

TRUST BOARD IGR – September 2023

Title:	KEY ISSUES AND ESCALATION POINTS
Name of Committee:	CHILDREN & YOUNG PEOPLE'S CLINICAL OPERATIONAL BOARD (COB)
Committee Chair:	ANNA GILL
Meeting Date:	12th September 2023

Summary of key messages and assurance:

The COB received the following:

- **Integrated Governance Report** – the COB received a detailed Integrated Governance Report, which provided reasonable assurance and set out progress being made within a number of areas including the ongoing redesign of CYP services. A theme across most services relates to increasing demand and complexity of need.
- Focusing on staff recruitment and working with our system partners to manage increased demand remain at the forefront of our thinking. We have a number of challenges across our services, notably:
 - The achievement of mandated contact performance in our Healthy Child Programmes (HCPs)
 - Increasing demand across services.
 - Waiting list management and pressure, including compliance with national KPIs.
 - Workforce challenges, notably Health Visitor, staff nurse and Speech and Language Therapist vacancies.
 - Responding to the needs of different system priorities within our geographies.
- Achievements in the last reporting period include:
 - Non-recurrent investment in the Bedfordshire and Luton Speech and Language Therapy service. These achievements enable increased stability and the opportunity to progress innovations to improve services for the people we serve.
 - Secured non-recurrent investment for Bedfordshire Healthy Child Programme, for the duration of the contract.
- In the last period, system discussions have commenced across some CYP geographies regarding future commissioning/procurement arrangements:
 - In Norfolk a 'non-competitive procurement' process is underway. Teams are currently drafting method statements, and the Trust enter dialogue sessions in September 2023. This is to confirm contract arrangements until 2026.
 - In Cambridgeshire and Peterborough – the one-year contract extension has been signed off by all parties. This takes the life of the contract until March 2025. We understand that future commissioning decisions will commence early 2024.
- Across all our geographies there are system pressures, which impact our ability to meet key performance indicators. This is most notable are the volume of referrals received for neuro-disability, high levels of safeguarding activity, the decreasing volume of community support available and HCP mandated contact performance.
- We continue to be actively involved in respective system wide conversations to progress change ideas, including the design and implementation of Family hubs, SEND and mental health pathways.

- The IGR included a review against the five priority areas of the CYP Services Plan (Improving Access, Co-produced Services, System Collaboration, Healthy Equity and Workforce) with good progress reported across Q1 and Q2.

Escalation Points:

Matters for escalation and outcome required:

- For noting: committee members wished to highlight the review of progress against the CYP Service Plan included in this month's report and acknowledge the efforts of the report writers to integrate with the rest of the report.
- For noting: national attention to the 65 week waiting times for acute providers reaffirms our ongoing efforts to improve waiting times for CYP Community Services.

Risks of 15 or above and emerging risks:

- Risk 3519: There is a risk that the change in process within the local authority management of MASH enquiries in Cambridgeshire and Peterborough will have a significant impact on the demand of MASH health provision and lead to a reduction in the number of enquiries being provided with relevant health information upon which to base decisions about actions needed to respond to risk to a child/ren.

Outstanding practice and innovation for the Board to note:

- Bedfordshire and Luton Community Paediatrics
 - Dr Mohamad Hassan is leading on developing discharge guidelines to facilitate continuity in concluding episodes of care across the services.
 - Dr Chinnaiah Yemula co-authored a chapter in a book published online, *Clinical Assessment of Children and Young People with Sleep Problems and Co-morbid Neurodevelopmental Disorders*.
- Cambridgeshire Children's Community Specialist Nursing Service (CCSN)
 - The service was the subject of a Quality Way Peer Review in July 2023, using the main themes from the CQC's Key Lines of Enquiry. The review concluded that the service has an overall indicative rating of 'Outstanding'. The service was seen to go above and beyond for children and families. There were multiple areas of excellence which were celebrated, including the delivery of exemplary care, the dynamic leadership team who share a vision and values, the recent work to improve efficiency and the robust supervision structure and induction support. Some suggested opportunities for improvement have been identified, which are being explored locally and, where appropriate at a Trust wide level.
- Bedfordshire and Luton Children's Community Specialist Nursing Service (CCSN)
 - Following three incidents of Grade 4 / unstageable pressure ulcers in the system (avoidable by other providers), the service developed a pressure ulcer risk assessment tool, which is being rolled out across Bedfordshire, Luton, Cambridgeshire and Peterborough CCSN teams.
 - The team worked collaboratively and proactively with Central Bedfordshire Social Care services to support the safe transition of a child with complex health needs into residential care following a Public Law Outline process. This situation can often result in a child going into hospital as a place of safety until carers can be

trained to meet their complex health needs and this was avoided in this instance, benefitting the child as well as local services.

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