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Education

Doctorate in Clinical Psychology - Institute of Psychiatry, Kings College London (1996-1999)
BSc (Hons) Human Sciences - University of Sussex (1990-1994)

Employment – Clinical/NHS

Interim Head of Clinical Practice, Southwark Children's Social Care (June 2017-Present)

This is a new role supporting Southwark Children's Social Care, Youth Offending Services and Early Help in the development of their embedded clinical services, with particular focus on the development of clinical governance structures across the authority, on supporting the delivery of excellent care planning advice both within and outside the court arena, and ensuring that externally commissioned clinical services are fit for purpose. As part of this role I have supported the Family Early Help section with a major transformation of practice moving to all units using the FAMILY framework (developed part of the Innovations project below) as their core approach to creating change with families.

Clinical Lead – NHS England's CYP Secure Estate Integrated Care Framework SECURE STAIRS
(May 2016 – May 2017)

My role was to lead on the development of a new integrated framework of care aimed at improving outcomes for young people in the secure estate, which we called the SECURE STAIRS framework..

SECURE STAIRS is part of the Children and Young People's Mental Health Transformation Program, within the Health and Justice and Specialist Commissioning workstream. SECURE STAIRS focusses on skilling up the residential staff with whom young people spend most of their time, and integrating the in-reach mental health provision with the day-to-day care the young people receive, within a trauma-informed, formulation-driven approach to creating change, and was built on the learning from the Innovations development of the FAMILY approach. As well as developing the framework, my team then audited the Secure Children's Home, Secure Training Centre and Youth Offender Institution provision across England against the framework and developed implementation plans for and with each establishment across the estate, many of which are now in the process of implementation.

Clinical Lead for MLA Innovations Program (February 2015 – March 2016)

Morning Lane Associates (MLA) partnered with five local authorities – Derbyshire, Hull, Southwark, Harrow and Buckinghamshire, under the DfE's Innovations Program, to help each LA develop their Edge of Care services, to support their development of Consultant Social Worker led units, and to identify and implement system-wide changes to reduce bureaucracy and thus increase time available for direct work. The edge of care work led to the development of the FAMILY framework, a way of

training and supporting staff to from a range of backgrounds to provide collaboratively created, formulation-driven approaches to keeping families together. As clinical lead for the MLA Innovations Program, I was responsible for the recruitment and management of clinical staff employed as part of this program, as well as leading on the recruitment, training and development of the Edge of Care services in all five boroughs, and acting as Lead Coach for the London Borough of Harrow across the three strands of the Innovations Program. In the lead coach role as well as the core strands of the innovations program, I supported Harrow to review their use of external expert assessments, and collaborations with CAMH services regarding use of Tier 4/ therapeutic placements. The FAMILY approach to keeping families together was independently evaluated by the University of Bedfordshire who noted that 79% of the children being considered for accommodation were able to safely remain with their families and concluded that “Keeping Families Together units appeared to be very successful at preventing children from entering care”.

Clinical Lead for Bikur Cholim IAPT Service - Registered Charity (2012 – Present)

I have been involved with this faith-based charity, which supports members of the Charedi Jewish community in North London, for several years, initially as an external consultant, and now as their clinical lead. I have supported the development of robust clinical governance structure to support the delivery of their emotional therapy service, via advice at Trustee level, recruitment and selection, training and provision of supervision. We are proud to now be the official NHS provider of IAPT services to the Charedi community in Hackney, with excellent recovery rates of over 80%.

Project Lead – Clinical Psychologists as Leaders – BPS/ Royal Holloway (April 2015 – present)

This was originally a year long NHS England funded project overseen by the six London universities providing Doctoral Clinical Psychology training courses, and I was recruited to undertake research into the limited take-up of leadership roles within the NHS by NHS-trained psychologists, and to develop a training program to remedy this. The programme went on to be taken up by the British Psychological Society, and we are now trialling a roll-out of the programme across the United Kingdom, under the evaluation of Royal Holloway, University of London.

Borough Lead Psychologist for Hackney CAMHS and Program Manager for the Hackney Multi-Systemic Therapy Program, East London NHS Foundation Trust (November 2011- February 2015)

In this role I was responsible for the program management of a Multi-Systemic Therapy service to families with a young person at risk of custody across Hackney, Haringey, Islington, Redbridge, Waltham Forest, Tower Hamlets and Newham. The majority of families served were affected by some sort of social deprivation, with multigenerational poverty/unemployment, and isolation related to immigration, being particularly common in these boroughs. MST is an intensive, evidence-based treatment program that is delivered entirely in the community, and provides exceptional accessibility including 24/7 access to the team for both families and other professionals. My role involved the management of considerable risk, and taking on accountability for this risk, both to our commissioners and to the general public via the courts.

I also held the role of Borough Lead Psychologist for Hackney CAMHS, overseeing the professional and clinical practice of all child clinical psychologists employed within the borough.

Consultant Clinical Psychologist and Supervisor of the Hackney site of the Department of Health's Multi-Systemic Therapy National Research Trial, East London NHS Foundation Trust (June 2008 – November 2011)

I was recruited specifically to set up and lead a clinical team providing research level adherent Multi-Systemic Therapy to young people within the borough of Hackney as part of a four year national

randomized controlled trial investigating the comparative cost and clinical effectiveness of MST and management as usual for young people at risk of care and custody.

I was responsible for all aspects of the creation of the new clinical service, including recruitment, management of a new site, development of governance and operational policies and financial responsibilities. A significant aspect of the role was the liaison with the range of stakeholders, from members of the public to commissioners, in order to establish their engagement in the research process, with all the attendant complications that being part of a research trial involves.

The success of the service led to the ongoing commissioning of the service via the North East London Partnership YJB Pathfinder site.

Consultant Clinical Psychologist and Social Care Section Manager, Lambeth CAMHS, South London & Maudsley NHS Trust (June 2005– June 2008)

As the Social Care Section Manager of a large CAMH service, I was responsible for the management and clinical leadership of the CAMHS teams commissioned by Lambeth Children & Young People's Services to work with children and families with multiple and complex problems, namely the:

Ongoing Care Service - a specialist CAMH service for children in ongoing public care

Care Planning Service - a specialist assessment and intensive intervention service which provided (at times court-directed) assessments of children at the point of their entry into care, and provided rehabilitation home work where appropriate

Post-Adoption Service - a specialist intervention service for families with adopted children where there was a risk of adoption breakdown

Multi-Agency Rapid Response Team - a multi-agency team aimed at preventing family breakdown and reducing the number of children entering the care system

I held the budget for the section of approximately £600,000. The role was also strategic and involved ongoing service development, for example leading on proposals for the delivery of additional services.

I was part of the Senior Management team in Lambeth CAMHS, and provided cover for the Borough CAMHS Manager and the Head of Child Psychology as required. I also worked closely with the Assistant Directors within Children's Social Care to improve outcomes for children, which included inputting to key Panels (such as the Resources Panel which oversaw all major financial decisions involving high-risk high-cost placements) and being part of the Joint Commissioning Group for Children with Complex Needs.

Children Looked After Mental Health Service Team Manager, Lambeth CAMHS, South London & Maudsley NHS Trust (October 2000 – June 2005)

This service was initially an outreach Psychology Service based in Social Care. The cross-agency location required negotiation of various practical multi-agency dilemmas such as management of clinical records and buying of equipment with different budgets. As it was a new service, I was responsible for creation of all operational policies as well as recruitment, governance etc.

As Project lead I audited and evaluated the service provided, including supervising a doctoral research thesis which showed that 78% of the children worked with by the service experienced no placement disruption for the period (up to 3 years) of the research.

In 2003 I led on a proposal to the local authority to expand the service to become a multi-disciplinary

Tier 3 team, expanding its remit to include providing a specialist assessment service for children/families on entry into care in order to quickly consider and implement interventions to enable them to be rehabilitated home where appropriate, with the aim of reducing the overall number of children in care in Hackney. This bid was successful.

Clinical Psychologist – Looked After Children, Lambeth CAMHS, South London & Maudsley NHS Trust (October 1999 – October 2000)

I was initially commissioned to carry out an evaluation of the impact a clinical psychologist might have on improving the mental health and reducing the number of placement moves of children looked after by the borough of Lambeth. The children were living in a range of settings – foster care, residential care, inpatient facilities, secure units, and presented with a range of difficulties including neurodevelopmental disorders, developmental delay, and emotional and conduct disorders.

Following my initial needs assessment, funding was agreed to set up a Psychology Service (initially single post but later 3 posts under my leadership) for looked after children aged 0-18, based in Social Services accommodation, alongside Social Care teams.

Employment – Professional Leadership

Chair, Clinical Division of the British Psychological Society (December 2011 – May 2012)

See entry below re Chair role. Following the unexpected resignation of the Chair who succeeded me, I was asked to temporarily stand back in as Chair until the recruitment to the substantive post.

Past Chair, Clinical Division of the British Psychological Society (December 2010 – December 2011)

As Past Chair, I remained a member of the DCP-UK Executive Committee, and advised & covered for the Chair as required. In addition, I continued to represent the Division on the BPS Representative Council, & Chair the DCP Awards Committee, responsible for bestowing the Monte Shapiro & May Davidson Awards, amongst others. In addition, I was involved in the development of two position papers, Diagnosis & Formulation, & Clinical Caseloads, and the planning of a series of workshops for commissioners on 'Commissioning High Quality Psychological Services'.

Chair, Clinical Division of the British Psychological Society (December 2007 – December 2010)

The Division of Clinical Psychology (DCP-UK) is the professional body for clinical psychologists, & sits within the British Psychological Society. As Chair of DCP-UK, I was responsible for the provision of clinical leadership, member services, policy, & strategy for a membership of over 9500, with a budget of over a £1,000,000.

Key responsibilities included:

- Oversight of the Executive Committee, including the work of the Directors of the three main units - the Policy Unit (liaison with government, national strategic organisations), Professional Standards Unit (responsible for development of Good Practice Guidelines, Standards of Proficiency, Professional Governance etc), & the Membership Services Unit (provision of CPD, conferences etc) across the four nations.
- Review of the member networks - my first year in office saw the implementation of the Subsystems Review, moving from a multiplicity of specialist faculties, to the co-ordination of all faculty work under the oversight of 5 clinical leads from the areas of Child, Adult, Older People, Clinical Health & Learning Disabilities, & the embedding of members of the Service User & Carer Liaison Committee within the structures of each clinical area & each nation. The

above involved considerable upheaval but was deemed necessary to ensure that we had a professional body that was fit for purpose in terms of communication, services to members, & national representation.

- *Management of move to statutory regulation via the Health Professions Council – development of the Standards of Proficiency for the HPC, negotiations around the minimum educational qualification, policies around grandparenting/international route etc.*
- *Liaison with government – engagement with two successive national mental health strategies, New Horizons & No Health Without Mental Health, the CAMHS National Advisory Council & the development of the Joint Commissioning Panel for Mental Health service descriptors.*
- *Liaison with other professional groups – externally we were key partners in the development of the Interprofessional Collaborative for Mental Health (incorporating the Royal College of Psychiatrists, the Royal College of Nursing, the British Association of Social Workers, & the British Psychological Society), and internally I was on the British Psychological Society's Professional Practice Board, responsible for professional standards across the seven practitioner psychologist Divisions.*

Other major workstreams included the development of the Responsible Clinician role, the Mental Capacity Act, and the development of the Improving Access to Psychological Therapies program. During my term the development of leadership skills from qualification onwards was prioritised, & shortly before the end of my term, we published the Clinical Psychology Leadership Development Framework.

Chair, Faculty for Children & Young People, DCP, British Psychological Society (September 2004 – September 2006)

During my time as Social Care Section Manager in Lambeth, I also held the post of Chair of the Child Faculty of the Division of Clinical Psychology. As such, I was responsible for the provision of member services such as CPD events and the annual conference, and professional governance issues. I represented Child Clinical Psychologists in our interactions with the Departments of Health and the then Department for Children Schools and Families, and had a leadership role in ensuring that Child Clinical Psychologists practiced in line with the current evidence base. To this end, the Faculty sponsored the ongoing production and dissemination of the 'Drawing on the Evidence' guidance booklet, which was developed by the CAMHS Evidence Based Practice Unit at UCL, in collaboration with the BPS Centre for Outcomes Research and Evaluation (CORE). Other work in this role included being a member of the working party on the CAMHS minimum data set, and publication of several position papers, including Child Clinical Psychologists and On-Call work.

Publications

Workload Management for Clinical Psychologists Working with Children and Families.
(2004) BPS Publications.

Looked After Children: Improving the Psychological Well-Being of Children in the Care of the Local Authority (2004) BPS Publications

Transition from Child to Adult Services: Psychological Considerations and Implications for Clinical Practice. (2005) BPS Publications

DCP Briefing Paper No 22: Child Clinical Psychologists and on-call work (2006) BPS publications

Child Protection Portfolio (2007). BPS publications

Psychological Health & Well-being: a new ethos and a new service structure for mental health (2008). BPS publications

Clinical psychology struggling against the tide: Shouldn't we be all be rowing together?
Clinical Psychology Forum No. 217 January 2011

Young People in Forensic Mental Health Settings - Psychological Thinking and Practice,
Edited by Andrew Rogers, Joel Harvey, Heather Law Palgrave MacMillan, August 2015

What does good look like in psychological services for children, young people and their families. BPS Publications 2015

What good could look like in integrated psychological services for children, young people and their families. BPS Publications 2016

“Creating Change that works for vulnerable families: Effective psychological services for children, young people and their families involved with youth justice and children’s social care” - Taylor J. & Shostak, L., Chapter 7 of “Improving the Psychological Wellbeing of Children and Young People”, Faulconbridge J., Hunt K., Laffan A., (Eds), Jessica Kingsley Publishers, 2018. ISBN: 9781785922190

Rethinking mental health provision in the secure estate for children and young people: a framework for integrated care (SECURE STAIRS), Jenny Taylor, Lisa Shostak, Andrew Rogers, Paul Mitchell, (2018) Safer Communities, Vol. 17 Issue: 4, pp.193-201

Research

My doctoral thesis examined resilience in boys at risk of delinquency and received considerable media interest and was requested by the library of the House of Commons. I have supervised a number of doctoral theses in the area of child abuse/neglect, as well as carrying out a major audit of outcomes of Lambeth’s specialist CAMHS LAC provision, showing increased placement stability and high user, carer and referrer satisfaction during our initial service provision. Between 2008-11 I managed one of the clinical sites of the national START trial, a four year randomised controlled trial of Multi-Systemic Therapy for young people at risk of care or custody. Between 2015-2016 I developed the FAMILY framework for evaluation as part of the government Innovations programme for testing and building on innovative practice in Children’ Social Care, and in my role as SECURE STAIRS Clinical Lead I lead an in-depth audit of clinical provision across the children and young people’s secure estate in England. In my Clinical Psychologists as Leaders role I carried out a thematic review for Health Education England looking at the factors impacting on take-up of leadership roles by clinical psychologists within the NHS, and am currently in the process of a qualitative assessment of the factors impacting specifically on psychologists from minority groups taking up leadership roles.