

Review Methodology Options

Adapted from Salford Safeguarding Children Partnership

Appreciative Inquiry (AI)

Case reviews conducted as an appreciative inquiry seek to create a safe, respectful and comfortable environment in which people look together at the interventions that have successfully safeguarded a child; and share honestly about the things they got wrong and/or did not have the desired outcome.

They get to look at where, how and why events took place and use their collective hindsight wisdom to design practice improvements.

To undertake a case review using the AI principles, the facilitator should be familiar with AI and confident in putting this into practice. AI is facilitated through the use of strength based, solution focused language.

AI can be used within any methodology of case review.

Benefits of this model are:

- Keeps the child at the centre
- Promotes reflective discussion and enhances critical thinking and analysis
- Enhances the use of structure professional judgement
- It's all about relationships- making a difference through a strength based approach
- Encourages professional curiosity
- Embraces and facilitates a learning culture
- Aims to progress timely and meaningful outcomes for children and families

Drawbacks of this model are:

- Potential to ignore or even deny problems
- May lead to over optimistic outcomes
- Potential to not intuitively dig deep enough

Reflective Learning Session or multi-agency practitioner events

Where an independent review is not required, information is gathered from agencies to contribute to a reflective learning session, attended by the relevant professionals to critically appraise the case and learning recommendations agreed.

The Salford Case Discussion Tool is the preferred method for undertaking these types of reviews.

Benefits of this model are:

- Wide range of professionals involved, including those involved in the case and those not involved in the case.
- Proportionate and timely
- Allows the referrer to be actively involved in discussion

Drawbacks of this model are:

- Relies on having a robust amount of information prior to, or during discussion to enable the right conclusions to be drawn.
- Requires a strong facilitator

Single Agency Review

This model would be relevant when a serious incident identifies single agency involvement or where potential one agency learning has been identified.

There are no implications or concerns regarding involvement of other agencies and it is appropriate that lessons are learnt regarding the conduct of an agency.

The benefits of this model are:

- Provides an opportunity for learning from an individual agency.
- Enables individual agency scrutiny into a specific area.
- Assists a 'Duty of Candour'.
- Supports the sharing of learning to further strengthen a whole system approach to safeguarding

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Such reviews could be requested by the SSCP. If undertaken individually by an agency, the agency concerned should inform the Partnership they are undertaking an Individual Agency Review with a safeguarding element, in order for the Partnership to consider any transferable learning across the partnership

The drawbacks of this model are:

- Can be seen as outside the SSCP purpose of multi agency learning.
- Requires individual agency full buy in and ownership. Risks individual agency opposition.

Multi-agency Deep Dive

Multi-agency deep dives of children's experiences that relate to a specific theme is an effective mechanism of understanding practice at child level and practitioners and their managers are involved in identifying what they are doing well and where improvements need to be made.

A rolling programme of multi-agency audits themes is identified through local priorities, local reviews, inspection findings, performance data and national research.

Benefits of this model are:

- Proportionate
- Can utilise multi agency auditors
- General thematic learning which can be consider system wide

Drawbacks of this model are:

- Conclusions from the view point of one or two auditors rather than wholly multi-agency.

Peer review approach

A peer review approach encompasses a review by one or more people who know the area of business and accords with self-regulation and sector led improvement programme.

Peer review methods are used to maintain standards of quality, improve performance and provide credibility. They provide an opportunity for an objective overview of practice, with potential for alternative approaches and/or recommendations for improved practice. There are two main models for peer review:

- Peers can be identified from constituent professionals/agencies from the SSCP members.
- Or peers could be sourced from another area/SCP which could be developed as part of regional reciprocal arrangements, which identify and utilise skills and can enhance reflective practice.

The benefits of this model are:

- Increased learning and ownership if peers are from the SSCP.
- Objective, independent perspective.
- Can be part of reciprocal arrangements across/between partnerships.
- Cost effective.

The drawbacks of this model are:

- Capacity issues within partner agencies may restrict availability and responsiveness.
- Skills and experience issues if reviews are infrequent.
- Potential to perceive peer reviews from members of the partnership as not sufficiently independent, especially when they concern political or high profile cases.

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Root Cause Analysis (RCA)

Root Cause Analysis (RCA) is an investigation methodology used to understand why an incident has occurred. RCA provides a way of looking at incidents to understand the causes of why things go wrong. If the contributory factors and causal factors - the root causes - of an incident or outcome are understood, corrective measures can be put in place.

By directing corrective measures at the root cause of a problem (and not just at the symptom of the problem) it is believed that the likelihood of the problem reoccurring will be reduced. This approach can help to prevent unwanted incidents and outcomes, and also improve the quality and safety of services that are provided. The RCA investigation process can help an organisation, or organisations, to develop an open culture where staff can feel supported to report mistakes and problems in the knowledge this will lead to positive change, not blame.

General principles of Root Cause Analysis:

- RCA is based on the belief that problems are best solved by attempting to correct or eliminate root causes.
- To be effective, RCA must be performed systematically, with conclusions and causes backed up by evidence.
- There is usually more than one potential root cause of a problem.
- To be effective, the root cause analysis & investigation must establish ALL causal relationships between the root cause(s) and the incident, not just the obvious.

The benefits of this model are:

- The methodology is well known and frequently used in the NHS.
- Focus is on the root cause and not on apportioning blame or fault.
- Effective for single agency issues especially those related to NHS services.

The drawbacks of this model are:

- Requires skills and knowledge of RCA tools
- Resource intensive