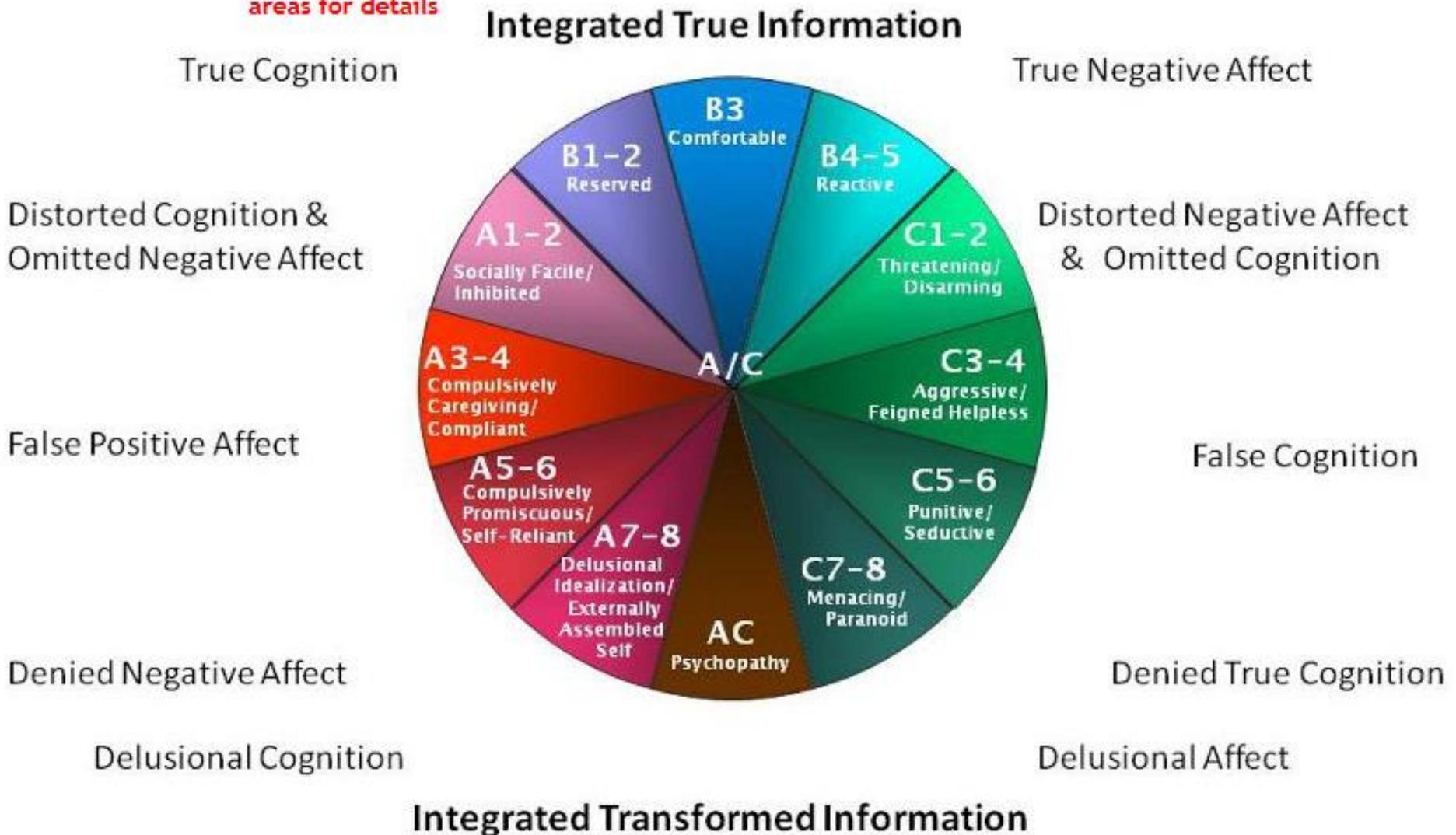
Dynamic Maturation Model to understand attachment strategies used by parents and infants. (Crittenden, 2006)

Consider systemic issues e.g. influence of community / professional systems

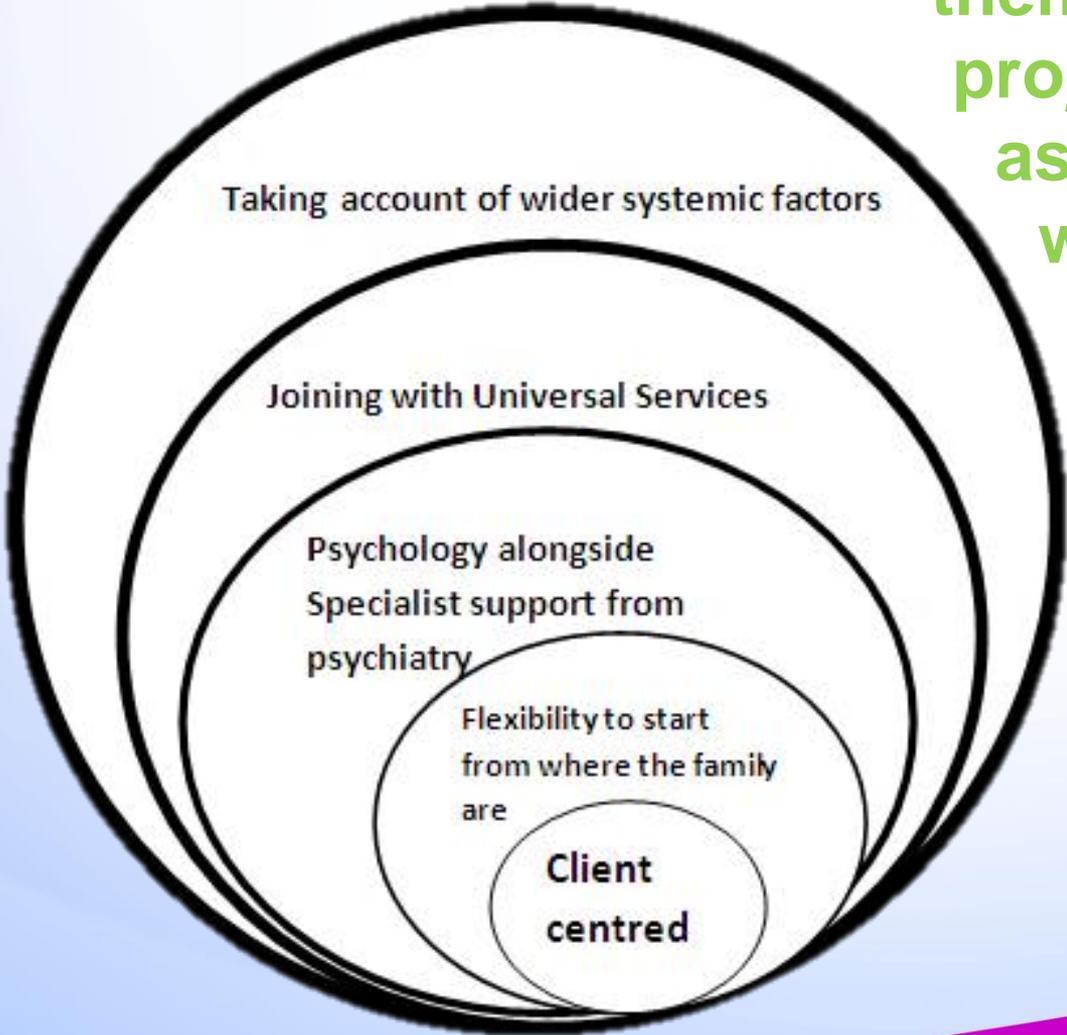


DMM Strategies in Adulthood

Click color-coded
areas for details



Thematic Map depicting themes which emerged from project professionals when asked what they thought was distinct about the approach.

A diagram consisting of five concentric circles of varying sizes, all centered on the same point. The circles are drawn with thick black outlines. The text is centered within each circle, with the innermost circle containing the most text and the outermost circle containing the least. The text is as follows:

Taking account of wider systemic factors

Joining with Universal Services

Psychology alongside
Specialist support from
psychiatry

Flexibility to start
from where the family
are

**Client
centred**

Our Teams

Enhanced therapists

Health Visitors

Children's Centre
Leads

Child and
Adolescent
Psychiatrist

Administrators



Assistant
Practitioners

Adult Psychiatrists

Assistant
Psychologist

Specialist Midwives

VIG supervisors

Social Workers

Clinical
Psychologists

Community Mental
Health Practitioners



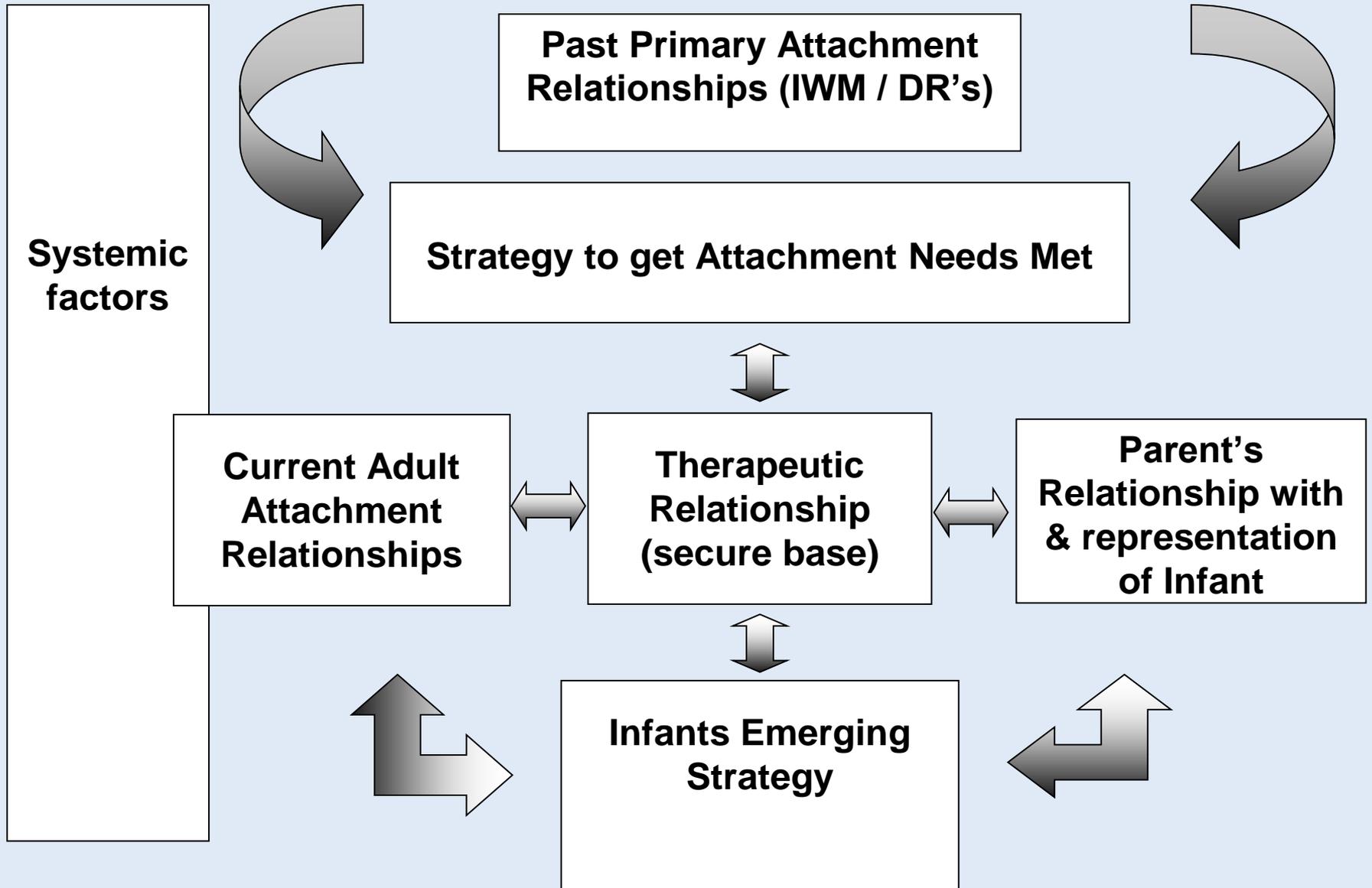
The importance of Epistemic Trust

“Fonagy believes that one of most important functions of attachment relationships and parental mentalization is the development of “epistemic trust”, i.e. the “trust in the authenticity and personal relevance of interpersonally transmitted knowledge”, that fosters social learning and human integration. Failure of this process produces epistemic mistrust, hypervigilance and rigidity of thought, typical of individuals that are “hard to reach” and unable to be changed by social relationships.”
(2015)

Case Study – TJ, BS and Mia

- Mum had two children accommodated previously due to severe neglect
- Dad had one child but lost contact in difficult circumstances
- Both had unprocessed trauma
- Mum had diagnosis of BPD, OCD and depression previously
- Mum had drug and alcohol problem previously
- Both have difficult relationships with their families
- Very little social support

ATTACHMENT FOCUSED FORMULATION



Time line

- Disruption at first conference – repair
- Polarization – contradictions in presentations
- Chaos in first few weeks
- Health Visitors anxiety – Family response
- VIG, PDI, Care Index, extra therapist support
- Immediate response to crisis
- Named pattern of crisis and resolution and worked together to slow things down

Reflections on Mia

- Developmental delay
- No eye contact, looking at ceiling
- Sleeping
- Sharpe cries
- Change of mood very quickly
- New Born Observation (NBO, Brazelton)

Significant learning



The Social Worker's experience

- Family therapy team
- GFS Project re CSE
- Third sector partnerships – TBF, Ormiston, Priory
- Mentoring Mums Project
- Forward thinking
- Permission to innovate
- Professional progression
- Leadership opportunities
- Taking responsibility

Questions...???

Thankyou.....

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