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Integrating Social Services for Vulnerable Groups: Bridging Sectors for Better Service Delivery

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Purpose and outline of the report

- Focus on vulnerable groups
 - Definitions, data, costs and policies
- Collocation to collaboration: to meet multiple needs, for efficiency goals
- Horizontal and vertical forms of integration
 - Management: Fragmentation of finances or the ‘wrong pockets’
- **Recommendations: Towards better integration of social services**



What does success in integration look like?

- Stated goals: service users and providers
- Shared returns and shared costs by sector
- Enhance access to preventative services
- Sustainable budget streams for:
 - Cumulated investment
 - Provider: rationale for change
 - Evaluation opportunities



What to, and not to, expect

- Changes in demand based on:
 - Economic context
 - Social protection (including austerity)
 - Improved services (middle class capture)
- An increasing role for social enterprise
- Direct, or immediate cost savings
 - Changes in provider practice and user behaviours
 - Use of pre-existing cost benefit analysis



Main challenges to achieving successful integration

- Estimating need and optimising take-up in vulnerable groups
- Managing flows of people and money
 - Wrong pockets, shifting clients
- Governing administrative change
 - Including the role of the social enterprise
- Building the evidence base
 - Transferable practices?
 - Target setting and unobserved effects



Making integration work

- Identify multiple need groups and review service use
- Facilitate information sharing across providers
- Service-user focussed integration (increase user engagement)
- Financial integration: e.g. pooled-budgets
- Focus policies on:
 - Early intervention and prevention
 - Making use of locked social resources



Promising practices

- Delivery practices
 - Case management, and one-stop shops
 - Substitutions for emergency and/or out-of-home care
 - A ‘whole system’ approach
- Administration practices
 - *The use of ‘linked’ performance targets*
 - Legislation-backed integration
 - Joint oversight of financial integration



Some broad lessons

- Good integrated services depend on mainstream social protection
- Good mainstream social protection system will depend on the management of high need in a given population
- Good quality comparable evaluation evidence is needed
- Prevention is key, yet not fully understood
- Integrated approaches in delivery / administration are needed to lever potential complementarities



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