

Executive Summary:

The Super Youth Hub project in City and Hackney addresses the pressing need for integrated health and wellbeing services for young people by streamlining access and overcoming existing fragmentation. Grounded in research and participatory engagement, the two-year pilot will introduce an integrated adolescent health and youth work model based around the successful example of this in Tower Hamlets, HealthSpot¹. Focused on establishing a cohesive system response, enhancing communication strategies, and integrating services into existing youth spaces, the pilot aligns with local priorities and identified health needs. The project is supported by the NEL Outcomes Funding - System Transformation Funds for CYP Emotional Health & Wellbeing with a £319,154 investment alongside stakeholders from Public Health, Primary Care, Young Hackney, Mental Health, and the Community and Voluntary Sector. The evaluation will assess outcomes, changes in ways of working, and value for money, with the overarching goal of empowering young people, improving accessibility, and providing the right support at the right time.

Context & Background:

Integrating health and wellbeing services into spaces that are for young people is a model that is increasing in prevalence. Whilst there has always been health and wellbeing services working with youth services to reach young people, different services have largely worked in siloes contributing to a fragmented system which is difficult for young people (and their families) to navigate and access.

A comprehensive [Literature Review by the Population Health Hub](#) established key areas to collate further information and views from stakeholders. This led to research around the topics of health and wellbeing, alongside extensive engagement with stakeholders. This includes Participatory Action Research (PAR) with a team of 16 Young Researchers (aged 15-19) who were trained by an external research company (3Ps), to complete fieldwork talking with over 230 young people in 23 different settings.

The research findings highlight the health and wellbeing needs of young people in City and Hackney. Young people expressed a strong desire for services and support to be situated in safe and trustworthy spaces. Furthermore, they emphasised the importance of a multidisciplinary and holistic approach of these services, advocating for partnerships across various sectors, including schools, families, technology, public spaces, and health and social care.

The pilot for this Super Youth Hub aims to simplify the avenues for young people needing support and bring positive outcomes for individual young people (including their physical, cognitive, behavioural, and social and emotional development). By focusing on early intervention in key areas around a young person's health and wellbeing needs, the aim is to reduce the potential risk factors for poor health and social outcomes and increase the protective factors in a child's life.

Several factors have spurred the development of this project, these include:

- 1. Feedback from Children and Young People (CYP) showing need for more aligned services, in local and more holistic treatment**

Feedback from young people, as established through the [PAR](#) (which engaged 231 young people), [Surveys](#), and [The Young Future's Commission](#) (which consulted over 2,000 young people in City and Hackney and a further public survey of 126 young adults was completed in 2021), which taken together indicates that services are often difficult to locate, navigate and

¹ <https://wearespotlight.com/health-spot/>

access – and designed around services rather than young people. This insight also showed that young people don't consider health and wellbeing needs individually and it's better if services can treat people holistically and these needs are identified and met in one place.

2. Increasing demand for Mental Health Services

Demand for CAMHS has increased significantly since the pandemic (doubling for certain CAMHS pathways). Estimated prevalence of a diagnosable Mental Health condition has gone from 10% to 18% of CYP in City and Hackney. Currently the local system is managing to treat approximately 40% of this estimate. This means 60% of CYP in C&H have unmet mental health needs. We hope that by providing easier access to early help and intervention services we can prevent needs escalating, reducing the demand on higher tiers of support and more specialist services.

3. Evidence of successful integrated health offers in other London boroughs

There is evidence that an integrated offer works, as there are now multiple [different models](#) of integrated health offers for young people have been established in other London boroughs with positive outcomes reported from service users and professionals (example [here](#) from HealthSpot in Tower Hamlets). We are in position to learn from these existing systems, and use this learning to establish our own.

4. Alignment with local strategic aims for increasing integration of health and care services

Alignment of services also fits with our strategic aim as a place based partnership to better integrate health and care services, and with the integrated framework model for CYPMF I.

5. Identified health and wellbeing needs in data, literature and insight from professionals

Clear health and wellbeing needs (and inequalities) have been identified from data and from the literature review, in addition to feedback gathered from youth work professionals working directly with young people in Young Hackney's Targeted and Universal teams (via forums such as the Young Hackney Children and Young People's Panel (CYPP), Unit meetings, and supervision discussions with service managers). There are systemic inequalities that affect access to health and wellbeing support such as racism and poverty. Over the last 12 months, and back to pre-COVID, records from CYPP have identified increasing needs around emotional wellbeing and mental health, alongside significant delays and barriers to young people being able to access the support they need when they need it, in the places they feel safe, and with the people they want to work with.

The Pilot:

The Project Team has developed a plan for a two-year pilot aimed at assessing the viability and effectiveness of an integrated health offer model. This pilot will involve the introduction of three new coordination, navigation and clinical leadership roles who will be responsible for implementing key components of the proposed model initially within one of the quadrants (pairs of neighbourhoods) of City and Hackney. The pilot programme will primarily focus on developing a system-wide response, comprehensive communication strategies, and integrating services into existing settings.

The phased implementation would broadly be as follows:

Super Youth Hub - project overview

- **Year One:** Community building, communications and promotion, and establishing key elements within one quadrant of the neighbourhoods model.
- **Year Two:** Fully functioning programme within one quadrant, evaluating against success criteria, with hopes for the outcome of the development of a roll-out plan to the remaining three pairs of neighbourhoods in City and Hackney. This pilot will involve implementing key components of the proposed model in one of the quadrants (pairs of neighbourhoods) of City and Hackney.

The primary objectives of this pilot programme include:

- Developing a System-Wide Response: The pilot programme will work to establish a cohesive and interconnected system that can effectively address the health and wellbeing needs of young people in the selected quadrant. It will focus on streamlining access to services, ensuring efficient coordination, and improving awareness and understanding of care available.
- Comprehensive Communication Strategies: Effective communication is fundamental to the 'Super Youth Hub' project. The pilot will prioritise the development of robust communication strategies to ensure that young people (alongside their families and the professional network) are well-informed about available services and can easily access the support they need.
- Integrating Services into Existing Settings: The pilot programme will integrate health and wellbeing services into existing settings, such as integrating an Adolescent GP Service into a youth hub. This approach will make services more easily accessible and comfortable for young people.

The goal of this pilot programme is to test and refine the integrated health offer model within the context of City and Hackney, ultimately paving the way for a more comprehensive and youth-centric approach to healthcare for young people in City and Hackney.

The 'Super Youth Hub' project work to create a system-wide **Youth Health and Wellbeing Network**, would encompass the following components:

- Schools: The project supports the role of schools as hubs for young people's access to health and wellbeing support. This involves **enhancing existing structures, coordination, and offering a comprehensive PSHE programme for older young people.**
- Super Youth Hubs: These will be one-stop-shop youth-friendly health hubs within existing youth spaces, **making health services easily accessible and comfortable for young people. This includes the element of an Integrated Adolescent GP Service.**
- Outreach Network: An inclusive and equitable support system for all communities and cohorts, reducing resource inequities and enhancing coordination. This involves **building on existing partnerships and identifying opportunities for collaborative approaches to outreach.**
- Online/Virtual Network: A unified online platform for easily accessible and accurate self-help resources for children and young people. This will involve **collating existing online provision and developing a CYP steering board to support in co-designing and producing communication content.**

- **System Change (incl. Health Settings):** The project will **develop recommendations** for youth-friendly spaces in healthcare settings, fostering collaborative initiatives around Youth Work and Health. It will also work to align visions for future integrated commissioning that meets the needs and wants of young people, their families and trusted adults with a focus on the underpinning key values of the project.

Through evaluation² of costs and benefits of each neighbourhood pair, the initial agreed pair of neighbourhoods to pilot this project has been agreed by the Project's Strategic Steering Board as '**London Fields, Shoreditch Park, and The City**'. This decision ultimately hinged on the development of youth friendly health hub space that builds on existing use provision, and this quadrant being a host to a central and well attended youth provision (Young Hackney's Forest Road Youth Hub) with suitable adaptable space.

A total of £319,154 in funding for the posts (across two years) to realise this pilot was granted via the NEL Outcomes Funding - System Transformation Funds for CYP Emotional Health & Wellbeing. These roles will support in coordinating, and delivering the Super Youth Hub model to work in collaboration with existing systems through aligning assets and maximising resources in a range of services. An overview of these three roles is detailed below:

- **Operational Manager³:**
 - Coordinate the Operational team, and network - managing budget, resources, and overseeing data-recording, evaluation and monitoring;
 - Manage Communications and System Coordinator;
 - Coordinate the training opportunities for practitioners;
 - Seek opportunities for collaboration between partners, and explore avenues for bringing additional resource into the system;
 - Develop the training programme for peer ambassadors alongside the system navigator and clinical lead.
- **System Navigator⁴:**
 - Develop, implement and maintain the Super Youth Hub communication strategy alongside existing comms leads through co-production with young people, ensuring up-to-date information on available opportunities and support for children and young people;
 - Establish and maintain relationships with community groups, leaders, and services to identify collaboration opportunities, emerging themes, and community needs;
 - Support the direct delivery of Super Youth Hub bookings and appointments with clinical staff;
 - Manage and support the Young Advisor and peer ambassadors as required.
- **Clinical Lead⁵:**
 - Provide clinical leadership and operational oversight, and contribute to the achievement of the project goals.
 - Conduct some clinics at the Super Youth Hub physical space, supporting youth workers through consultation to carry out low risk health assessments and develop support plans;
 - Assume clinical risk for high-risk cases, lead and participate in case management

² [SYH: Determining Pilot Location](#)

³ [SYH Ops Manager JD draft](#)

⁴ [System Navigator JD Draft](#)

⁵ [SYH Clinical Lead JD draft](#)

Super Youth Hub - project overview

- meetings;
- Hold meetings with Clinical Leads at CAMHS and CFS Clinical Service to discuss complex cases and establish a collaborative structure;
- Provide training opportunities to upskill practitioners in therapeutic practice.

The project focuses on empowering young people, enhancing their access to services, and ensuring they receive the right support at the right time. The overarching project's goals, are focused on the outcomes for young people in City and Hackney, as follows:

- **Empowerment:** Providing young people with greater autonomy over their support needs.
- **Accessibility:** Enhancing access to a wide array of health and wellbeing services, making them more easily accessible for young people.
- **Right Support:** The service ensures that young people receive the right support, at the right time, from the right professionals, in locations that are suitable and comfortable for them.

Super Youth Hub context, vision and impact

Context	Vision	Impact
<p>CYP Feedback through Young Futures Commission and other research indicates that young people find services are difficult to access and navigate, often designed around service needs rather than CYP needs.</p> <p>There has been a significant increase of Demand for Mental Health and Wellbeing Services with certain CAMHS pathways doubling since the pandemic.</p> <p>Evidence Based Practice nationally suggests positive outcomes from integrated health offers i.e. Tower Hamlets' HealthSpot.</p> <p>There is Alignment with Local Priorities to improve CYP outcomes with opportunities to align this project with local programmes.</p> <p>Identified H&W Need of CYP in City and Hackney identified through PH and other service data plus CYP research.</p>	<p>Partnership working across the Health and Wellbeing Services in City and Hackney to pool resourcing and work collaboratively to adequately respond to the increasing demand for emotional wellbeing and mental health services, recognising the support that Early Help and Intervention can have in reducing the demand on higher tiers of support. With a key focus on:</p> <p>Embedding key health and wellbeing services within existing youth settings</p> <p>Sharing best practices and recommendations for youth engagement and developing CYP accessible settings</p> <p>Clear pathways and information available for 16-25 young people</p> <p>Working with and championing the role of Community and Voluntary sector in increasing reach and delivering better services for young people</p> <p>Reaching underrepresented and often excluded cohorts</p> <p>Enhancing online presence and CYP directed communications</p> <p>Reducing pressure on services by considering collectively how to</p>	<p>Improved health and wellbeing of CYP population</p> <ul style="list-style-type: none"> ● Reduction in health inequalities ● Improved health of CYP population ● Quality of life <p>Enhanced quality and experience of care</p> <ul style="list-style-type: none"> ● CYP feel more empowered ● Care is personal and joined up ● Care is provided by the right person <p>Value and sustainability</p> <ul style="list-style-type: none"> ● Cost-effective ● Demand well-managed ● Sustainable fit between needs and resources ● CYP Engaged as future leaders

	best invest time and resources to respond to demand.	
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Stakeholders:

The Super Youth Hub pilot is designed to integrate seamlessly within the existing system, realigning current assets and resources for optimal efficiency and impact. The pilot is supported by a range of key service providers, each contributing to the integrated approach of reaching young people effectively through the Super Youth Hub. Below is an overview of the five primary service areas involved in this initiative:

1. **Public Health:** This sector is aligning its services through integrated commissioning approaches, encompassing sexual and reproductive health services, substance misuse, school nursing, and health and wellbeing.
2. **Primary Care:** Local Primary Care Networks (PCNs) are investing in the pilot to provide an adolescent GP service, functioning as an extended access hub. This involvement is crucial in ensuring primary care services are readily accessible to young people.
3. **Young Hackney:** This organisation is pivotal in providing the physical setting for the Super Youth Hub. It will also align its youth workers with the integrated partnership's ways of working, ensuring a cohesive service delivery.
4. **Mental Health:** A significant investment is being made in the Clinical Lead role, which is included in the funding bid. This role will be responsible for oversight and clinical leadership. The mental health sector is also exploring opportunities for offering clinics within the Super Youth Hub and enhancing partnership working.
5. **Community and Voluntary Sector (CVS):** Collaboration with CVS partners is key to responding to community needs through outreach. The sector plays a role in delivering services within the Super Youth Hub, as well as receiving outreach services in various community settings as needed.

Please note that this list represents the core service areas; it does not encompass the wider stakeholder network, which also plays a vital role in supporting and developing the Super Youth Hub initiative.

Outcomes and Evaluation:

The evaluation of the Super Youth Hub pilot is designed to be formative, aiming to guide the project's future direction and demonstrate its value for money. The key focus is on assessing the impact and outcomes for young people and communities. This comprehensive evaluation will support the Project Team in understanding key learnings and will be made accessible to CYP and their families, to demonstrate tangible changes resulting from their input. Furthermore, the evaluation will serve as a validation tool for resources and alignment from services and professionals, crucial for securing long-term stakeholder buy-in.

The evaluation will address several critical questions:

1. What are the outcomes for residents, including CYP's awareness of services, confidence in accessing services, and experiences of services?
2. How has the project impacted or changed ways of working, considering organisational structures and referral processes?
3. Does the model provide value for money, considering both short-term costs and long-term benefits?

Super Youth Hub - project overview

The Super Youth Hub pilot aims to create happy and healthy children and young people who have autonomy over their health and can access support as needed. The expected impact includes improved health and wellbeing of the CYP population, enhanced quality of life, and reduction in health inequalities. The pilot also seeks to enhance the quality of care, making it more personalised and joined-up, and ensuring it is provided by the right person at the right time.

The project will use outcome-based metrics to assess effectiveness, focusing on improved accessibility, changed ways of working and service user satisfaction. This data will be collected through various IT platforms like EMIS Community, Mosaic, RIO, ensuring a comprehensive understanding of the pilot's impact. The outcomes and benefits will be framed within the context of improving physical and mental health, increasing social connection, addressing health inequalities, and enhancing the overall experience of care for CYP.

Logic Model Summary

Priority	Mechanisms of Change	Outcomes
System Navigation and Autonomy	<p>Coordinated CPD opportunities for professionals across the network.</p> <p>Co-production with young people around service delivery, and communications.</p> <p>Establishment of an integrated youth health hub.</p>	<ul style="list-style-type: none"> - Empowered Young People: Through co-production and relationship building. - Personalised and Joined-Up Care: Established through a collaborative multidisciplinary approach. - Decreased Duplication of Services - Increased Satisfaction of Care
Accessible Services and Increased Awareness	<p>Establishing a unified online platform and targeted outreach.</p> <p>Workshops, communications, and training.</p> <p>Improved access to information and support.</p> <p>Continuation of the Community Wellbeing Van outreach, and supporting the development of detached youth work.</p>	<ul style="list-style-type: none"> - Improved Online Accessibility - Increased Awareness of Rights - Enhanced Health Literacy - Increased Access to Mental Health Support
Reduced Need for Higher-Tiered Support	<p>Early help wellbeing interventions based on 5 to Thrive.</p> <p>Integration of health outreach through detached youth work.</p> <p>Focus on PSHE and targeted programmes for different age cohorts.</p> <p>Strengthening partnerships with communities.</p> <p>Offering a programme of wellbeing workshops.</p>	<ul style="list-style-type: none"> - Early Intervention Support: Reduced waiting times and increased attendance. - Cost-Effectiveness and Managed Demand: Allocating resources systematically. - Increased Capacity for Engagement: Meaningful engagement with child, youth, and family. - Reduced Health Inequalities: Improved access for under- or over- represented groups. - Improved Physical and Mental Health: Addressing identified health needs and inequalities.
Integrated Working and System Alignment	<p>Mapping and understanding mechanisms for message distribution.</p> <p>Colocating multi-agency teams within the Super Youth Hub.</p> <p>Upskilling youth workers for therapeutic interventions.</p> <p>Investment in a System Navigator role.</p>	<ul style="list-style-type: none"> - Breaking Down Silos: Establishing a network of services and multi-agency working. - Care in the Right Place at the Right Time: Coordination of services and improved data mobilisation. - Future Workforce and Co-Production: Development of employability opportunities for young people. - Enhanced Community Engagement: Strengthening partnerships and outreach.

Super Youth Hub - project overview

	Strengthening relationships between the community and voluntary sector and statutory services.	
Young People Engaged as Future Leaders	<p>Establishment of a CYP steering board.</p> <p>Coordination of opportunities for multi-agency working.</p> <p>Working with partners and young people for policy recommendations.</p> <p>Employment of a Young Advisor for co-production.</p> <p>Promotion of skill-building and employability opportunities.</p> <p>Enhancement of transitions between 16-25 i.e. takeover days and drop-ins</p>	<ul style="list-style-type: none"> - Responsive Services to Youth Voice: Agile response to young people's needs. - Confident Young People: In accessing education, training, and employment support. - Young Advisors Driving Co-Production: Evidenced value in the role within the team. - Meaningful Involvement in Decision-Making: Practices reflecting the engagement of children, youth, and families. - Improved Pathways into Adulthood: Targeted programmes and workshops for 16-25 age groups. - Enhanced Quality of Life: Improved health and wellbeing outcomes. - Engaged Future Leaders: CYP Steering Board and involvement in decision-making.

Full logic model can be found here: [Logic Model](#)

Risks and Mitigations:

A comprehensive risk analysis, integral to the development of the Super Youth Hub pilot, has identified key areas for mitigation to ensure the project's success. To ensure sustainability, the project is embedded within the existing system, leveraging a realignment of current assets and resources. This approach not only maximises efficiency but also fortifies the pilot against potential resource-related challenges. The risk of overlooking underrepresented voices is being addressed through proactive co-production and engagement with community leaders and CVS organisations. This strategy ensures that diverse perspectives and needs are central to the project's development and execution. Additionally, maintaining robust stakeholder engagement is a priority, achieved through clear project planning and ensuring stakeholder representation in steering groups. This measure is designed to foster continuous support and collaboration, crucial for the pilot's successful implementation and outcomes.

Sustainability:

The purpose of the pilot is to test the integrated model in one quadrant of the borough over two years (allowing time for the model to be structured and embedded across this time to be able to fully evaluate its success). The outcome, impact and findings of the pilot will provide evidence for future direction, with the hopes of expanding across the remaining three pairs of neighbourhoods. The model for this pilot has been developed and designed around the alignment of existing resources in a range of services in order to provide added value to existing teams. This has been in part to ensure the sustainability of the design. There have been discussions with stakeholders as part of the design about how the three funded roles might be jointly resourced if the pilot has been successful and this will be explored further throughout the 2 years.