

TRUST BOARD – September 2024 – Integrated Governance Report

Title:	KEY MATTERS & ESCALATIONS REPORT
Name of Committee:	Children & Young People’s Clinical Operational Board (COB)
Committee Chair:	ANNA GILL
Meeting Date:	10th September 2024

Summary of key messages and assurance:

The members of the COB had a constructive and useful development session where progress was reviewed, and further improvements were discussed including inclusion of assurance metrics specifically relating to children & young people’s services for the future.

The COB received the following:

- **Integrated Governance Report** – the COB received a detailed Integrated Governance Report confirming **reasonable** assurance and updating on the following:
 - Services continue to seek to adapt to high volume of referrals for neurodevelopmental assessment Trustwide; speech and language services in Bedfordshire & Luton; MASH, child protection and Children in Care services in Cambridgeshire and Peterborough; and referrals to the mental health access team in Norfolk. Recovery and improvement plans are in place for all of these services, and we are working closely with commissioners.
 - Bedfordshire, Cambridgeshire and Luton Audiology services have received feedback following place-based quality reviews with moderate risk ratings. Moderate ratings relate to the fragility of each service and the need to IQIIPs registered. Options for how to address both challenges are currently being negotiated with system partners and commissioners.
 - Achievement of cost improvement programmes (CIP) remains a challenge. Action plans are being developed which are monitored at local, directorate and Trustwide levels.
 - Within the reporting period, complaint responses have not been completed within timescale in some instances. A common them is the delay in identifying an investigator. A review of systems and processes is underway, with improvements anticipated in the next reporting periods.
 - The issue (3585) related to ADHD medication shortages affecting Bedfordshire and Luton Community Paediatrics has been reduced to a rating of 3 following supplies starting to return in small batches. There was excellent patient feedback about the Summer Holiday ADHD medication clinics, which were a QI Pilot. We are continuing to monitor the impact and planning mitigations including options to support families during periods of medication shortage.
 - The impact of high demand for Bedfordshire and Luton Community Paediatrics (Issue 3554) has been managed by releasing medical capacity from Luton Triage and changing the process for responding to EHCP enquiries. The issue is continuing to be monitored at a rating of 4.
 - New EHCP guidance, endorsed by NHS England, has been implemented in Bedfordshire and Luton since 1st July 2024. An impact evaluation of this change is in progress and this issue (3555) will remain at 4 pending the outcome of this evaluation.

- Continuing rising demand for the Cambridgeshire Children's Dietetic Team (Risk 3474 rated 12 and Issue 3613 rated 4) has been responded to through recruitment of additional capacity, which has created a cost pressure for the service.
- Waiting times are continuing to increase for neurodevelopmental assessment in Cambridgeshire (Issue 3568) with a rating of 4. A Trustwide approach to responding to this demand is in progress with learning and progress being shared by Bedfordshire and Luton services.
- The MASH Health team for Cambridgeshire and Peterborough has seen improvement in performance in relation to responding to more enquiries within timescale. Work to continue improvement is in progress, with the risk (3519) rated at 12.

Escalation Points:

Matters for escalation and outcome required:

For **information**: in this reporting period:

- There are 5 CYP services with Quality Early Warning Trigger Tool (QEWT) scores above 16. Four of these are Healthy Child Programme Teams: North Cambridgeshire, South Cambridgeshire, Breckland (Norfolk) and Bedfordshire. The fifth is the Speech & Language Therapy Team in Bedfordshire.
- Concerns range across several metrics including sickness, record keeping, a formal complaint and changes to line managers. Clinical prioritisation is assessed daily for all caseloads and sharing of staffing resource across localities is also in place.
- Plans to deliver the cost improvement programme are still being developed and this remains a challenge.

Risks of 15 or above and emerging risks:

- None during this reporting period.

Outstanding practice and innovation for the Board to note:

- The Early Concerns pilots in Bedfordshire and Luton are beginning to show positive impact for children and young people whose needs are identified at an early stage, within the school context, and support is put in place. This has led to reduced need for further specialist support in many instances and in others the development of more time efficient ways of getting help from our specialist services. Learning is being shared across the Trust.
- Performance charts for HCP mandated contacts have been integrated within the Integrated Governance Report, which show improvement trends over time, demonstrating progress against improvement trajectories.
- Work is ongoing to improve treatment of constipation and other bowel conditions, with involvement from multiple Bedfordshire and Luton Children's Services (0-19, Community and Specialist Nursing, Community Paediatrics) with future work planned with Nutrition and Dietetics Team and Bedfordshire Hospitals, ICB and Primary Care. This work will develop a graduated response with needs being addressed earlier.
- Speech and Language Therapy Services have been recognised through an Innovation in Education award within the Cambridgeshire and Peterborough Integrated Care system and positive feedback from stakeholders in response to improvements to the online referral form and access experience in Norfolk.

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