Prototyping Project within Woking Services, Mindworks Surrey.

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The Project's joint-lead, Aviv Katz, from 'The Public Office' working with Mindworks Surrey, describes how the Prototyping Project in Woking was created alongside Surrey Youth Focus, who through trusted relationships were able to convene a mix of participants. This implementation story outlines what happened during this pilot, how the THRIVE Framework (Wolpert et al., 2019) has been implemented and lessons learned for ongoing implementation in in services in the Woking and other parts of Surrey.

Background

The 'Prototyping Project', led by the Public Office and Surrey Youth Focus in collaboration with Mindworks, Surrey County Council, Health, other community and voluntary sector services in the Woking area was developed. The aim of the Prototype Project was to understand current systems in place to support the implementation of the THRIVE Framework and consider how the principles facilitate **partnership working** across different services. Woking was considered an area in Surrey that demonstrated 'system readiness' as positive relationships existed and were increasing between professionals across sectors.

## What was this prototyping pilot about?

Mental health, wellbeing and children and young people's professionals came together over a two-month period, to deepen their understanding of implementing the THRIVE Framework as a way of underpinning their service delivery and how it could be embedded at different levels of a system (using the socio-ecological framework, micro, meso and macro systems). This included an action orientated process of trialling and reviewing various service adjustments, thereby ''*creating a space for learning through doing rather than just analysing to death all the problems*''. The prototyping pilot also served to inspire and empower the wider Surrey network to adopt this 'action orientated approach'.

What were the pilot's agreed learning objectives?

The following were established by the Mindworks Alliance board during development of this project and then agreed upon by all the pilot members:
- Keep children, young people and families' voices at the heart of learning and **shared decision-making**
- Interact and connect with each other in a THRIVE-like way – referring to the THRIVE principles
- Consider how the community access expertise, help and advice - **accessibility** - without a referral
- Understand the essential relational aspects of THRIVE and develop infrastructure to recognise and support those relationships

## What did the pilot actually look like/involve?
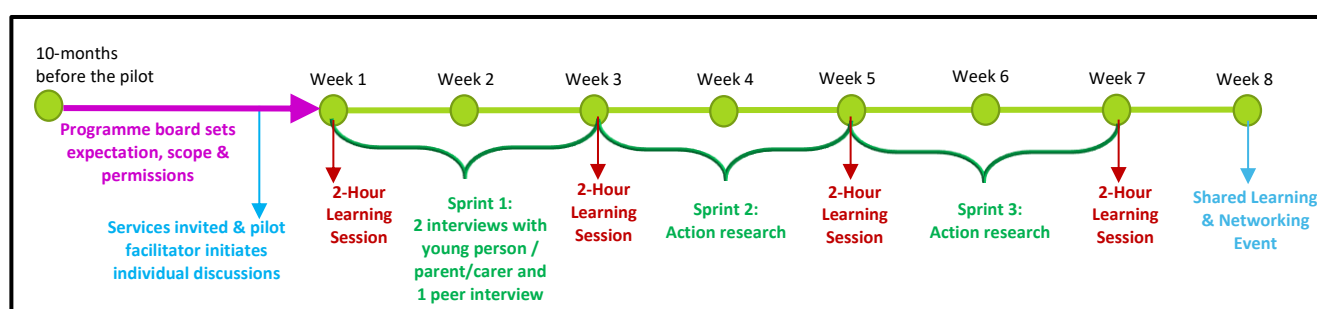
Prior to the first learning session, all participants were encouraged to speak with young people and families to understand what changes would be helpful to implement and test. Peer interviews were also conducted, and the findings brought to a sense making session. Participants then planned some action learning to undertake over the next two "sprints". At the end of the ' sprints' there was a shared learning and networking event to bring together all relational developments and practical learnings.

How does the prototyping pilot align with the THRIVE Framework (Wolpert et al., 2019)?

The focus was on a small number of priority areas of the 'Whole system':

Socio-ecological Framework

- **Macro level:** *society as a whole e.g. political, economic, social factors*
  - o Services are working closely together such that service users experience integration of care positively.
- **Meso level:** *parts of the society e.g. groups, organisations*
  - o A comprehensive network of community providers is in place.
  - o There is a focus on strengths and family resources wherever possible.
- **Micro level:** *actions of individuals*
  - o **Shared decision making** at the heart of all decisions.
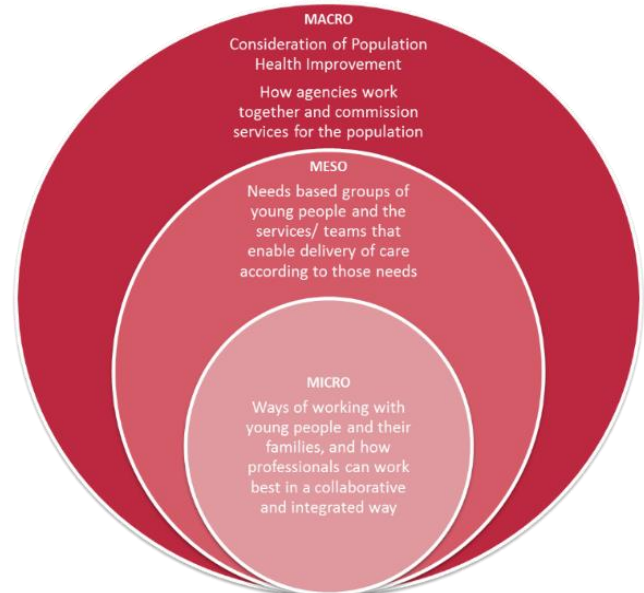
All services involved were mapped along the 'THRIVE Assessment Tool' within the whole system according to the socio-ecological framework.

Applying some THRIVE principles in practice:

Woking services were working to standards of 'good practice' but generally did not consider their work from a THRIVE perspective, nor were they explicitly considering how they were applying the THRIVE principles. The following principles were the ones built upon most during the prototype.

Partnership working - *'working as more of a partnership to help children, young people and families':*
This process along with the shared learning and network event enabled improved connections between services involved to be developed. Prototyping has fostered more collaborative working which has allowed families known to multiple services, to receive consistent, coordinated and collaborated care.

Shared decision making - *'keeping children, young people and families at the heart of service delivery and improvement':*
Children, young people and their families were interviewed at the beginning of the prototyping to ensure service user voice and opinion were captured and used to inspire practical and innovative ideas about how services could improve. This also involved asking children and young people to specify their own wish list in receiving care, involving parents from the outset and increasing service communication regarding what was happening throughout their care, all to create this shared decision making impact.

Outcome informed - *'setting goals with families and regularly reviewing them':*
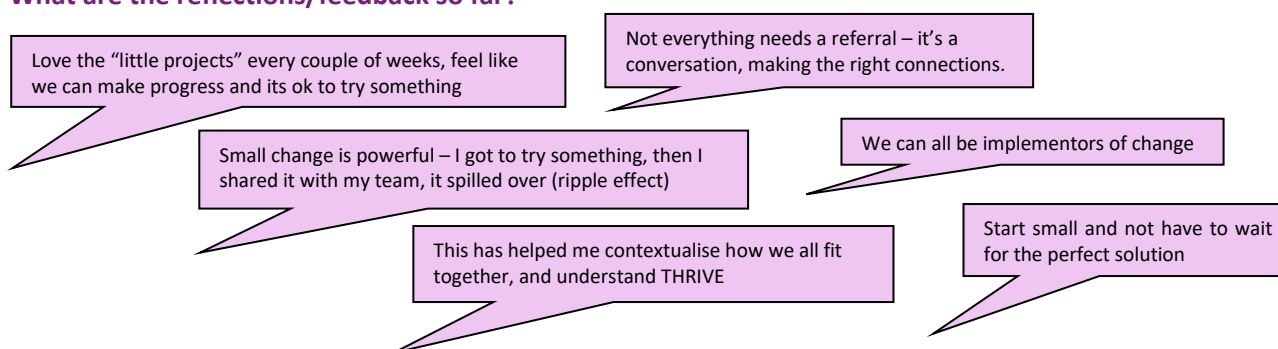In assessments and throughout service user interaction, discovery conversations when care planning were implemented to ensure a focus on the young person's goals through the use of the goal-based outcomes measure.

What has the impact been?

- **Growing relational infrastructure within Woking services through school-based clusters and improved communications**
  - Quarterly School Information Sharing events
  - Borough newsletter and information sharing regarding service updates
- **Putting young people's needs and goals at the heart of discovery conversations and interactions**
  - Revised discovery conversation format
  - Insights and top tips on how to maintain strength-based and young person focused interactions
  - Growing opportunities to refer / introduce CYP to wider range of services in the local area
- **Growing opportunities for joint working, sharing and collaborating**
  - Improved and growing opportunities for joint working across services the wider children's emotional wellbeing and mental health (EWMH) services system
  - Unlocking local assets and collaborations within a relational system

What are the reflections/feedback so far?

Love the "little projects" every couple of weeks, feel like we can make progress and its ok to try something

Not everything needs a referral – it's a conversation, making the right connections.

Small change is powerful – I got to try something, then I shared it with my team, it spilled over (ripple effect)

We can all be implementors of change

This has helped me contextualise how we all fit together, and understand THRIVE

Start small and not have to wait for the perfect solution

What learnings can we take from this prototype pilot in Woking that can inform further implementation of THRIVE across the system?

- Further **relationship building** opportunities in Woking and beyond: network events; presentations about what different services offer; how to link organisations together and keep up to date with what services are offering; what can we do to prevent the need for medical intervention; better join up and integration of voluntary organisations and statutory services.
- Ensure **more services, especially crisis services, are involved** in this prototyping approach to develop more integrated partnership working across the board and so learnings can continue to be distributed equally amongst all needs-based groupings.
- More promotion, **prevention and local opportunities** for children and young people: more social prescribing involving GPs; working with community services (borough council) to increase range of activities and knowledge of other services/resources that can support and empower children and young people.
- Deepen the understanding of how to **engage with a wider network** of partners and organisations with emphasis on youth voice, as well as information about how to check updates for a submitted referral.
- **Use this prototype methodology in other areas for longer periods and track progression with outcome measures** - Guildford and Waverley will be the next prototype area for 3 months in Autumn 2022.

September 2022

Appendix:
The THRIVE Assessment Tool:

THRIVE Assessment Tool.docx