

# Multi Agency Specialist Hubs

For disabled children, young adults and their families



# Contents



1

Welcome



3

Bringing it all together:  
A partnership view



5

In practice: our centres



7

Making it happen:  
our services



17

Being part of the  
community



21

A person centred approach



23

Contacts

If you would like this document in another format or language please contact 03000 416161 or textphone 01800 03000 416161.

Produced by Kent County Council, Medway NHS Foundation Trust, East Kent Hospitals University NHS Trust, Kent Community Health NHS Foundation Trust and Medway Community Healthcare.

# Welcome

Care for disabled children and their families has been transformed by the opening of three specialist centres in Kent. The three Multi Agency Specialist Hubs (MASH) buildings, Orchards in Swale, Green Banks in Thanet and Rainbow in Ashford were constructed with the support of a Government grant in 2012. This was specifically to improve the quality of services for disabled children, young people and their families/carers.

The services described in this document, including services in the west of the county, aim to deliver the outcomes set out in the two key strategies for Kent:

1. The vision of Kent's Multi-Agency Joint Health and Wellbeing Strategy, 2014-17, is to improve health and wellbeing outcomes, deliver better coordinated quality care, improve the public's experience of integrated health and social care services and ensure that the individual is involved and at the heart of everything we do. This strategy is for all the people living in Kent, both adults and children. The specific outcome for children is:

## **Outcome 1: Every child has the best start in life**

**"The aim will be to provide additional local services that can be accessed easily, at the right time and in the right place."**

We will work across the system to improve educational, health and emotional wellbeing outcomes for all of Kent's children and young people, whilst taking account of the additional needs of those young people who are disabled, or who have Special Educational Needs and Disabilities (SEND). Over the coming years we will also see a much greater integration in services for children from pre-birth to 19, or 25 in some circumstances".

2. Kent's Strategy for Children and Young People with Special Educational Needs and Disabilities, 2013-2016, sits under the Joint Health and Wellbeing Strategy by describing in more detail the educational, health and emotional wellbeing outcomes we want to achieve which will make a real difference to children, young people and their families in Kent. The Strategy builds on the work begun with Aiming High, and incorporates the changes required by recent legislation to jointly commission services and promote integrated working based on shared outcomes and shared approaches:

**"Our vision is for a well planned continuum of provision from birth to age 25 in Kent that meets the needs of children and young people with SEND and their families. This means integrated services across education, health and social care which work closely with parents and carers and where individual needs are met without unnecessary bureaucracy or delay. It also means a strong commitment to early intervention and prevention so that children's and young people's needs do not increase because early help is provided in a timely way."**



The MASH model aims to deliver the outcomes set out within these Strategies by creating an opportunity for a broad range of multi-agency services to be located together in the same building in order to improve working arrangements and improve the outcomes for disabled children, young people and their families.

Each building has a range of health, social care, education and voluntary services all in one place including; physiotherapy, speech and language therapy, occupational therapy, community paediatrics, audiology, specialist teaching and learning services, educational home visits for disabled pre-school children (also known as Portage), specialist dentistry, specialist nurses and children's social services. The centres have sensory and play activity rooms, run social groups, drop-ins and activities for disabled children. They are a one-stop shop where disabled children, young people and their families are able to attend appointments with different services in the same place and on the same day. Disruption to their lives is reduced and less time needs to be taken away from school and work.

Each MASH has a 'friends of the MASH' group where parents and practitioners meet with their local community to plan events that raise funds and improve relationships. Regular fairs and open activities enable disabled children, young people and their families to develop friendship and meet socially.

## MASH locations



- ① Rainbow Centre
- ② Orchards Centre
- ③ Green Banks Centre
- ④ Beacon Centre (opening Sept 16)





**Mark Walker**

Assistant Director for  
Disabled Children;  
Co-Chair of the  
Multi Agency MASH  
Management Board.

## Bringing it all together: A partnership view

Over the last two years the MASH development programme has resulted in some fantastic creativity and innovation as a consequence of services, voluntary groups and people working together.

The programme seeks to provide the skills, support and culture that will enable people to move away from traditional and frequently unhelpful, isolated single agency perspectives into a multi-agency approach ensuring that the disabled child's or young person's experience of services is as seamless and positive as possible.

In the services based within the MASH buildings we have been directing our combined energies towards ways of working that enhance integration as we recognise that this has been a much more effective way of working, achieving much better outcomes for disabled children, young people and their families.

The Social Care Institute for Excellence in a 2012 briefing titled 'Factors that promote and hinder joint and integrated working between health and social care services', identifies three key factors that support joint or integrated working;

- making sure that staff understand and are committed to the aims and outcomes we want from the new partnerships,
- making sure that senior managers understand and support the new ways of working,
- making clear statements about the outcomes we want to see for service users.

I am pleased to confirm that we are well on the way in these areas. They may be different from our usual policy and practice aims, but the way we work together and the commitment from each organisation towards integrated working does impact upon the outcomes for everyone that receives our services. The journey for a disabled child, young person or their family is far less complex if we have a shared commitment to work together as part of an integrated approach. The experiences of our MASH programme has proved this.

I hope you find this document useful and I would recommend the integrated approach taken within these services in any future service design for disabled children or young people.

**Mark Walker : Assistant Director for Disabled Children;  
Co-Chair of the Multi Agency MASH Management Board KCC**

In January 2014, we formally launched the SEND Strategy to improve the educational, health and emotional wellbeing outcomes for Kent's children and young people with SEN and disabilities. The Strategy sets out a vision of a well-planned continuum of provision, from birth to age 25 and acknowledges that parents and carers should have a greater influence over

the way in which services are delivered. Our services need to be more flexible in order to meet individual needs and we want all children and young people to be accessing SEN provision which is good or better. We recognise that where we have already joined up the way in which we deliver our services, such as in the MASHs, families are able to benefit from earlier access to support.

**Patrick Leeson : Corporate Director of Education and Young People's Services KCC : Chair of the multi-agency SEND standing group**

I have had the privilege of being able to work alongside clinicians, parent carers and disabled young people over the last seven years to develop the vision and model for the multi-agency specialist hubs.

The highlight for me was seeing the vision become a reality when the Rainbow Centre, Orchards and Green Banks were officially opened by the NHS Clinical Commissioning Groups and Kent County Council in July 2013. Since then, we have been able to see the benefits that the new joined up one-stop-shop approach to supporting disabled children, young people and their families has created. The benefits include improved outcomes for the child and family and professionals from different agencies working together to improve the quality and effectiveness of their services.

There is still more work to do, but the project has provided the NHS Clinical Commissioning Groups and Kent County Council with an innovative approach to delivering the government's reforms that are set out in the Children and Families Act 2014 and the Care Act 2014.

**Martin Cunningham**  
**NHS South East Commissioning Support Unit**

We have been on an exciting journey over the last seven years to turn an idea into a reality to create high-quality buildings and services for disabled children, young people and their families.

This has meant bringing staff into the same buildings to work together to make life a bit easier for families and provide great spaces for new and joined-up services.

The initial result of surveys and feedback from families is very positive, and their feedback and comments are throughout this document. Of course there is always more to do, and I hope that we can continue to work jointly with families as well as professionals and the voluntary sector organisations involved to see where we can do better and improve services further. If you have ideas about this, do let us know either by contacting any of the staff in the MASH buildings or joining the 'friends of' groups to make your voice heard.

**Rosemary Henn-Macrae**  
**County Manager, Disabled Children Service, KCC**



**Patrick Leeson**  
Corporate Director of  
Education and Young  
People's Services KCC



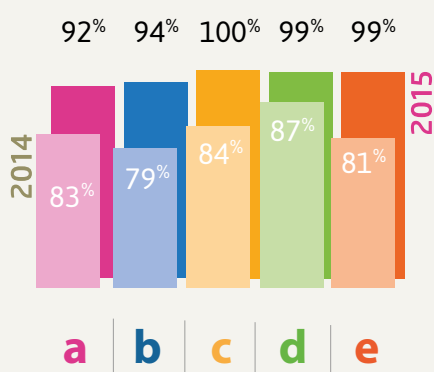
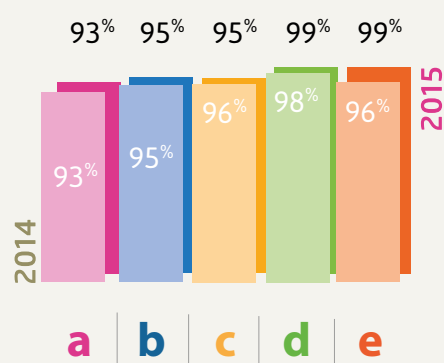
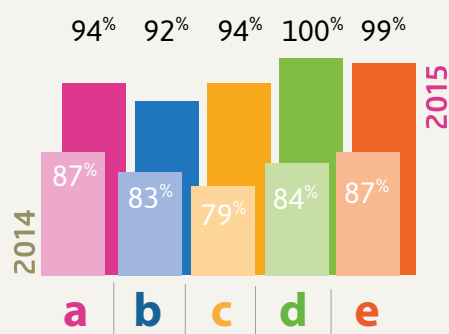
**Martin Cunningham**  
Senior Associate for  
Disabled Children  
South East CSU.



**Rosemary  
Henn-Macrae**  
County Manager,  
Disabled Children  
Service, Kent County  
Council.

# Performance

Quarterly Customer Satisfaction Survey to the end of March 2014 and March 2015.



- How welcomed did we make you feel?
- How respected did we make you feel?
- How well did we listen to you?
- How understood did we make you feel?
- How would you rate your visit overall?

## In practice: Our centres

### The Orchards Centre, Swale

Opened in June 2012, the two storey Orchards Centre has improved the care and support to more than 2000 children in the Swale area.

Services include;

- integrated children's therapy and care coordination services (speech and language therapy, podiatry, paediatrics, occupational therapy, diet, nutrition key worker, specialist nurse advisers)
- special needs nursery
- specialist teaching and learning service
- portage
- 4us2 (parent led charity)
- disabled children's social services
- community paediatricians
- audiology.

### The Rainbow Centre, Ashford

The centre, just off the A28 next to Wyvern school, brings together health care with social care. It gives families the full access to support services available to them, close to home and under one roof.

Services include;

- integrated children's therapy and care coordination services (speech and language therapy, podiatry, paediatrics, occupational therapy, diet, nutrition key worker, specialist nurse advisers)
- community paediatrics
- audiology
- portage
- specialist teaching and learning service
- Includes Us2 (parent led charity)
- community dentist
- disabled children's social services
- The Wyvern School Nursery.

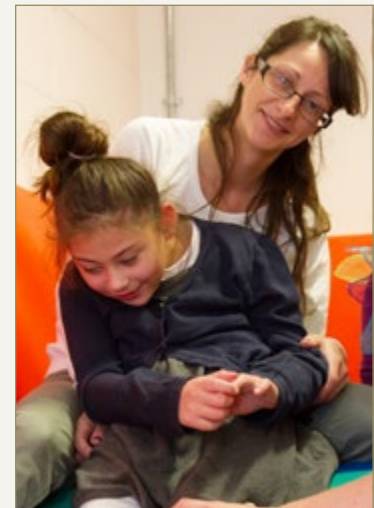
### The Green Banks Centre, Thanet

Greenbanks located in Garlinge near Margate enables families with disabled children to have their appointments together from both social care and health. Health practitioners work alongside teams in education, social care and parent led charities.

Services include:

- integrated children's therapy and care coordination services (speech and language therapy, podiatry, paediatrics, occupational therapy, diet, nutrition key worker, specialist nurse advisers)
- paediatrics
- audiology
- specialist nurse advisers
- community dentist
- 4us2 (parent led charity)
- specialist teaching and learning service
- portage
- disabled children's social services.





## What the customers say

**"Absolutely great, many could learn from you."**

**"Speech therapy appointment very friendly and helpful."**

**"Staff friendly and welcoming."**

**"The staff are very lovely and professional. It is always a pleasure to come to this centre."**

**"Very pleased with the centre. It's a great service that keeps everything together in one place enabling an effective service. Staff are friendly and consultations supportive and encouraging. Thank you."**



## Our statement of purpose

1. Disabled children, young people, parents/carers, family and professionals each have a unique contribution to play in contributing to the identified goals in a care plan.
2. Parents/carers are valued for their expertise and knowledge in relation to their own child's needs and how services can be improved.
3. We will empower children and young people, their parents and carers to have access to information and resources to achieve their goals and service aspirations.
4. We will deliver an individualised child and family centred approach through working together.
5. There will be a two-way approach of mutual respect for children, families, professionals and everyone involved in supporting the child.
6. We will ensure that decisions about the allocation of finite resources are transparent and based on multi-agency principles of pooled and shared budgets.
7. We will ensure that integrated working, values the strengths of professional working practices in the medical, social and education fields.
8. A MASH will provide a focal point for change and empowerment to help champion issues of discrimination in local communities.

## Making it happen: Our services

Each has a range of health, social care, education and voluntary services all in one place. These services include;

### Reception and facilities

The first people you meet as you come into a centre are our reception staff, who are there to make sure your visit is as easy as possible.

The facilities team ensure the smooth running of the centre working with every one of the services. They make sure visitors are guided to their appointments, the building is kept clean and tidy, deliveries are taken and the security of the centre is met. The facilities team are intrinsic to maintain a safe, secure and clean environment allowing patient care to be the number one priority.

### Early Support

Early Support provides a single point of access to support for families of preschool disabled children. Following a referral to the service a family will be offered a single multi-agency assessment of their child's needs. Families will leave the assessment with a clear plan of the next steps, a family plan.

Children with the most complex needs offered the enhanced Early Support Package are able to access support from a designated keyworker. The key worker works with the family to ensure they receive the services they require at the right time and in a joined up way.

Team around the child meetings can be arranged in partnership with the family to ensure that everyone involved with the child is working together with the family in planning the care their child receives.

Early Support puts the family at the centre of any plan and has helped to inform the Education, Health and Care plan process, to enable services to be more joined-up. Regular intake meetings involving a variety of agencies are held in all the MASHs to identify children who need Early Support and decide which professionals will need to be involved with the child and their family.

### Paediatricians

Our paediatricians work closely with other professionals within the multidisciplinary team to provide assessment and management for children with disabilities and complex needs from 0-19 years. Outpatient clinics are run on a regular basis as well as specialist clinics.

### Integrated Children's Therapy Service

The team offer therapy for children requiring complex intervention from newborn to young people aged up to 19 years old. Children will be seen either by a single practitioner for assessment possibly followed by therapy or will be assessed by several different professionals who will work with parents/carers to co-ordinate an agreed plan of care.



**“The receptionists are great,  
always making us feel  
welcome and safe.”**

Parent/carer

Orchard Centre, Sittingbourne



**“The doctor was fantastic. He was understanding and took time to explain everything.”**

Parent/carer

Rainbow Centre, Ashford





The team may include:

- physiotherapy
- health occupational therapy
- speech and language therapy
- nutrition and dietetics
- podiatry.

### **Physiotherapy**

Our physiotherapists recognise the importance of working in partnership with the child, parents and carers to maximise a child's physical abilities and independence. Our therapy is based upon an assessment of the child's needs and the formation of an individual treatment programme. This will include education to encourage family involvement.

Paediatric physiotherapy covers a wide range of clinical practice and conditions - some of which are similar to those seen in adults and some are specific to children.

### **Occupational Therapy Service**

Our occupational therapists (OT) work with children who have difficulties with the practical and social skills necessary for their everyday life and to enable the child to be as physically, psychologically and socially independent as possible.

We work as part of a multi-disciplinary team providing assessments in the home, nursery and school along with strategies and advice to help the child be as independent as possible. Where appropriate we provide therapy sessions, assessments for equipment provision, and upper limb splints. We also support the child's transition into nursery, school and adult services.

### **Speech and language therapy**

Our speech and language therapists offer assessment and support to children with speech, language, communication or swallowing difficulties.

Following this assessment, the therapist will work with families to identify appropriate goals to help the child. Therapy may include: individual sessions, group sessions, programmes and regular reviews. Speech and language therapists work in a variety of settings including the MASHs.

### **Nutrition and dietetics**

Our paediatric dieticians work with children and their families to ensure that their diet and feed meets their needs for growth and development.

We assess a child's diet using food diaries or by asking questions in conversations held over the phone or in a clinic. We often work jointly with other health professionals. We will focus on how to improve the diet in the easiest and most practical way for the child and their family. Sometimes we need to prioritise the most important part of the diet that needs to be changed to keep

## **My view:**



'It's great working at Orchards where we are co-located with other services; we are all able to work together to better support the children and their families. By providing joint appointments we can reduce the number of appointments children have to attend and avoid delay in dealing with families' concerns. We have also been able to extend our role to putting on social events for children who access Orchards, fundraise towards a new sensory garden and showcase the MASH services to local professionals and other agencies

**Janine Pommer**  
**Highly Specialist Paediatric**  
**Physiotherapist**  
**Children's Therapy Team**  
**Medway Community**  
**Healthcare**



## My view:



"Working at Rainbow gives us a great opportunity to provide joined up services to families and young people. I am pleased that we can involve families in planning services and share community events with them."

**Lisa Hutchinson,  
Team Manager  
East Kent Disabled  
Children's Service**

the child safe and healthy. We will then see how the child is and make additional changes if required. We will always involve the parent, carers and the child.

### **Podiatry**

Our paediatric podiatry service accepts referrals for any child that has a condition affecting their lower limb. This includes children with a hemiplegia who have leg length differences.

### **Portage**

Portage is a specialist home visiting service for young disabled children, aged between birth and five years old with complex health, education and social care needs and who are delayed in at least two areas of development. Kent County Council is the provider of the Kent Portage Service but it is jointly commissioned with the CCGs.. Referrals can be from health visitors, paediatricians, professionals from education and social care, as well as from the child's parents/carers.

Regular support and monitoring of a child's progress is delivered in the home, MASH/child development centres or in children's centres.

Portage help parents to support their child to make progress in key areas of development and will work together with speech and language therapists, physiotherapists, occupational therapists and specialist teachers to deliver the agreed outcomes on a child's Early Support Family Plan.

### **The Specialist Teaching and Learning Service**

Our Specialist Teaching and Learning Service provides a service for children and young people up to the age of 19 years old with special educational needs and disabilities (SEND). We also offer advice and training for pre-schools, mainstream schools and academies on how to meet the needs of children with SEND.

Our specialist teachers are experienced teachers with a qualification in one or more areas of SEND. They work with the other professionals who are in contact with the child and their family to help that child or young person to achieve their learning goals.

We can provide specialist assessments for children and young people based on their individual needs. We will usually first visit to see a child in preschool or at school so we can understand how that child's special educational need or disability affects the way they learn or access education but for children with sensory impairments this is likely to be earlier, following initial diagnosis. We will create a plan to support the child's education.

### **Kent Educational Psychology Service**

Our Kent Educational Psychology Service aims to improve outcomes for vulnerable children and young people aged 0 to 25 years old. We work directly with children and young people as well as with parents/carers, head teachers, SENCos, teachers, teaching assistants and other professional teams. Our work involves the following activities:

- consultation with teachers, parents or carers and other adults
- psychological assessments, advice and interventions
- professional development and training



**“The staff are very friendly  
and always make my  
daughter welcome.”**

A parent/carer  
Greenbanks Centre



**“The centre is lovely, cool,  
child friendly and the staff  
are always helpful.”**

Parent/carer

Orchards Centre, Sittingbourne





- research and evaluation
- support for critical incidents in schools.

Requests for Educational Psychologist involvement normally come from the child's school and may be discussed at a Local Inclusion Forum Team (LIFT) meeting. A consultation request form is then completed and signed by the parent/carer and school representative.

### **The Disabled Children's Teams**

Our Disabled Children's Teams are part of Kent County Council's Social Care, Health and Wellbeing directorate.

We are composed of social workers, occupational therapists and support staff and work with children with severe and complex needs and their families. This generally means children who need the support of specialist services laid out in the 'Local Offer'. Although the majority of our work is providing support to children within their families we also undertake safeguarding (child protection) work and support children who are 'in care' when they meet our criteria. We liaise closely with our mainstream social work colleagues if children do not meet the criteria for our service and also with adult services in order that children transition successfully when they are aged 18.

When children are referred we work alongside other professionals to complete an assessment of need and if required to develop a care plan with agreed support. These are reviewed at least every year and form part of the Education Health and Care plans.

Services we can offer following assessment include a range of short break support. This is set out in our Short Breaks Statement; Delivering breaks for disabled children and young people and their families (you can find this on the Kent County Council Website; it also describes our eligibility criteria in detail) and includes overnight short breaks in foster care or in our residential units and through specially commissioned play schemes as well as through the granting of a 'direct payment'.

The team's occupational therapists provide home environment assessments to enable a disabled child to access essential facilities. Assessments lead to advice or recommendations for adaptations to the home or provide equipment to meet assessed needs. Where appropriate statutory funding will be sought to achieve adaptations.

### **Audiology**

Audiology is a consultant-led paediatric audiology service offering hearing assessment and habilitation for children. We carry out hearing assessments, otoscopy, tympanometry, auditory brainstem and oto-acoustic emissions on newborns, impressions for hearing aid moulds, hearing aid fitting and repairs. Our paediatric audiologists have considerable training and experience in assessing and managing hearing impairment in children who have multiple conditions. We also care for babies and children who have lost their hearing as a result of meningitis, birth complications and other conditions such as glue ear. We can also assess and manage balance problems in children and young people.



## **Working in Partnership**

Working together is more than sharing a front door. We want to understand how each of our services impact upon families so that we can improve outcomes. By sharing training events at the MASH centres, we are able to reflect together on how best to change our services, whether in response to new legislation, the views of patients and families, or the experiences of colleagues from different services. Multi agency training sessions at the MASH centres, whether arranged by the services themselves or by bringing experts from outside provide us with an opportunity to learn from each other and to discuss plans with families and with other services.

We understand that we need to treat patients and families as individuals needing different things and we want to encourage families to join some of these events so that we can hear from them about what works best for them.

## My view:



We love that we can support the centres. By running events and fundraising we are able to make sure they thrive and help disabled children and their families have a positive visit.

**Sam, Rainbow Centre,  
Friends of group**



Facilities staff understand how important it is for children and their families to feel supported and welcome. We are on hand to resolve facility issues, organise rooms and assist staff and parents in making these unique buildings effective for everyone.

**Wayne Jones, Caretaker  
Rainbow Centre**

### **Specialist dentistry**

Our special care dentistry is for children and adults who may have a disability and who could need dental care to be adapted for them if they find it difficult to access mainstream dentistry. This includes people who need adapted surgeries that can manage people in wheelchairs. It is also about having staff with the skills to treat patients with complex medical histories, for which dentistry may be a high risk.

For most of our patients we are their only dentist and we recall some special care patients for regular examinations. Others can have regular examinations at their own family dentist but need our support when having dental treatment.

### **Swale Health Special Needs Nursery at Orchards Centre**

The nursery provides a service for children aged between 18 months and five years old who present with a significant developmental delay and associated healthcare needs.

The staff team comprises specialist nurses, nursery nurses and specialist support workers. We liaise closely with other children's service providers to ensure continuity in the child's care.

It is our aim to provide assessments and structured individual activities to enable each child to develop to their full potential in an environment that is stimulating and fun. We meet regularly with families to ensure they are informed of their child's progress.

Referrals are accepted through the Early Support process.

### **Wyvern School Nursery**

The Wyvern School Early Years Centre provision at the Rainbow Centre in Ashford offers observation and assessment. This is to support families and children in finding the most appropriate provision to meet their needs when they begin school.

The Early Years Centre and SMILE offer an outreach service to pupils in mainstream nursery settings. Staff visit nursery settings and offer support and advice. They may also help to devise resources to improve educational access for pupils.

The Early Years Centre is also able to offer training for mainstream settings especially in the areas of autism awareness, intensive interaction, switch and environmental control and manual handling.



**“We like the sensory room  
and soft play area, my son  
enjoyed the toys.”**

Parent/carer  
Green Banks, Thanet





## My view:



"I am proud of what we have achieved through the Friends of Green Banks group. We have supported the successful Summer and Winter fairs as well as taking part in local fund raising events. We support the Green Banks centre, by buying toys and equipment and we are well on our way to being able to build a sensory garden at the centre. We meet regularly at Green Banks and any parent or staff member who would like to join us is very welcome."

**Anita**  
**Green Banks**  
**Friends of group**

## Being part of the community

The Centres bring together community and voluntary groups for disabled children. These are where parents and practitioners meet with their local community to plan events that raise funds and improve relationships. Regular fairs and open activities enable disabled children, young people and their families to develop friendships and meet each other in a social setting. The groups include;

### **Kent Parent Carer Forum**

The forum is a network of volunteer parents and carers in Kent, who have disabled children and children with special educational needs.

We aim to actively involve parents in planning and making decisions about services for children and young people 0-25, who have additional needs and disabilities.

The opportunity is there for a more active role where parents and carers will play a big part in shaping services both now and in the future. We are always looking for parents to sit on boards as a representative of our members' views.

Alternatively, parents and carers can also come along and just listen, give their views or meet other parents and carers.

For more information: [www.kentparentcarerforum.co.uk](http://www.kentparentcarerforum.co.uk)

### **4Us2**

4Us2 is a parent-led charity working to help improve the lives of disabled children and young people aged 0-25 and their families across east Kent.

We offer support including:

- helping parents to access information, offer advice and support, and signpost to other organisations
- one to one support meetings to identify needs and follow progress
- a website with information about local groups, clubs and services, including a calendar of events
- events and groups such as; chat and giggle play and support drop-ins, family days and events
- workshops and training for parents/carers
- promote inclusion so that disabled children and young people are welcome when using 'mainstream' services
- provide independent supporters to help families move from SEN Statements to new Education, Health and Care plans.

All families of children or young people with a disability who live or go to school in East Kent can become members of 4us2.

For more information: [www.4us2.org](http://www.4us2.org)

Or come in and see us at the centre, or email [info@4us2.org](mailto:info@4us2.org)











## **Includes Us 2**

Includes Us 2 is a local parent-driven charity providing information, advice and signposting services for disabled children, young people and their families in the districts of Ashford, Dover and Shepway.

The charity is led by a board of trustees, of which the majority are themselves parents of disabled children. This means we are able to ensure that our mission and values reflect the needs of disabled children and their families living in our area.

We support families of disabled children and young people up to age 25 by:

- facilitating peer support via our parent/carer coffee groups
- providing practical workshops on issues such as managing behaviour that challenges and supporting transition
- sign posting to specialist education and health care services
- organising subsidised family focussed events for disabled children (up to age 18) and their families.

For more information about Includes Us 2, and how to become a member: Telephone: 01233 878089, Email: [info@includesus2.org.uk](mailto:info@includesus2.org.uk)  
Or visit our website: [www.includesus2.org.uk](http://www.includesus2.org.uk)  
Registered charity No: 1137745

## **SNAAP Special Needs and Advisory Project**

SNAAP is unique: there are no other local organisations which provide the extensive range of services to children with every kind of disability, aged from 0-19 years, in partnership with parents. The focus of the services is upon all of the child's needs including educational, social, developmental and emotional. We focus upon the whole family and not just on the disabled child .

At the heart of SNAAP lies our fundamental belief in informed parental choice, empowering parents to access the very best services and support to ensure that their children achieve their goals in life.

For more information: [www.snaap.org.uk](http://www.snaap.org.uk)  
Telephone: 01227 367555  
Email: [info@snaap.org.uk](mailto:info@snaap.org.uk)



## **Brogdale Community Interest Company (CIC)**

As well as the community groups and friends of MASH there are other activities run to make sure children and their parents/carers can enjoy themselves, Brogdale CIC is one of these.

Each 2nd and 4th Friday at the Rainbow Centre in Ashford the company run activities including a bounce around in the soft play area, chill out in the sensory room and create dream scenes with Lego. They also enable children to get to learn instruments, making sound clips of what is played.

There is also a community farm, Muddy Wellies in Smeeth with 3.5 acres of space to run around in on Sundays.

For more information:  
[www.brogdalecic.co.uk](http://www.brogdalecic.co.uk)



**Graham Smith**  
MASH Development  
Manager

## A person centred approach

### Graham Smith

The task of bringing together four NHS Trusts, Kent County Council and all of the many services based at the MASH sites is complicated.

Each has different management structures and each has a different set of values and principles. They all want to work together in ways that will support disabled children and their families making their way through this wide range of complex services. What's more they are also all committed to working in ways that will put parents and young people at the centre of service planning and delivery. They want to work in ways that will help each unique family and young person receive the care and support that will be most helpful to them.

This means developing care and support that is unique to the family and not providing the same solutions and interventions regardless of the family's circumstances.

Managers of these agencies and services come together with representatives of parents and families at the Multi Agency Management Board meetings once every three months. Here they agree plans, priorities and policies that will help them to work together. They have agreed that they want to be person centred and they want to work with families, young people and children in ways that are person centred. This means that each meeting, each appointment and each discussion has to leave people feeling that they have been listened to, that an effort has been made to understand their unique situation and that any plans or agreements are based on valuing them as unique and different individuals. This is what person centred means. We measure how effective we are at this by giving each family who visits a MASH centre, an evaluation form to complete. We ask them how well they think that they have been listened to, understood and respected. We also ask them to grade their visit experience overall.

Being person centred is not only about how we treat families, it is also really important that each of the services feel that they can communicate with each other in this way. We have found that not only do parents, young people and children value being treated in this way but also it helps each of the services find a common way of being and of communicating that supports their own values and principles. When you visit a MASH you can expect to be treated with respect, listened to by someone who makes an effort to understand you and to be treated as a valued individual. We believe that this is the most helpful foundation that we can build as we work with you.

**Graham Smith**  
MASH Development Manager

## What will happen next?

KCC and the Clinical Commissioning Groups are working together to look at how we can improve how services are commissioned and provided.

We will be looking at the evidence from this model in developing our commissioning intentions for the west of the county.

Our commissioning intentions will translate into an implementation plan which delivers the ambitions of the Strategies set out at the beginning of this document.

The outcome for Kent over the next three years will be a model of integrated provision for disabled children, young people and their families across the whole of the county.

The implementation plan will be delivered and monitored by the SEND Health and Wellbeing Standing Group, a sub-group of the of the Children's Health and Wellbeing Board.

## We would like to hear from you

We are always looking at how we can improve our services and centres. If you have feedback or ideas on making things better let us know by:

Email:  
[mash@kent.gov.uk](mailto:mash@kent.gov.uk)

Website:  
[www.kent.gov.uk](http://www.kent.gov.uk)

or pop into a centre and fill in a feedback form.



# Contacts

## Rainbow Centre

Great Chart Bypass (A28), Ashford, TN23 4ER

Telephone: 03000 42 00 04

Opening times: 8am to 5:30pm, Monday to Friday

### Professional services

At our centre you and your child can benefit from a number of professional and healthcare services. Please call the specific numbers for more details.

**Physiotherapy:** 01233 651927

**Speech and language therapy:** 01233 651927

**Occupational therapy:** 01233 651927

**Community paediatrics:** 01233 651927

**Audiology:** 01227 866487

**Specialist teaching and learning services:**  
01233 622958

### Portage

**Disabled children's social services:** 03000 420886  
(or make a new referral)

## Orchards Centre

Attlee Way, Milton Regis, Sittingbourne ME10 2HE

Telephone: 03000 420005

Opening times: 8am to 5:30pm, Monday to Friday

### Get there on public transport

Arriva bus 347 runs from the rear of the Forum shopping centre in Station Road every 15 minutes.

### Professional services

At our centre you and your child can benefit from a number of professional and healthcare services. Please call the specific numbers for more details.

**Children's therapy services**, including speech and language, key worker, physiotherapy, occupational therapy, diet and nutrition: 03000 420943  
Swale special needs nursery: 03000 420927 or 07925 981160

**Specialist teaching and learning services:**  
03000 417589 or 03000 417739

### Portage

**Disabled children's social services:** 01233 898732  
(or make a new referral)

**Disabled children's services:** 03000 411030

**Community paediatricians:** 01634 830000 ext 5531

**Audiology:** 0300 121 2670

## Green Banks

Westfield Road, Garlinge, Margate, CT9 5PA

Telephone: 03000 420003

Opening times: 8am to 5:30pm, Monday to Friday

### Public transport

Take bus number 32 to Westfield Road, Garlinge.

### Professional services

At our centre you and your child can benefit from a number of professional and healthcare services. Please call for more details.

**Audiology:** 01227 866487

**Specialist teaching and learning services:**  
01843 236195

**Physiotherapy:** 03000 420871/420874

**Occupational therapy:** 03000 420871/420874

**Speech and language:** 03000 420871/420874

**Specialist nurse advisors:** 03000 420871/420874

**Designated key working:** 030004 20871/420874

**Community dentistry:** 03000 420865

**Disabled children's social services:** 03000 411053  
(or make a new referral)

**Portage:** 03000 417937/417903

## The Beacon Folkestone

Park Farm Road

Folkestone (opening September 2016)