

SERVICE SPECIFICATIONS

Towards Wellbeing



**ORANGA
TAMARIKI**
Ministry for Children

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1. ABOUT THESE SPECIFICATIONS

Who are these specifications for?

These service specifications are for the Provider that Oranga Tamariki—Ministry for Children (Purchasing Agency) contracts with to provide this Service known as the Towards Wellbeing (TWB) Youth Suicide Prevention programme. These service specifications form part of the Outcome Agreement.

Outcome Agreements with a Provider for this Service require that they are delivered in accordance with these service specifications. These service specifications are a living document and may be varied at the discretion of the Purchasing Agency. The Purchasing Agency will inform the Provider of any variation to be made.

What is the purpose of these specifications?

The specifications provide:

- a set of commonly agreed practice principles and values to guide the service delivery
- detailed information about service delivery and practice
- a resource tool to help you deliver the Services consistently
- a resource tool to assist you in meeting the desired Service outcomes
- a way for us to improve our responsiveness to feedback regarding changes to the service delivery component of the Outcome Agreement.

How should these specifications be used?

These specifications should be seen as setting the minimum standard for service delivery to assist you to competently deliver the Service according to the Outcome Agreement requirements. A Provider can develop a service that reflects their organisation's philosophical base, incorporating local need and the culture within which it works.

Will these specifications be revised?

This document is a living document and will be updated as required. The Purchasing Agency staff will keep you informed of any further editions, updates or changes to these guidelines,

as it forms part of the Outcome Agreement. Feedback on the guidelines is welcome at any time and can be sent to the Purchasing Agency's Contract Manager using the attached Feedback Form (see Appendix Two).

Where can you go for further information?

For further information on these guidelines please contact you're the Purchasing Agency's Contract Manager as identified in your Outcome Agreement.

2. ABOUT TOWARDS WELLBEING (TWB)

What is Towards Wellbeing about?

The TWB programme was originated by Wellington School of Medicine, University of Otago in 2000 and the services were delivered by TWB Clinical Advisors. In 2005 the responsibility of the programme transferred to the Ministry of Social Development. In April 2017 the programme became the responsibility of Oranga Tamariki—Ministry for Children (the Purchasing Agency).

The aim of the TWB programme is to increase the wellbeing of Children and Young People in contact with the Purchasing Agency who are identified with suicide risk factors. The TWB programme is designed to reduce their current and future suicide risk by providing professional advice and support to the Purchasing Agency's Social Workers working with these Children and Young People at risk. The programme uses a National Monitoring and Case Audit System to help develop, implement and monitor a suicide Risk Management Plan to support the wellbeing of the Child or Young Person.

Who is the client group for the Towards Wellbeing programme

The client group for TWB are those Children and Young People in contact with the Purchasing Agency identified as being at risk of suicide. TWB will always be prioritised to those Children and Young People identified as at greatest risk. Accordingly, the Provider will provide a practice of triage (specified in the TWB Practice Guidelines – refer to Appendix Four) to determine if a Child or Young Person should be referred to TWB and the level of service they should receive.

What is Towards Wellbeing seeking to achieve?

TWB is seeking to achieve the following vision, long-term outcomes and results for Children and Young People and their families/whānau.

Vision

The desired outcome of the programme is a reduction in the numbers of Children and Young People at risk of suicide and an increase in their wellbeing and mental health.

Key Objectives

- maintaining a screening, monitoring and Case audit system based upon best practice principles (e.g. Te Kahu o Te Aorangi) for Children and Young People identified to be at risk of suicide
- providing specialist advice and supporting the Purchasing Agency's Social Workers and their supervisors to inform and strengthen appropriate service provision
- providing specialist advice and monitoring of Children and Young People deemed at highest risk
- providing advice regarding accessing appropriate mental health services to those at risk of suicide
- providing the Purchasing Agency with up to date information and statistics regarding Children and Young People on the TWB Programme including best practice, trends, developments and any service gaps.

Results/Outcomes

- a reduction in a Child or Young Person's risk of suicide
- overall reduction in the numbers of Children and Young People who commit suicide while they are on the TWB programme
- the Purchasing Agency's staff receiving TWB services, say they are confident and competent when working with Children and Young People at risk of suicide.

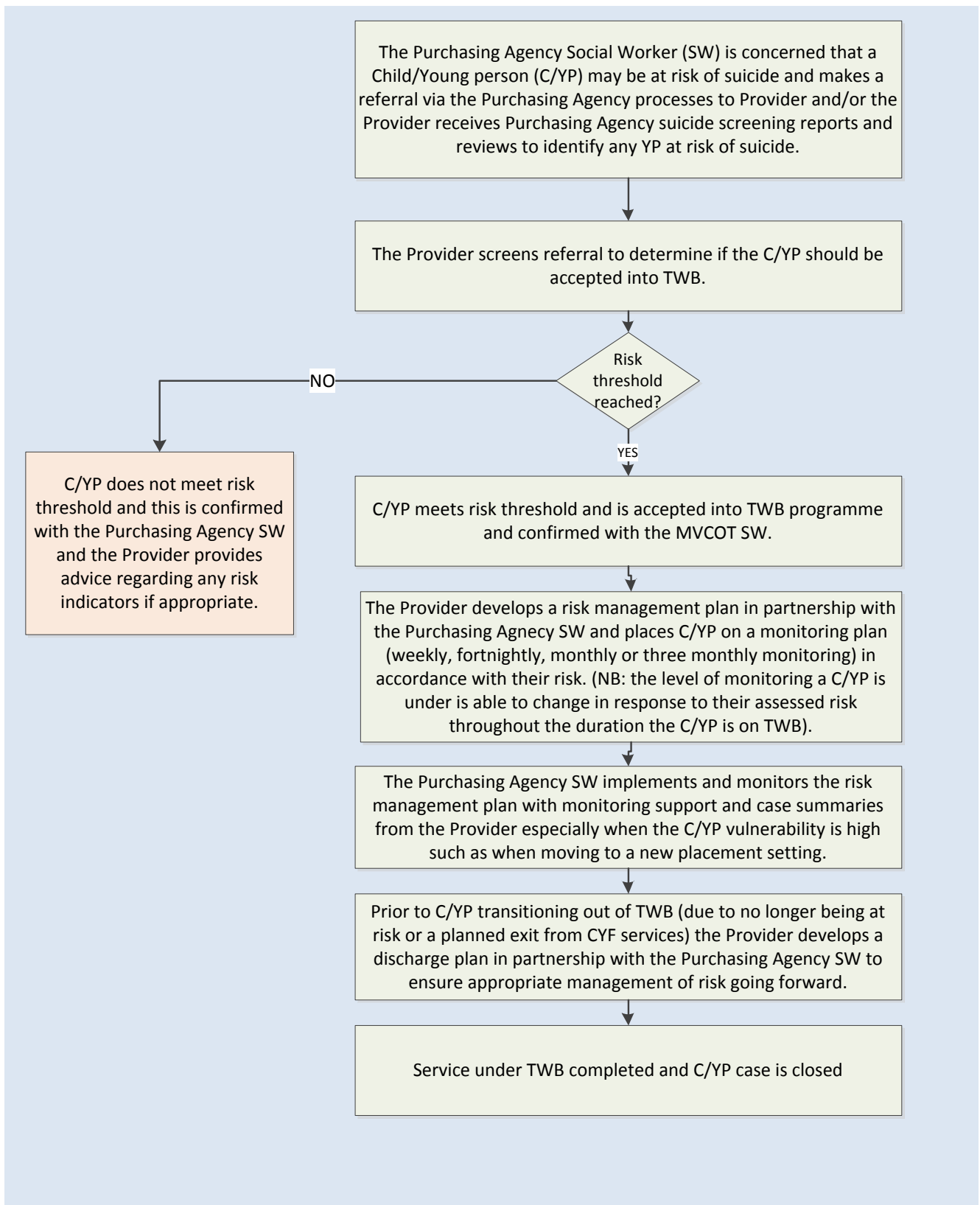
What are the core values and principles for the Towards Wellbeing programme?

The following values and principles are those that underpin the philosophy of treatment and care in relation to the TWB Programme:

- **A bicultural approach and access to a secure identity** – establishing the dimensions of identity that contribute in a positive way to the functioning of children, young people and their whānau
- **A multi-systems approach** – ensuring this is maintained at all times by using a range of service options, as appropriate, so that nothing occurs in isolation or disrupts the seamlessness of treatment and services within the TWB Programme; and to ensure that every intervention contributes to a larger systemic movement towards the programme outcomes for each individual young person and their family
- **Best practice service** – defined as an efficient, effective, ethical, professional, and wherever possible, evidence based service reflecting scientific and clinical knowledge on the further prevention of suicide.

How does Towards Wellbeing work?

The flowchart below provides a brief overview of the TWB process, for full details refer to the TWB Practice Guidelines (refer to Appendix Four).



Social Sector Accreditation Standards

Providers delivering TWB service are required to meet Level Five, Ministry of Social Development specific accreditation standards. Providers are required to maintain their Approval Level according to the Ministry of Social Development's relevant Approval and Accreditation Standards.

3. RELATIONSHIPS

What are the principles that underpin the relationship between the Purchasing Agency and the Provider?

For the relationship to be successful, it is essential that both Parties collaborate to ensure the Service is effective and accessible. The following principles guide all dealings under the Outcome Agreement. The Parties agree to:

- act honestly and in good faith
- communicate openly and in a timely manner
- work in a collaborative and constructive manner
- recognise each other's responsibilities
- encourage quality and innovation to achieve positive outcomes

Cultural responsiveness

Each party recognises the needs of all people, including Māori, Pacific, ethnic communities and all other communities to have services provided in a way that is consistent with their social, economic, political, cultural and spiritual values.

Accessibility

Increased participation is supported by enhanced accessibility and recognises the diverse needs of all people, through:

- ease of communication
- flow of information
- physical accessibility.

Relationship Processes

The Purchasing Agency and the Provider will work together to ensure that the TWB Programme operates efficiently and effectively to support the TWB's programme objectives. There are a variety of processes (outlined below) designed to support the development and maintenance of positive relationships between The Purchasing Agency and the Provider as

well as for the purpose of managing and reviewing this Outcome Agreement signed by both Parties.

Contract Management

The Purchasing Agency's Contract Manager (contact details in the Outcome Agreement) will meet with the service Provider at least twice yearly to verify the information in the quarterly monitoring reports and review the service performance against the agreed reporting outcomes.

Operational Management

The Purchasing Agency Manager for Care and Protection Support is the Purchasing Agency's designated person with overall responsibility for the TWB programme. The Purchasing Agency's Senior Advisor, Care and Protection Support who reports to the Manager, Care and Protection Support is the point of contact for the Provider and is responsible for the operational management of TWB including:

- providing information about the TWB programme to the Purchasing Agency site offices and residences Managers and staff to promote their effective and efficient usage of TWB
- escalating TWB issues identified by the Provider (i.e. challenges and/or opportunities) to the Manager, Care and Protection Support.

The Provider will work in the first instance with the Senior Advisor, Care and Protection Support and can escalate issues if they are not resolved with the Senior Advisor to the Manager, Care and Protection Support.

The Manager, Care and Protection Support is responsible for raising any issues (in consultation with other the Purchasing Agency groups including Youth Justice, and the Office of the Chief Social Worker/Director Professional Practice) which arise for either the Purchasing Agency and/or the Provider.

Regional the Purchasing Agency Staff

Due to the purpose of the TWB programme (i.e. the provision of professional advice and support to the Purchasing Agency's regional Social Workers, residential staff and their Managers) it is also essential that the Provider has direct relationships with these staff. The relationships principles (outlined on page 7) apply equally to these the Purchasing Agency staff and the Provider.

The Provider is required to develop and maintain positive relationships with the Purchasing Agency's Social Workers and residential staff, Managers, Practice Leaders and Residential

Case Leaders to ensure they understand the purpose of TWB and use it appropriately to enhance their social work practice when working with Children and Young People at risk of suicide. The Purchasing Agency expects the Provider to discuss the service trends, challenges and opportunities it identifies regarding the implementation of TWB as a result of the working relationships between the Provider and the Purchasing Agency's Social Workers etc. the Purchasing Agency will also support development of these relationships and advise the Provider regarding opportunities to develop these relationships.

Governance of the TWB Programme

A TWB Steering Committee will be maintained and chaired by the Manager, Care and Protection Support. Membership will include membership from Youth Justice, the Office of the Chief Social Worker/Director Professional Practice, and Care and Protection Support and Residential and High Needs Services. The purpose of the TWB Steering Committee is to provide governance of the TWB programme i.e. providing leadership and strategic direction regarding the TWB programme, monitor service delivery and escalate any issues brought to attention. (NB: for detailed information about the role and function of the TWB Steering Committee refer to Appendix Three).

The Manager, Care and Protection Support is responsible for convening the TWB Steering Committee meeting. The Provider will attend regular TWB Steering Committee meetings with the Purchasing Agency and any special planning meetings as required.

Escalation Process

The Provider will follow the escalation process to resolve any issues which arise when working with the Purchasing Agency's Social Workers.

In the first instance, the Provider should raise an issue directly with and the Purchasing Agency's Social Worker:

- any issue not resolved should be escalated by the Provider to the Purchasing Agency's Social Worker's supervisor
- failure to contact and/or achieve resolution with a supervisor should be escalated by the Provider to the Purchasing Agency Site Manager
- failure to achieve resolution with the site Manager should then be referred to the Purchasing Agency Regional Manager
- failure to achieve resolution with the Purchasing Agency Regional Manager should be escalated by the Provider to Purchasing Agency's Senior Advisor, Care and Protection Support

- refer to tables A-I for further detail on the escalation process.

When escalation is required as a matter of urgency, the Provider should start the process at the Purchasing Agency's Regional Manager level.

4. SERVICE DELIVERY

Where does the Provider fit in the big picture?

The Provider is a key contributor to the success of the TWB programme. The Provider will use its best endeavours to achieve the desired outcomes of the programme by working with and supporting the Purchasing Agency's Social Workers to increase the wellbeing of Children and Young People referred to the programme.

To successfully deliver the TWB services the Provider will need to meet and maintain the high level of professional experience required. Other requirements to ensure the successful delivery of the programme are outlined below:

Roles and responsibilities

The Provider will:

- establish and maintain a triage process (including documenting the process and criteria in the TWB Practice Guidelines (refer to Appendix Four) which determines if a Child or Young Person is to be placed on the TWB programme
- establish and maintain a process, (documented in the TWB Practice Guidelines), for determining the level of monitoring required for each Child or Young Person accepted onto the programme. Monitoring levels will change as the risk level decreases (or increases). Monitoring (which has varying frequency i.e. weekly, fortnightly, monthly, three monthly dependent on the Child or Young Person's level of risk), is carried out by the TWB Clinical Advisors. Establishing and maintaining a case closure process (including documenting the criteria in the TWB Practice Guidelines) for determining when a Child or Young Person's case should be closed
- establish and implement a triage process (including documenting the criteria in the TWB Practice Guidelines) to manage the screening of Children and Young People especially for when the volume exceeds the daily screening volume capacity
- support the Purchasing Agency's Social Workers (including their supervisors and Practise Leaders) to enable them to assess the nature and level of suicide risk with the aid of the appropriate risk assessment tools

- work with the Purchasing Agency's Social Worker to draft a Risk Management Plan
- monitor the Risk Management Plan in partnership with the Purchasing Agency's Social Worker
- provide advice to the Child or Young Person's Purchasing Agency's Social Worker and the Purchasing Agency's Social Worker's supervisor/Practice Leader regarding the coordination of mental health services required by the Child or Young Person in order to strengthen the Purchasing Agency's social work response
- monitor and facilitating the Child or Young Person's timely access to mental health services outlined in the Risk Management Plan
- draft a case summary for the Purchasing Agency's Social Worker when a Child or Young Person's placement is about to change or there is a significant event occurring for the Child or Young Persons which will increase their risk of suicide
- ensure any cultural needs for the Child or Young Person are highlighted as part of any Risk Management Plan or work done with the Child or Young Person
- record details of Children and Young People on the TWB programme on the Case management system set up for this purpose
- report on data maintained on Children and Young People on the TWB programme as well as trends, developments and any service gaps
- provide advice on relevant on-going policy developments and training programmes targeting welfare and mental health services to Children and Young People at high risk of suicide within resource restrictions
- participate in any research, reviews or evaluation relating to the TWB programme within resource restrictions
- escalating issues through agreed processes (refer to section 2, page 10 "Escalation Process")
- provide the Purchasing Agency (the TWB Steering Committee) with up to date information and statistics regarding Children and Young People on TWB and best practice, trends, developments, any operational issues, service gaps and any process/practice issues

- treat any information relating to the referral or the Child or Young Person according to the principles of the Privacy Act 1993 and the Health Information Privacy Code 1994.

Purchasing Agency is responsible for:

- the Purchasing Agency's Social Workers operating as the Lead Case worker for a Child or Young Person referred to TWB
- the Purchasing Agency's Social Workers are responsible for identifying and referring a Child or Young Person to TWB that maybe at risk of suicide via approved processes
- using approved the Purchasing Agency risk assessment tools correctly to assist in the identification of a Child or Young Person at risk of suicide
- working with the Child or Young Person throughout the duration of TWB to support them and determine any changes in the Child or Young Person's wellbeing
- the provision of on-going information (including education, health and welfare) to enable the Provider to determine the level of risk of a Child or Young Person at any stage
- working with the Provider to develop a Risk Management Plan including working with any other agencies identified within the plan
- working in equal partnership with the Provider to monitor and update risk and protective factors of the Child or Young Person throughout the duration of the referral
- the implementation and monitoring of the Risk Management Plan
- using the Child or Young Person's TWB case summaries to inform their understanding of the Child or Young Person's suicide risk and protective factors
- inputting of the Child or Young Person TWB Risk Management Plans and Case summaries in CYRAS
- notifying the Provider of any changing status (e.g. change of placement) of a Child or Young Person in a timely manner where ever possible so that a transition or exit plan can be completed with the Provider
- updating and escalating issues regarding the Child or Young Person on TWB to their the Purchasing Agency Supervisor/Case Manager

- the identification of, referrals to, and working with other local agencies designed to support the Child or Young Person at risk of suicide
- responding in a timely manner to queries from the Provider regarding the Child or Young Person under their case management

the Purchasing Agency Site Managers/Supervisors/Case Leaders/Team Leaders Clinical Practice at the Purchasing Agency sites or residences are responsible for:

- knowing which of the Children and Young People they are responsible for are on the TWB programme
- monitoring the progress of the TWB referrals
- responding in a timely manner to queries from the Provider regarding any referrals the Purchasing Agency's Social Workers they are responsible for, have made to TWB
- understanding and promoting the use of TWB to the Purchasing Agency's Social Workers

the Purchasing Agency National Office is responsible for:

- management of the TWB Steering Committee and regular meetings with the Provider and reviewing the Provider's reports on statistics regarding Children and Young People on TWB and best practice, trends, developments, operational issues, service gaps and any TWB process/practice issues
- communicating issues regarding Children or Young People on TWB or Provider's issues to respective the Purchasing Agency Site Managers or dealing with the Purchasing Agency Site Managers concerns about TWB service delivery.

Staff training

The Provider must provide appropriate induction training for its entire staff who will be involved in providing TWB services prior to commencing their position. The training must ensure that staff have suitable knowledge of the following areas:

- specific knowledge in the area of Youth suicide
- best practice knowledge to enable sound clinical advice to be given to the Purchasing Agency's Social Workers
- up to date knowledge regarding current trends and research
- legal obligations particularly under the provisions in the Privacy Act 1993, the Health Information Privacy Code 1994 and the use of CYRAS information
- culturally safe practice.

The Provider is to ensure staff have on-going professional development and practice supervision to gain and maintain the knowledge to effectively monitor those referred to TWB.

Reporting

The Provider is to report to the Purchasing Agency on the measures described in Appendix One.

Reporting requirements on day to day operational issues and the frequency of this reporting to the TWB Steering Committee (refer Appendix One) will be set by the TWB Steering Committee in agreement with the Provider.

Evaluation

The Provider agrees to participate in any evaluation of the TWB provisions and strategy that is undertaken by the Purchasing Agency.

Referral to other Agencies

- Referrals to local Child and Adolescent Mental Health Services (CAMHS) or other Mental Health services are the responsibility of the Purchasing Agency's Social Workers in consultation with the Provider as part of the development and on-going monitoring of each Child or Young Person's Risk Management Plan.
- When a Child or Young Person under TWB is transferred to a local mental health service, the Provider should revise the level of monitoring support and determine the level of input needed.
- The Provider will provide information and support to the Purchasing Agency's Social Worker. A detailed description of how a Child or Young Person's case is managed between the Purchasing Agency's Social Worker, the local mental health service and the Provider, is in the TWB Practice Guidelines.

Resolution of clinical advice between the Provider and other mental health services

If a local mental health service becomes the Lead Case Manager for a Child or Young Person at risk of suicide at any stage, and the Child or Young Person has also been referred to the Provider, the Purchasing Agency's Social Worker will be responsible for the co-ordination of information between the mental health service and the Provider.

Where there is a difference of advice provided by the Lead Case Manager and the Provider, the TWB Clinical Advisor is required to discuss with the Lead Case Manager. Where agreement cannot be achieved, the Lead Case Manager's plan will be implemented.

The Provider's views should be recorded and provided to the Purchasing Agency's Social Worker to enter into CYRAS.

What will Towards Wellbeing focus on?

In order to achieve the aims of this Service it is important that the Provider and all the other parties associated with TWB get involved, and carry out a number of actions and functions.

Towards Wellbeing Programme Delivery

The Purchasing Agency and the Provider will provide the TWB services in accordance with the following Tables A-J.

The Purchasing Agency and the Provider agree that they will work together to fulfil their responsibilities as outlined in the following Tables A-J.

Table A: Screening

Table A: Screening

Responsibility of the Purchasing Agency	Responsibility of the Provider and included in the Outcome Agreement Price
<p>Care and Protection and Youth Justice Social Workers:</p> <ul style="list-style-type: none"> • identify Children and Young People who may be at risk of suicide on their Caseload • undertake either a direct referral (phone/email) or an indirect referral via completion of Substance Choices Scale, Kessler and Suicide (SKS) assessment Suicide Risk assessment or raising a Suicide Person Characteristic • bring knowledge of the Child or young Person, their family, community, education, welfare, health, resources and supports to the referral • notify their supervisor of status of Child or Young Person • respond to email/phone queries from Provider within the timeframe specified by the Provider. <p>Care and Protection and Youth Justice Residential Case Leaders</p> <ul style="list-style-type: none"> • contact TWB via email to confirm Child or Young Person’s status with TWB on arrival to residence or contacts the Provider due to high risk presentation of Child or Young Person as they are admitted to residence • where possible, bring knowledge of the Child or Young Person, family, community, education, welfare, health, resources and supports to the referral • undertake a SKS assessment within 24 	<p>The Provider:</p> <ul style="list-style-type: none"> • triages all direct (phone calls, emails) and indirect referrals (via SKS and SRA assessments, CYRAS Suicide Person Characteristics) by the Purchasing Agency staff to identify Children and Young People who may need to be referred to the programme • provides phone and email support and consultation within working hours via the TWB helpdesk with a response rate within two hours. On the first day of a Child or Young Persons entry to a residence, when the Purchasing Agency’s Social Workers contacts the Provider, the Provider confirms if a Child or Young Person is or has been under TWB. If they have/or are under TWB, the Provider provides a Case Summary • educates the Purchasing Agency staff about referral process i.e. appropriate use of the TWB screening tools and assessment for suicide risk through 1:1 phone and email contact with the Purchasing Agency’s Social Workers, hand-outs/information packages for the Purchasing Agency’s Social Workers and Supervisors. • educates the Purchasing Agency staff about groups at high risk for suicide and the need for screening, assessment of risk and where necessary referral to TWB • monitor and report on the Purchasing Agency referral processes including tool use and referral rates by sites. <p>The Provider implements a different triage process (refer to TWB Practice Guidelines) when screenings go over allotted daily volume. Highest risk Children and Young People are dealt with first with high risk scores and direct phone referrals- any remaining referrals are transferred to the next working day. The Provider will report to the TWB Steering Committee the number of times per month</p>

<p>hours of Children or Young Person coming into residence</p> <ul style="list-style-type: none"> • notify the referring the Purchasing Agency Site Manager of status of Child or Young Person • respond to queries from Provider within the timeframe specified by the Provider. <p>Supervisors/Case Leaders/Team Leaders</p> <ul style="list-style-type: none"> • Monitor status of cases referred to TWB. • Respond to email/phone queries from Provider within the timeframe specified by the Provider. <p>The Purchasing Agency National Office</p> <p>Maintain the Purchasing Agency Practice Centre website which supports staff to understand how to complete the screening tools correctly and roles and responsibilities of the Purchasing Agency's Social Workers and the Provider regarding Children and Young People on the TWB Programme.</p> <p>Ensure the Purchasing Agency's staff are notified if there are any changes to TWB practice or processes.</p> <p>Attend regular meetings with the Provider to review service specifications, TWB Practice Guidelines and identify and respond to any TWB issues raised by the Purchasing Agency Sites or by Provider.</p> <p>Work with the Provider to identify and resolve any communication issues as per table A "Communication Management with the Purchasing Agency's staff".</p>	<p>a different triage response is implemented to respond to an increase in screenings of Children and Young People.</p> <p>Communication Management with the Purchasing Agency staff</p> <p>To ensure that work in relation to Children and Young People at risk of suicide is undertaken quickly and efficiently, in any communication to the Purchasing Agency's Social Workers about a Child or Young Person, where a timely response is required, the Provider will specify the timeframe that they require a response from the Purchasing Agency's Social Worker.</p> <ul style="list-style-type: none"> • if no response has been received within the specified timeframe, the Provider will re-contact the Purchasing Agency's Social Worker asking them to respond and specify the response timeframe • if no response has been received within specified timeframe, the Provider will email the Purchasing Agency's Social Worker and their Supervisor (if not known, the Purchasing Agency Site Manager), outlining the issue and include a timeframe for a response • if there is no response from the Purchasing Agency's Social Worker or Supervisor, the Provider should contact the Purchasing Agency Site Manager outlining the issue and include a timeframe for a response and the issue • if there is no response, the Provider should contact the Senior Advisor, Care and Protection Support services outlining the issue and include a timeframe for a response and the issue • Ongoing communication issues which have the potential to put the effective implementation of Child or Young People's Risk Management Plan at risk will be reported to the TWB Steering Committee by the Provider.
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Table B: Triage process

Table B: Triage Process	
Responsibility of the Purchasing Agency	Responsibility of the Provider and included in the Outcome Agreement Price
<p>the Purchasing Agency’s Social Workers, Care and Protection and Youth Justice Residential Case Leaders</p> <ul style="list-style-type: none"> • Provide any information requested by the Provider about the Child or Young Person they have referred • Respond to queries from Provider within the timeframe specified by the Provider. <p>Supervisors/Case Leaders/Team Leaders</p> <ul style="list-style-type: none"> • Monitor status of the cases their staff have referred to TWB • Respond to queries from Provider within the timeframe specified by the Provider. <p>the Purchasing Agency National Office</p> <ul style="list-style-type: none"> • Maintain the Purchasing Agency Practice Centre to support the Purchasing Agency staff on how to refer and the acceptance process • Will work with the Provider to resolve any communication issues which may occur as per table A “Communication Management with the Purchasing Agency staff”. 	<p>The Provider:</p> <p>Screens all direct and indirect referrals to determine if the Child or Young Person:</p> <ul style="list-style-type: none"> • does not meet programme entry criteria • requires further investigation • requires immediate admission. • confirms with the Purchasing Agency’s Social Worker / Residential Worker the Child or Young Person’s referral status (i.e. accepted or not accepted into TWB) as soon as it is determined. <p>If a Child or Young Person has some indicators of suicide and does not meet the TWB threshold, the Provider will, where appropriate, provide the Purchasing Agency’s Social Worker with information via an email or consultative phone call on what the risks are (from the information they have available to them), how to manage and monitor the risks and how to refer back to TWB should the risks escalate or there be any further concerns.</p> <p>Communication Management with the Purchasing Agency staff</p> <p>Refer to Table A for process.</p>

Table C: Accepted referrals and development of Risk Management Plan

Table C: Accepted referrals and Development of Risk Management Plan

Responsibility of the Purchasing Agency	Responsibility of the Provider and included in the Outcome Agreement Price
<p>the Purchasing Agency’s Social Workers, Care and Protection and Youth Justice Residential Case Leaders</p> <p>Work in partnership with Service Provider to assist in development of Risk Management Plan including welfare and education information and identification of appropriate local agencies.</p> <p>Work with the Child or Young Person throughout the duration of the TWB programme to support the implementation of the plan (including support to the family/whānau) and the Child or Young Person and determine any changes in the Child or Young Person’s wellbeing status.</p> <ul style="list-style-type: none"> Respond to queries from Provider within the timeframe specified by the Provider. File TWB Risk Management Plan, Case Summaries and any other information provided by the Provider within CYRAS. Record ‘Towards Wellbeing Person Characteristic’ on CYRAS to alert those working with the Child or Young Person currently or in the future of potential suicide risk. <p>Supervisors/Case Leaders/Team Leaders</p> <p>Support the Purchasing Agency’s Social Worker to understand local agencies and support they can access when they are developing the Child or Young Person’s Risk Management Plan.</p> <p>Review completed Risk Management Plan and frequency of monitoring (weekly, fortnightly, monthly or national) required for the Child or Young Person.</p> <ul style="list-style-type: none"> Respond to queries from Provider within the 	<p>The Provide will:</p> <ul style="list-style-type: none"> Lead the development of a Risk Management Plan (refer to TWB Practice Guidelines for a copy of the plan) for a Child or Young Person in partnership with the Child or Young Persons the Purchasing Agency Social Worker via phone and email that focuses on increasing current safety as well as reducing longer term risks and developing protective factors. The level of the Provider’s ongoing input will be decided by the TWB Clinical Advisor and the Purchasing Agency Social Worker and will vary according to the determined level of risk i.e. weekly, fortnightly, monthly, case note monitoring. provide phone and email support and consultation within working hours via the TWB helpdesk with a response rate within two hours. <p>Communication Management with the Purchasing Agency staff</p> <p>Development of a Risk Management Plan requires the Provider and the Purchasing Agency’s Social Worker to work with each other via phone and email to discuss, draft and agree to the plan. The Provider will follow the communication process outlined in Table A for escalating and resolving any communications issues.</p>

<p>timeframe specified by the Provider.</p> <p>the Purchasing Agency National Office</p> <p>Regular updates on the Purchasing Agency's Practice Centre are provided to the Purchasing Agency's staff on practice and process regarding Risk Management Plans and directly to Purchasing Agency Site Manager to discuss and resolve any process issues.</p> <p>Will work with the Provider to resolve any communication issues as per Table A "Communication Management with the Purchasing Agency staff".</p>	
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Table D: Active case monitoring

<p style="text-align: center;">Table D: Active case monitoring</p> <p style="text-align: center;">(i.e. weekly, fortnightly, monthly monitoring)</p>	
<p>Responsibility of the Purchasing Agency</p>	<p>Responsibility of the Provider and included in the Outcome Agreement Price</p>
<p>The Purchasing Agency's Social Workers / Care and Protection and Youth Justice Residential Social Workers.</p> <p>Undertake tasks specified in a Young Person's Risk Management Plan.</p> <p>Communicate with the TWB Clinical Advisor at the specified intervals regarding the Young Person's current situation and progress of tasks as outlined in their Risk Management Plan.</p> <p>Inform TWB if any event occurs that may increase risk for a Young Person on the programme including transitions, relationship or placement breakdowns and discharge from the Purchasing</p>	<p>The Provider will:</p> <ul style="list-style-type: none"> • record details of TWB levels of response on service Provider's database (ESRA) • record details of Children and Young People on TWB programme database (ESRA) including demographic details, case summaries, CYRAS summaries, risk analyses and case notes • provide resources/handouts to assist the Purchasing Agency's Social Workers in appropriate planning for Children and Young People at risk • provide TWB case summaries to the Purchasing Agency staff involved in the care of any Children and Young People on the TWB programme when the Child or Young Person's placement is about to change, or Case closed by the Purchasing Agency or there is a significant event which could increase the risk for the

<p>Agency .</p> <p>Bring knowledge of the Young Person, family, community, education, health, resources and supports to the management of risk.</p> <p>File TWB Risk Management Plan and any Case summaries within CYRAS.</p> <p>Supervisors / Case Leaders / Team Leaders</p> <p>Review Risk Management Plan tasks and frequency of monitoring (weekly, fortnightly, monthly or national required for a Child or Young Person.</p>	<p>Child or Young Person</p> <ul style="list-style-type: none"> • provide advice and support regarding access to and coordination with mental health services as required by the Child or Young Person in order to strengthen the Purchasing Agency's response. When necessary assist in liaising with and facilitating access to services • provide phone and email support and monitoring to Social Workers and their supervisors within working hours via the TWB Clinical Advisors allocated to individual sites and the TWB helpdesk • check CYRAS notes to assist in monitoring the level of management of the Child or Young Person and encourage early recognition of possible increased risk against agreed monitoring rate (i.e. weekly, fortnightly, monthly, and national) • provide resources/handouts to increase social work confidence and competence in identifying and working with Children and Young People at risk of suicide • develop and maintain an internal database of mental health services available in each region in order to provide this information to the Purchasing Agency's Social Workers. <p>Levels of monitoring</p> <p>a) the Purchasing Agency's Social Workers</p> <p>The Child or Young Person will be placed on a level of Case monitoring in accordance with their level of need (i.e. weekly, fortnightly, monthly or case note monitoring) and the Provider will take the lead in contacting the the Purchasing Agency's Social Worker at the agreed level of monitoring.</p> <p>b) the Purchasing Agency's Residential Social Workers</p> <p>The Child or Young Person will be placed on a level of case monitoring in accordance with their level of need (i.e. weekly, fortnightly, monthly or case note monitoring). If the Child or Young Person is at very high risk of harm, they will be placed on weekly monitoring with Residential</p>
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	<p>Social Worker responsible for contacting Provider.</p> <p>Once the Child or Young Person is moved off weekly monitoring, the Provider will move to monthly monitoring even if the Child or Young Person is on fortnightly monitoring levels by the Purchasing Agency Residence. The Purchasing Agency's Residential Social Worker remains responsible for contacting the Provider for monthly reviews or if they need additional information/support at other times outside the monthly monitoring.</p> <p>Communication with the Purchasing Agency's Social Workers.</p> <p>Take lead for contacting Purchasing Agency's Site Social Workers when monitoring meetings required.</p> <p>Purchasing Agency's Social Workers or Residential Case Leaders are responsible for contacting the Provider when monitoring meetings are required.</p> <p>Communication Management with Purchasing Agency site and Residential staff.</p> <p>Refer to Table A for process.</p> <p>Send monthly emails to Practice Leaders and Site Manager listing Children and Young People from the Purchasing Agency site on TWB monitoring and level of monitoring.</p>
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Table E: National case monitoring

Table E: National Case Monitoring	
Responsibility of the Purchasing Agency	Responsibility of Provider and included in the Outcome Agreement Price
<p>the Purchasing Agency’s Social Workers</p> <p>The Social Worker is responsible for updating the plan, case notes and placing their and Provider notes into CYRAS.</p> <p>Inform TWB if any event occurs that indicates increased risk for a Child or Young Person on the programme such as suicidal ideation or attempts, or if the case is to be closed.</p> <p>The Social Worker will respond to queries within the timeframe specified by the Provider.</p> <p>The Social Worker is responsible for updating plan, case notes and placing their and Provider notes into CYRAS.</p> <p>The Purchasing Agency Supervisors/Case Leaders/Team Leaders</p> <p>Keep up to date with number of Children and Young People on National Monitoring and Case Audit System and any changes in their wellbeing and monitoring status.</p>	<p>The Provider:</p> <ul style="list-style-type: none"> • will review the Child or Young Person’s CYRAS notes weekly and contact the Purchasing Agency’s Social Worker via email or phone if there are concerns regarding possible increased risk including alerting the Purchasing Agency’s Social Worker to possible triggers (individual or evidence based) • where an on-going concern is identified will consult with the Purchasing Agency’s Social Worker around managing this risk including whether the Child or Young Person needs to come back onto TWB active monitoring for a time • will send a four monthly reminder email to the Purchasing Agency’s Social Worker noting that the Child or Young Person remains on TWB case note monitoring, providing last case summary and indicating that they can contact TWB if any concerns or when closing • provide phone and email support as needed to the Purchasing Agency’s Social Workers and their supervisors within working hours via the TWB Clinical Advisors allocated to individual sites and the TWB helpdesk • after 18 months on case note monitoring review the case regarding on-going risk and whether Case can be closed to TWB. The Purchasing Agency’s Social Worker will be consulted as part of this process. <p>Communication Management with the Purchasing Agency site and Residential staff</p> <p>Refer to Table A for process.</p>

Table F: Discharge/Transition

Table F: Discharge/Transition	
Responsibility of the Purchasing Agency	Responsibility of the Provider and included in the Outcome Agreement Price
<p>The Purchasing Agency's Social Workers / Care and Protection and Youth Justice Residential Case Leaders</p> <p>the Purchasing Agency's Social Worker, wherever possible, confirms date of change of placement or any other transition.</p> <p>The Social Worker responsible for updating plan, case notes and placing their and Provider notes into CYRAS.</p> <p>Communicates risk history and TWB involvement when there are transitions between sites, to residences or new Purchasing Agency's Social Workers.</p> <p>Prior to discharge works with the Provider to identify agencies who will be providing ongoing support for the Child or Young Person and communicates risk history and TWB involvement as appropriate.</p> <p>Supervisors/Case Leaders/Team Leaders</p> <p>Keep up to date with number of Children and Young People being discharged from TWB programme and ensure that the Purchasing Agency's Social Worker has a transition plan in place.</p>	<p>The Provider:</p> <ul style="list-style-type: none"> • will provide advice and support around planning for periods of transition including discharge from the Purchasing Agency to minimise suicide risk • will provide information about a Child or Young Person's risk and best practice to manage this across transitions within the Purchasing Agency e.g. from site to site, changes in Social Workers and between Sites and Residences • will provide information around discharge planning (both individual and generic) to the Purchasing Agency's Social Worker in advance of discharge (where they are informed of this) with a focus on any ongoing risk factors being addressed, potential triggers identified and supports put in place. Works with the Purchasing Agency's Social Worker on a discharge plan to reflect this • will review cases for closure after Child or Young Person has been on National Monitoring and Case Audit System for 18 months or prior to Young Person turning 18 years old. <p>Communication Management with the Purchasing Agency Site and Residential staff</p> <p>Refer to Table A for process.</p>

Table G: Management and communication processes

Table G: Management and communication processes	
Responsibility of the Purchasing Agency	Responsibility of the Provider and included in the Outcome Agreement price
<p>The Purchasing Agency’s Social Workers / Care and Protection and Youth Justice Residential Case Leaders</p> <p>Escalate any Provider issues to their supervisor.</p> <p>Supervisors / Case Leaders / Team Leaders</p> <p>Escalate any practice/policy/ process or Provider issues to their the Purchasing Agency Site Manager.</p> <p>The Purchasing Agency Site Managers</p> <p>Escalate any practice/policy/process or Provider issues to the Purchasing Agency National Office.</p> <p>The Purchasing Agency’s National Office</p> <p>Discuss any issues regarding the Purchasing Agency’s Social Workers TWB practice processes with appropriate the Purchasing Agency Site Manager.</p> <p>Provide the Purchasing Agency Regions with relevant information from the Provider reports to enhance practice.</p> <p>Regular TWB Steering Committee meetings (at times agreed to by both parties) with the Provider to:</p> <ul style="list-style-type: none"> • review the volume of referrals, active cases and discharges to understand and manage volume of cases in TWB Programme • review any agreed changes to practice or process to determine impact • bring knowledge of internal Purchasing Agency 	<p>The Provider will meet with the Purchasing Agency’s TWB Steering Committee regularly (at times agreed to by both parties) to:</p> <ul style="list-style-type: none"> • review the volume of referrals, active cases and discharges to manage volume of cases in TWB programme • review any agreed changes to practice or process to determine impact • provide advice on relevant on-going policy developments and training programmes targeting welfare and mental health service to Children and Young People at risk of suicide within resource restrictions • record and report back to the Purchasing Agency’s national staff, when there are issues of concern regarding practice or process (e.g. Communication Management processes) • report on data maintained on Children and Young People on the TWB programme as well as trends, developments and any practice/policy/ process gaps • quarterly reporting of the number of Children and Young People on the programme and their status • quarterly reporting on any trends, developments and service gaps noted. <p>Communication Management with the Purchasing Agency sites and residential staff</p> <p>Refer to Table A for process.</p>

Table G: Management and communication processes

<p>projects (National Office and Site staff)</p> <ul style="list-style-type: none">• relate the TWB programme and services to expected outcomes in the NZ Suicide Prevention Action Plan. (National Office)• reference use of the TWB programme and the TWB screening and assessment tools in training packages and appropriate service protocol documents. (National Office staff)• identify Purchasing Agency initiatives/practices that may impact on the TWB programme and assist in liaison to maximise coordination and minimise cross over or conflict in service provision• identify individual Purchasing Agency Site issues or good practice or national practice trends• identify any changes in best practice that should be incorporated into the Providers or the Purchasing Agency processes.	
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Table H: Management of suicide

Table H: Management of suicide	
<p>Responsibility of the Provider and included in the Outcome Agreement price</p> <ul style="list-style-type: none">• The Provider, in consultation with a Purchasing Agency Site Manager (where a death as the result of suicide has occurred and is known to the Provider), will assist in the management following a death of a Child or Young Person by supporting the Purchasing Agency staff and to assist them to minimise risk of contagion to other high risk Children and Young People.	

Table I: Reporting operational and practice Issues and TWB Practice Guidelines

Table I: Reporting operational and practice Issues and TWB Practice Guidelines	
Responsibility of the Purchasing Agency	Responsibility of the Provider and included in the Outcome Agreement Price
<p>The Purchasing Agency in consultation with the Provider will:</p> <ul style="list-style-type: none"> determine the content and frequency of reports to be provided by the Provider to the TWB Steering Committee on TWB operational and practice issues review the content of the TWB Practice Guidelines developed by the Provider on a timeframe agreed to with the Provider. 	<p>The Provider will:</p> <ul style="list-style-type: none"> develop and provide a report for the TWB Steering Committee to assist the Purchasing Agency and the Provider to identify service trends and short, medium and long term operational risks and opportunities develop and maintain (in agreement with the Purchasing Agency) a document known as the TWB Practice Guidelines (refer to Appendix Four).

Table J: Training of the Purchasing Agency Staff

Table J: Training of the Purchasing Agency staff	
Responsibility of the Purchasing Agency	Responsibility of the Provider and included in the Outcome Agreement price
<p>The Purchasing Agency in consultation with the Provider will:</p> <ul style="list-style-type: none"> determine if and how training is required to be delivered to the Purchasing Agency staff to strengthen their usage of TWB within the funding level provided within the Outcome Agreement. 	<p>The Provider will:</p> <ul style="list-style-type: none"> work with the Purchasing Agency to identify if its staff require training to strengthen their usage of TWB and how best to deliver the training within this Outcome Agreement's funding allocation.

5. MEASURING RESULTS AND REPORTING

How do we know if Towards Wellbeing is working?

The Purchasing Agency is interested in being able to demonstrate that TWB achieves outcomes (or results) for Children and Young People and their families/whānau.

The Purchasing Agency does this through various reporting requirements which are all based on a Results Based Accountability (RBA) framework, and is reflected in services for the Provider Return Reports attached to the Outcome Agreement as Appendix One. In addition opportunities for evaluation and review will be identified by the TWB Steering Committee to ensure TWB continues to provide evidence based effective service.

What data needs to be collected for reporting?

To inform the Purchasing Agency if the initiative is making a difference the Purchasing Agency requires the Provider to collect data that will tell us:

- how much we did
- how well did we do it
- if anyone was better off.

The data is backed up by a narrative report. A guide to writing the narrative report is found in the Provider Return Report (attached to the Outcome Agreement as Appendix One).

Where can we find more information about RBA?

More information on RBA can be found at:

- <http://www.business.govt.nz/procurement/for-agencies/buying-social-services/results-based-accountabilitytm-rba/>
- <http://www.msd.govt.nz/what-we-can-do/providers/results-based-accountability/index.html>

Your Purchasing Agency Contract Manager, as identified in your Outcome Agreement, will also be able to assist and provide further information on RBA.

What reports are required by the Purchasing Agency?

Reporting is required to meet the contractual obligations set out in the Outcome Agreement. Reporting is necessary to ensure accountability to Government for the funding provided under that Outcome Agreement. The Purchasing Agency has agreed on the quantity and nature of the Services the funding supports, and we are required to report to Government that this has been achieved.

The following reports must be completed and sent to your Contract Manager:

- Provider Return Report (refer to the Outcome Agreement for reporting frequency)
- Narrative Report (refer to the Outcome Agreement for reporting frequency)
- The reporting template is attached as Appendix One to these specifications.

Family Services Directory

Through the term of the Outcome Agreement with the Purchasing Agency, Providers must ensure that their organisation is listed on the Ministry of Social Development's Family Services Directory (<https://www.familyservices.govt.nz/directory/>), and that necessary information is updated when required.

6. DEFINITIONS

In these specifications, unless the context otherwise requires words or phrases beginning with capital letters are defined as follows:

- “Accreditation” - The Social Services Accreditation team ensures that providers have the capability and capacity to deliver quality social services to communities. This is achieved by ensuring providers meet a consistent set of standards that meet legislative and policy requirements. ‘Accreditation’ and ‘Approval’ (as stipulated under the Oranga Tamariki Act 1989) are synonymous and may be used interchangeably.
- “Child” and “Young Person” derive their meaning from the Oranga Tamariki Act 1989 and “Children” and “Young People” have a corresponding meaning
- “CYRAS” is the Purchasing Agency’s Client Management System and contains client case information relating to Care and Protection, Youth Justice, Residences and Adoptions
- “Invoice” means a document issued by the Provider to the Purchasing Agency for payment, which details the Services provided for a given period, and the value of those Services
- “the Purchasing Agency Regional Manager” means a person employed by the Purchasing Agency and is responsible for the operation of multiple sites in a given geographic region
- “the Purchasing Agency Site Manager” means the manager responsible for the budget and the Purchasing Agency’s Social Workers in a given geographic location
- “the Purchasing Agency Site Office” means the local operations site of the Purchasing Agency
- “The Purchasing Agency’s Social Worker” means a person employed by the Purchasing Agency under Part 5 of the State Sector Act 1988 as a social worker
- “National Monitoring and Case Audit System” means the system operated by the Provider to develop, implement and monitor the suicide Risk Management Plan for each Child or Young Person

- “National Monitoring and Case Audit System” means the system operated by the Provider to develop, implement and monitor the suicide Risk Management Plan for each Child or Young Person
- “Outcome Agreement” means the contract entered into by the Provider and the Purchasing Agency for these Services
- “Provider” means the organisation the Purchasing Agency has contracted with to provide these Services
- “Risk Management Plan” means the plan developed between the TWB Clinical Advisor and the Purchasing Agency staff to manage the suicide risk for a given Child or Young Person in the TWB programme and a template can be found in the TWB Practice Guidelines
- “Services” means the Services to be provided under the Outcome Agreement, and “Service” has a corresponding meaning
- “Tax Invoice” means a document which complies with the requirements of section 24 of the Goods and Services Tax Act 1985
- “Working Day” means any day of the week other than a Saturday or Sunday, a public holiday in the place where the obligation is to be performed or any day between 24 December and the following 15 January inclusive.

APPENDIX ONE:

Provider Return Report Format

Report A: The purpose of this report is for the Provider to provide quarterly information demonstrating that they have met the reporting requirements for this Outcome Agreement. Any required changes to this report will require a variation to the Outcome Agreement (refer overleaf for Report A).

Report B: The purpose of this report is to provide supplementary information to Report A that enables the Purchasing Agency Manager, Care and Protection Support to identify TWB operational and strategic issues. This report will generally be provided six monthly and the information provided is able to change on a quarterly basis with agreement between the Provider and the Purchasing Agency Manager, Care and Protection Support.

REPORT A

Template

Executive Summary

This section should summarise the key points from each section of this report.

Recommendations

This section should highlight any recommendations from the report that the Provide wishes to make.

TWB Referrals, Intake and Case Closure Volume

NB: The number of Children and Young People who can be referred onto TWB is 610 per annum.

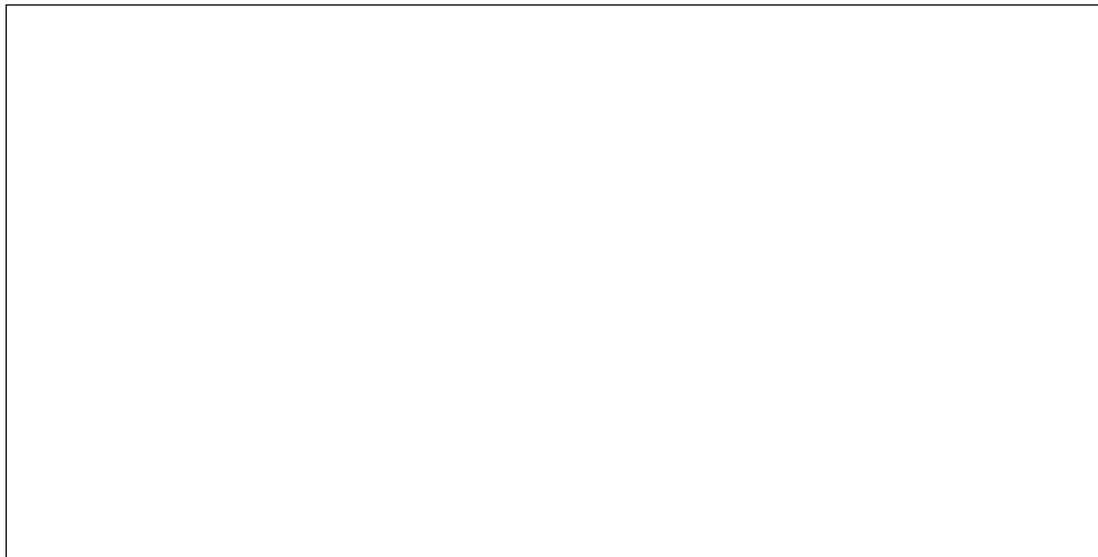
Table 1: Referrals by each quarter for the period of the Outcome Agreement

	Q1 F18 July-Sept	Q2 F18 Oct-Dec	Q3 F18 Jan-March	Q 4 F18 April-June	Q 1 F19 July-Sept	Q2 F19 Oct-Dec	Q3 F19 Jan-March	Q 4 F19 April-June
Total number of Children and Young People referred to the programme								
Total number of referrals year to date								
Total number of referrals comparative period last year								
Total number of Children or Young People triaged								
- Automatic email								
- Consulted email (help desk sends email after brief review)								
- Consulted (help desk or TWB Clinical Advisor consult with the Purchasing Agency's Social Worker) C								
Total number of Intakes								
- New intake								

- Re-intake								
- Previously triaged- auto email								
- Previously triaged- consulted								
• Number of cases closed								

Figure 1: Total number of young people on the TWB programme at the end of each quarter for the last three years.

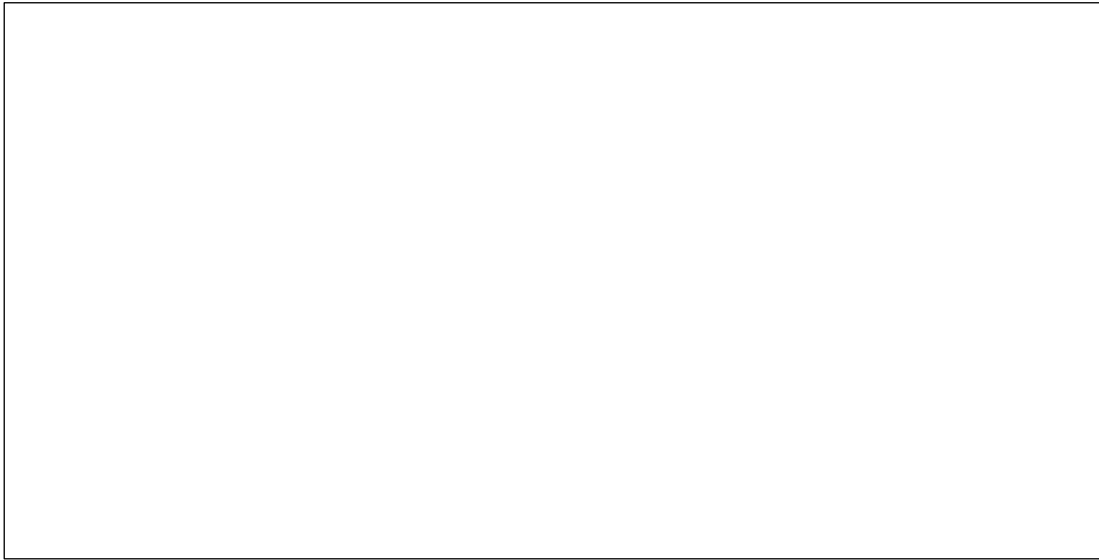
Figure 2: Graph showing total number of referrals to TWB per quarter for the last three years.



Narrative:

A large empty rectangular box intended for a narrative description of the data presented in the graph.

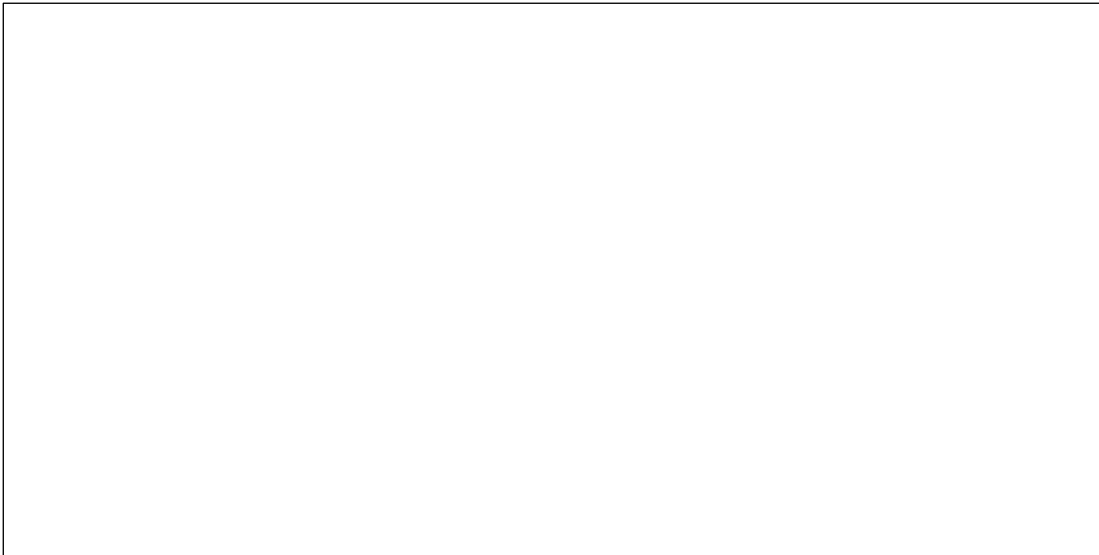
Figure 3: Graph showing total number of intakes to TWB per quarter for the last three years



Narrative:

Empty text area for the narrative description of Figure 3.

Figure 4: Graph showing total number of referrals by ethnic group six monthly for the last five years

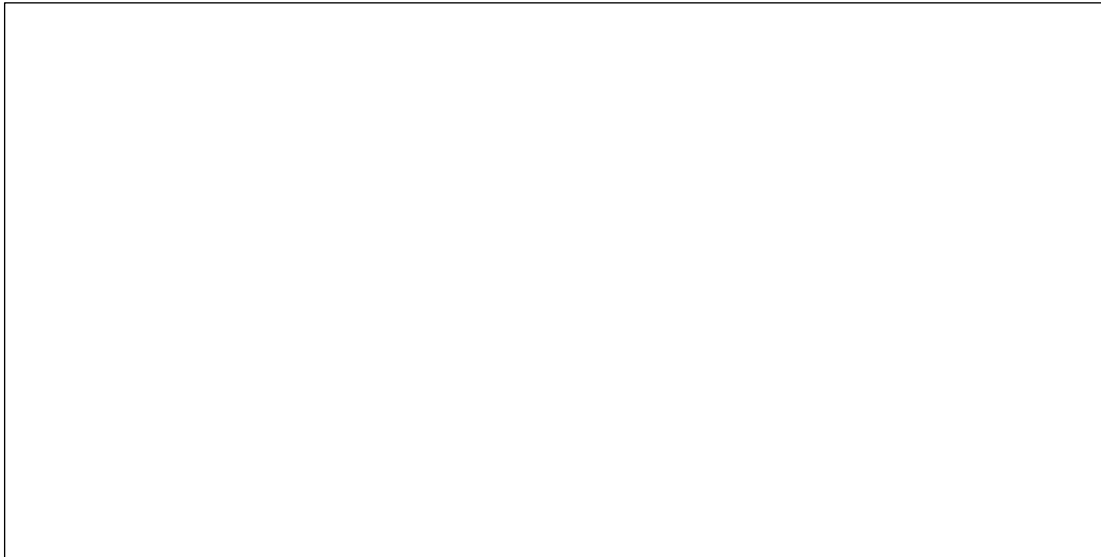


Narrative:

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*European, Māori, Pasifika, Asian, Other

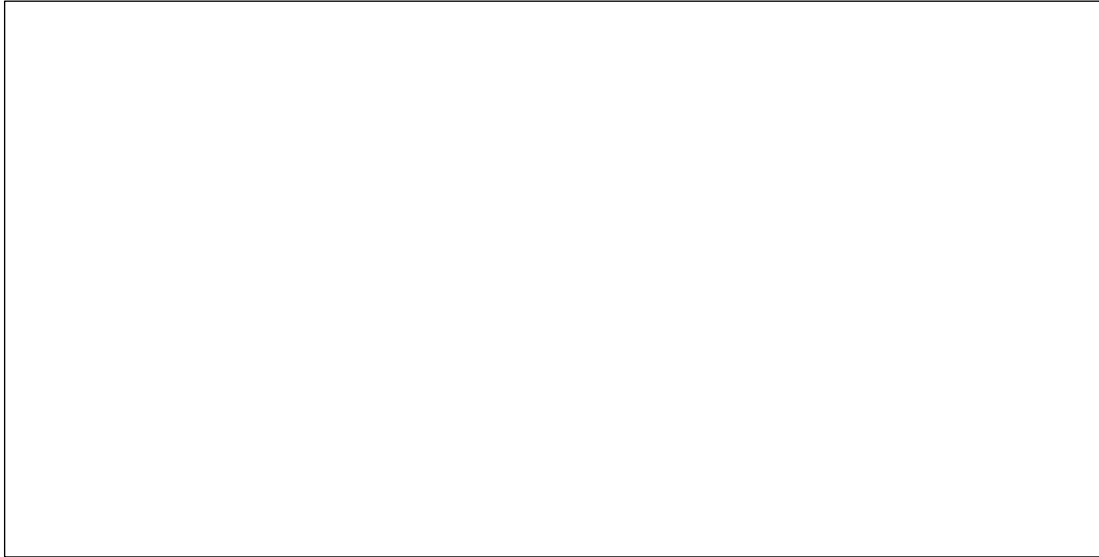
Figure 5: Graph showing total number of intake by ethnic group six monthly for the last five years *European, Māori, Pasifika, Asian, Other



Narrative:

Figure 6: Number of young people on the TWB programme by ethnic group

Figure 7: Number of Maori and NZ Pakeha young people on the TWB programme by gender



Narrative:

Comment on numbers on the programme, referrals and intakes

Risk Management Plans

This table shows the percentage of Children or Young People who been accepted into TWB and have a Risk Assessment Plan within 7 days of being accepted.

Table 2: Risk Management Plans

	Q1 F18 July-Sept	Q2 F18 Oct-Dec	Q3 F18 Jan-March	Q 4 F18 April-June	Q 1 F19 July-Sept	Q2 F19 Oct-Dec	Q3 F19 Jan-March	Q 4 F19 April-June
Percentage of Risk Management Plans developed within 7 days of acceptance onto TWB								

Helpdesk response Number and responses within a working hour of initial contact.

Table 3: Helpdesk Response

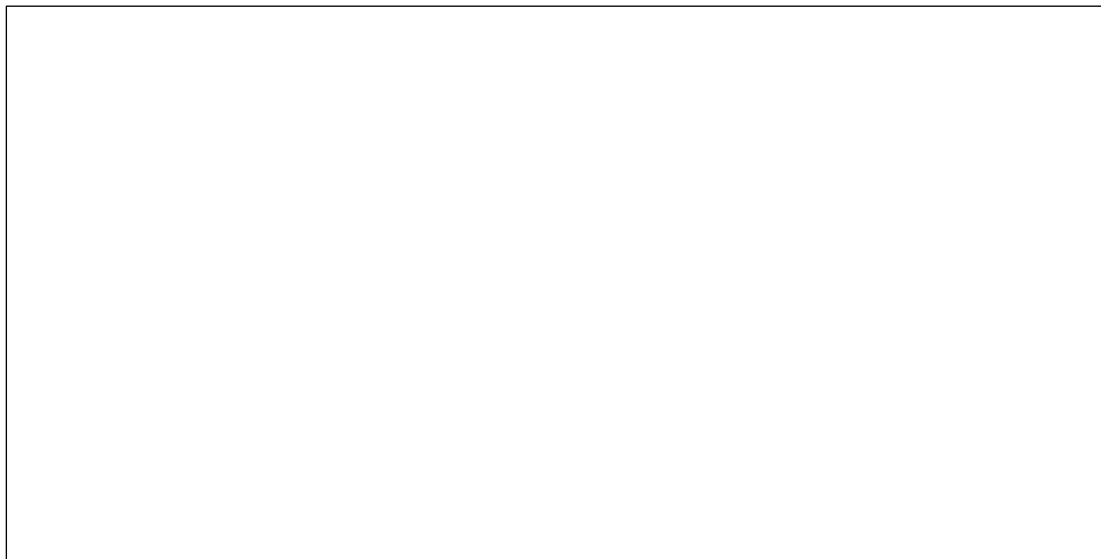
	Q1 F18 July-Sept	Q2 F18 Oct-Dec	Q3 F18 Jan-March	Q 4 F18 April-June	Q 1 F19 July-Sept	Q2 F19 Oct-Dec	Q3 F19 Jan-March	Q 4 F19 April-June
Helpdesk responses to the Purchasing Agency's Social Worker number (and %) of responses within an hour								
Residences								
Sites								

Suicide and Suicide Attempts

Table 4: Suicide and Suicide Attempts

	Q1 F18 July-Sept	Q2 F18 Oct-Dec	Q3 F18 Jan-March	Q 4 F18 April-June	Q 1 F19 July-Sept	Q2 F19 Oct-Dec	Q3 F19 Jan-March	Q 4 F19 April-June
Suicide Attempts Number of attempts made by young people on TWB (and percentage)								
Suicide Attempts Number of young people on TWB who made an attempt (and percentage)								
Suicides Number of deaths by suspected suicide by young people on TWB (and percentage)								

Figure 8: Graph showing total number of deaths by suspected suicide of Children or Young People while on TWB by number per annum since 2005



Narrative:

Additional communications with the Purchasing Agency staff

- Staff visited
- Practice curriculum training
- Residence training
- Practice clinics

National Level involvement

TWB contractors

APPENDIX TWO

Provider Feedback Form

Provider Feedback Form		
Please email to your Purchasing Agency's Contract Manager		
Name of service		
Summary of, and reasons for, suggested change		
Topic	Reference (section/page)	Suggested change/description

Contact name:	Position:
Provider name:	
Provider email:	
Provider phone:	Date submitted:

APPENDIX THREE: TOWARDS WELLBEING PROGRAMME

Part A: Towards Wellbeing Programme Terms of Reference for the Steering Committee

1. Preamble

The Purchasing Agency wants to ensure that all Children and Young People are safe and thriving. This includes ensuring that they are not at risk of suicide and if they are, that they are identified and receive a prompt and effective service which manages their risk of suicide. The Purchasing Agency has a variety of policies, practice and programmes in place designed to maximise the safety of Children and Young People with a focus on suicide prevention which includes the Towards Well Being Programme (TWB).

The aim of the TWB programme is to increase the wellbeing of Children and Young People in contact with the Purchasing Agency who are identified with suicide risk factors. The TWB programme is designed to reduce their current and future suicide risk by providing professional advice and support to the Purchasing Agency's Social Workers working with these Children and Young People. The TWB programme is delivered by a contracted Provider: the Clinical Advisory Services of Aotearoa.

2. Purpose

The TWB Steering Committee has been established to provide:

- strategic advice to the Chief Executive of Oranga Tamariki—Ministry for Children (the Purchasing Agency) to contribute to effective the Purchasing Agency's policies, practice and programmes regarding suicide prevention and management
- strategic oversight of the TWB Programme which includes ensuring that the TWB Programme (and the contracted Provider services) is aligned with the strategic direction of the Purchasing Agency, retains its operational integrity and is aligned with national and international policy trends and developments on suicide prevention
- to monitor issues escalated for resolution.

The Terms of Reference for the TWB Steering Committee are derived from two sets of principles:

- accepted principles for good management
- programme key goals.

These principles are identified and expanded on in Appendix 3B overleaf.

3. Accountability

The TWB Steering Committee, through the Chair (the Purchasing Agency) is accountable to the Manager Care and Protection Support. The Provider will also have direct line accountability to the management of their own organisation for their input to the work of the TWB Steering Committee.

This will require the TWB Steering Committee to have sufficient seniority, delegated authority and credibility within their sectors to exercise the decision making and leadership functions needed for the effective management of the TWB Programme and to be responsible for:

- providing leadership for the TWB Programme
- representing their views
- overseeing the implementation of their experience and knowledge in the context of the TWB Programme to ensure a collaborative seamless service.

The TWB Steering Committee will also exercise its role alongside other relevant working groups with separate accountability structures and with whom relationships will be fostered.

4. Role

The TWB Steering Committee is defined as a process by which members of the TWB Steering Committee are able to:

- provide oversight, review, advise and suggest direction to ensure strategic alignment with organisational and programme objectives
- provide quality assurance, drawing on the professional skills and knowledge of individual TWB Steering Committee members, and to set standards where appropriate e.g. based on advice provided from information and benchmarking against international and national standards
- provide advice and suggest direction at key decision points
- identify and advise on the management of high level risk and stakeholders
- identify and advise on management of operational issues
- monitor and review programme success against robust operational and evaluation data.

5. Meetings

The TWB Steering Committee meeting frequency will be quarterly or more frequently if required in agreement with the Committee. It will set its own operational processes. Formal agendas will be set and meetings will be minuted.

6. Confidentiality

Through the Chief Executive of the Purchasing Agency the TWB Programme is being undertaken in the context of providing information and/or advice to various sectors within the Purchasing Agency and the Purchasing Agency's Service Lines and from time to time to the Government. Standard confidentiality and privacy requirements concerning the development of policy, services and operational matters will apply to all members of the TWB Steering Committee, and their alternates, from both government and non-government organisations – namely, that material distributed to the TWB Steering Committee must not be distributed to or discussed with any other person outside respective units without the express permission of the Chair. Agreement to be bound by these requirements will also assist members to freely discuss all issues, and to reach clear and transparent conclusions drawing on all the available skills in order to provide high quality advice.

The expectation is that all members will act professionally respecting each other's and the government's interests. This will be a continuing provision beyond membership of the TWB Steering Committee. All members will comply with their obligations under the Privacy Act 1993. This too will be a continuing provision beyond membership of the TWB Steering Committee.

7. TWB Steering Committee Members

The TWB Steering Committee is comprised of the following representatives from the Purchasing Agency and Provider as follows:

a) the Purchasing Agency:

- Manager: Care and Protection Support (Chair)
- Senior Advisor: Care and Protection Support (Secretary)
- Manager: Youth Justice Support
- Senior Advisor: Office of the Chief Social Worker
- Principal Advisor Māori: Office of the Chief Social Worker
- Manager Design & Delivery: Learning and Capability Development
- Advisor National Providers and Services
- As required: Manager Clinical Services Residences and High Needs Services.

b) The Provider: Clinical Advisory Services Aotearoa Limited- Two (2) representatives

c) Computerize representatives.

8. The Terms of Reference for the TWB Steering Committee will come into effect with the signing of this Outcome Agreement by both Parties.

Part B: Towards Wellbeing Steering Committee: Principles for Good Management

The TWB Steering Committee's role needs to be based on good management principles and focused on performance and results.

A paper on governance published by the Australian National Audit Officeⁱ provides a useful set of principles: accountability, transparency/outcomes, integrity, stewardship, Leadership and efficiency. Drawing on more generic sources for good management behaviour (Osborne and Plastrik), and bearing in mind the environment is one of change to an outcome focus for the Purchasing Agency, the following modified set of principles is proposed:

Outcomes orientation – good management cannot be practiced in a vacuum. It needs to be transparently linked to an organisation's vision, mission and/or outcomes statement so that the TWB Steering Committee can provide outcome-oriented oversight, guidance and monitoring and be accountable for programme outcomes;

Values and standards – the TWB Steering Committee ensures that performance is underpinned by integrity, probity and strong public sector values so that the focus is on public good and/or improved outcomes for all clients. Stewardship becomes important as governance group members model, encourage and actively foster the values and standards expected of the TWB Steering Committee;

Accountability – strong accountability mechanisms such as clear and transparent goal and milestone setting, tracking and reporting need to be linked to results sought and not deteriorate into undue risk aversion or compliance activity for the sake of compliance;

Leadership – the TWB Steering Committee must practice collective Leadership through bringing to bear its collective knowledge and wisdom on the subject in hand. It also means acknowledging where knowledge is not broad or deep enough and needs to be sought outside the governance group in order to get the best results. Leadership also means demonstrating support, adding value to management activity and encouraging a learning approach both from past performance and from mistakes (blame mentality needs to be discouraged).

Efficiency and benchmarking – ensuring the best use of the taxpayer dollar, without compromising results to appropriate standards.

TWB Programme Values and Principles

The following values and principles are those that underpin the philosophy of treatment and care in relation to the TWB Programme:

A bicultural approach and access to a secure identity – establishing the dimensions of entity that contribute in a positive way to the functioning of tamariki and rangatahi and their whānau.

A multi-systems approach – ensuring this is maintained at all times by using a range of service options, as appropriate, so that nothing occurs in isolation or disrupts the seamlessness of treatment and services within the TWB Programme; and to ensure that every intervention contributes to a larger systemic movement towards the programme outcomes for each individual Child or Young Person and their family;

Best practice service – defined as an efficient, effective, ethical, professional, and wherever possible, evidence based service reflecting scientific and clinical knowledge on the further prevention of suicide.

APPENDIX FOUR

Towards Wellbeing (TWB) Practice Guidelines

Purpose of TWB Practice Guidelines (TWB Guidelines)

The purpose of the TWB Guidelines is to document in detail TWB policies, practice and processes in order that:

- both the Purchasing Agency and the Provider have agreed on the standard operating procedures as to how TWB should operate effectively to reduce the risk of suicide amongst Children and Young People
- changes to the Purchasing Agency or the Providers policies, practices and process which impact upon TWB are reviewed, jointly agreed to and updated in the TWB Guidelines to ensure that TWB retains its effectiveness.

Content

The content of the TWB Guidelines will include but is not limited to documenting:

- the clinical theory/evidence that TWB is based upon
- the 'referral' processes of Children and Young People to TWB
- the triage process for determining the suicide risk level of a Child or Young Person and if they should be taken onto TWB including the types of assessment tools and the entry level into TWB
- the triage and active monitoring processes will operate if there is a short term increase over agreed volume
- the process for determining the risk level of a Child or Young Person and what risk level should they be retained on and for how long for
- the process for managing Child or Young People on the 'cusp' of referral into the Service
- the purpose and examples of the Risk Management Plan and the Case summary
- the process for determining when a Child or Young Persons Case should be closed.
- how the Provider will work with the Purchasing Agency's Social Workers to develop risk assessment plans and case summaries
- the process for how the Purchasing Agency's Social Workers and the Provider will work with other mental agencies when a Child or Young Person is referred to their local mental health service

- how the Purchasing Agency's Social Workers should manage the TWB case management information in CYRAS
- how the TWB risk assessment plan should be used in conjunction with other plans the Purchasing Agency's Social Workers are required to develop for each Child or Young Person
- the types of reports generated by the Purchasing Agency how and who generates them for the Provider, and
- the approval of and funding for TWB IT upgrades for the Provider (funding held by the Purchasing Agency).

The TWB Guidelines Review Process

The Guidelines should be reviewed by the TWB Steering Committee

- Once a year
- Whenever there is a short, medium or long term policy, practice or process issue which arises and requires a reconsideration of a certain aspect of the TWB Practice Guidelines.

The Guidelines will be reviewed by the Providers Manager and the Purchasing Agency's Lead Person responsible for TWB and presented to the TWB Steering Committee for approval.

Who is Responsible for the TWB Guidelines?

The people responsible for the TWB Guidelines (and holding copies of them) are:

- the Purchasing Agency: Manager, Care and Protection Support
- The Provider: Manager.