

BNSSG CCG Governing Body Meeting

Date: Tuesday 7th July 2020

Time: 1:30pm

In light of the recent Government advice regarding social distancing, the Governing Body will meet virtually until further notice. The meeting will be accessible to members of the public. Please see our website for more details.

Agenda Number :	7.1
Title:	Peer Review of Looked After Children
Purpose: Update – For the Governing Body to receive an update on the Peer Review of Looked After Children’s Services across BNSSG	
Key Points for Discussion:	
<p>In January 2020, a designated nurse undertook a peer review of looked after children services across BNSSG. The nurse used an appreciative inquiry methodology to identify areas of good practice and areas for improvement. The findings are detailed in the attached slide deck and a workshop is planned with all agencies involved in the care of looked after children on 10th July 2020. The workshop will focus on:</p> <ul style="list-style-type: none"> • developing a vision for looked after children’s services across BNSSG • capture learning from BNSSG response to Covid for looked after children • Identifying the top 3 to 4 actions BNSSG need to take forward over the coming year. <p>An action plan to address all areas for improvement highlighted in the report is being developed by the CCG.</p>	
Recommendations:	To agree next steps
Previously Considered By and feedback :	The draft report has been shared with Sirona Health & Care and has been presented to the Quality Committee.
Management of Declared Interest:	No declared interests.
Risk and Assurance:	To mitigate any risk of partner organisations not supporting the development and future model for looked after children, a workshop is being held on 10 th July 2020 that includes all three Local Authorities and Sirona Health & Care who provide looked after children services across BNSSG.
Financial / Resource Implications:	Once an action plan has been agreed across BNSSG the financial and resource implications associated with the development of the service will be quantified.

Legal, Policy and Regulatory Requirements:	CCGs have a statutory responsibility to assure that a child's health plan is implemented regardless of geographical location. Looked After Children should receive timely access to services and must not be compromised as a result of frequent changes of placement.
How does this reduce Health Inequalities:	Looked After Children experience poorer health outcomes than their peers. Care leavers are particularly vulnerable to troublesome mental health needs that do not meet threshold for adult mental health services. The development and implementation of an overarching action plan to improve services and outcomes for looked after children will help improve the health outcomes for this vulnerable group of children.
How does this impact on Equality & diversity	The development and implementation of an action plan following this review will ensure an equitable service for looked after children across BNSSG.
Patient and Public Involvement:	No patient and public engagement has taken place in relation to this report. As part of the development of the BNSSG wide response to further engagement with looked after children will take place. The final action plan will also go to the Corporate Parenting Board.
Communications and Engagement:	The final report was shared with Sirona Health & Care. The attached slide deck has been shared with all attendees of the workshop in preparation for the development of the vision and key actions.
Author(s):	Angela Stephens/Andrea O'Connell
Sponsoring Director / Clinical Lead / Lay Member:	Rosi Shepherd

Findings of Peer Review of Looked After Children (LAC) Services in BNSSG

Angela Stephen & Andrea O'Connell - 17 June 2020

Purpose of Review

- On 30 & 31 January 2020, Liz Allen the Designated Nurse, NHS Kernow CCG met with key stakeholders across BNSSG to review Looked After Children services. This slide deck summarises key elements of the report identifying what is working well and any recommendations for improvements.
- The purpose of the review was to:
 - Review current commissioning and provider arrangements across the Bristol, South Gloucestershire and North Somerset footprint.
 - Use an Appreciative Inquiry approach supporting colleagues to build upon existing professional and local service strengths, identifying areas of best practice and any areas requiring improvement across the footprint.
 - Create opportunity for self reflection and a collaborative approach to the development of quality assurance, service development and innovation.

Methodology

The following methodology was used:

- A schedule of questions were developed using the appreciative enquiry approach. These questions were used with all the staff interviewed over the two days.
- Participants:
 - included Designated and Named LAC professionals, specialist nurses, service managers, heads of service and other leadership roles across the organisations.
 - had the opportunity to review the questions before their interview.
 - were interviewed in staff groups or individually as they preferred.
- Interview responses were collated, reviewed and reflected within the main body of the report.
- The Designated Nurse BNSSG CCG provided a LAC Commissioning Compliance Tool to inform the review and those findings were also taken into account within the final report.

Summary & Next Steps

- Recognition went out to the lead, Liz Allen on her approach and style, involved agencies found that the Appreciative Inquiry process was a very positive experience.
- Jenny Theed, Mary Lewis & Rosi Shepherd met in May 2020 to discuss the report and next steps.
- A workshop with key LAC leads across BNSSG, hosted by Rosi Shepherd and facilitated by Liz Allan will be held in July 2020. The slide deck will be shared with all participants.
- The focus of workshop will be upon:
 - The development of a shared vision for Looked After Children health services across BNSSG
 - Identifying the top 3 to 4 actions for the year ahead to have the greatest impact upon the physical and mental health of looked after children across BNSSG.
 - Development of relationships and collaboration (CCG, L/A and Sirona)
 - Capture learning from Covid-19 response
 - Development of an overarching long term improvement plan for Looked After Children
 - Agreement on reporting timeframes
 - Review of the Contract Performance notice.

Findings

Domain	What's working well?
Strategy & Collaboration	<ul style="list-style-type: none"> • Attendance at strategy meetings and forums to discuss enhanced needs of looked after children, working closely with safeguarding teams • The CCG is working to deliver access to an equitable service across BNSSG with partners, to include consideration to children placed out of area • Designated Nurse and Drs sit on Corporate Parent Boards • Evidence of <ul style="list-style-type: none"> • increased collaboration between Bristol & South Gloucestershire health teams. • teams working closely with universal services and in partnership with young parents group. • training for foster carers and delivery of health and wellbeing groups. • good child centred multi-disciplinary communication
Workforce	<ul style="list-style-type: none"> • The entire team advocates for the best interests of the child • Administrative support is available in some areas • Service leads were seen as being supportive with good insight into LAC
Service Model	<ul style="list-style-type: none"> • Child focused and flexible to meet individual needs of child. Provide drop in sessions at LA offices • Process exists to address complex needs for children • Decliner pathways in place and under development to maximise impact • Nurses have access to local authority electronic systems, enhancing access to case information/need analysis • Team aware of out of county placements and need to support these children • Processes for statutory care leaver health summary reviewed and improved during 2019 • Access to therapies is responsive

Findings

Domain	What's working well?
Evidence Based Practice	<ul style="list-style-type: none">• The LAC team attends SMT meetings within the provider organisation• Exception reporting is provided to the LA• Quality of out of area assessments checked by provider• Client feedback sought• Nurses attend regional and national meetings• Designated Drs/Medical Advisors attend regional SWAC meetings• Blue books in use
Access & Waits	<ul style="list-style-type: none">• Requests for RHA made 3 months in advance• Dedicated LAC medical clinics developed in 2019
Productivity	<ul style="list-style-type: none">• Quarterly reporting to CCG• Improvement to timeliness of IHA's
Outcomes	<ul style="list-style-type: none">• Plaudits evidenced in annual report• Positive feedback about services
Data Quality	<ul style="list-style-type: none">• Moving to an analytical based software system in April 2020• Annual report produced by provider, quarterly report by the CCG

Findings

Domain	What's working well?
Improvement & Participation	<ul style="list-style-type: none">• Service user feedback is obtained via emails, feedback form on tablet under development• Barnardo's commissioned to run 2 sessions per year "Think big/Dream big"• Close working with Bristol and South Gloucestershire Care leavers and children in care Council• The CCG transformation team engages with looked after children to seek opinion on service development• The designated nurse has supported the<ul style="list-style-type: none">• Development of dedicated LAC clinics for medics• Nurses and Drs being co-located in North Somerset.• Appreciation to the providers for developing this practice
Culture	<ul style="list-style-type: none">• Creativity and innovation is encouraged• Team recognises their individual assets and utilise this to optimise service delivery. Good team working

Findings

Domain	What needs to improve?
Strategy & Collaboration	<ul style="list-style-type: none">• The relationships between the CCG & provider• Clarity and alignment of roles and responsibilities, named and designated professionals. Designated Dr: Distinct role within the CCG• LAC service specification• Joint working with key agencies: CCG, LA, provider. Align processes across BNSSG.• Availability of equitable services and resources across BNSSG.• Shared vision for Looked After Children health services & consider one name (currently CLA/ LAC/ CiC).• Agencies to deliver their element of the health pathway
Workforce	<ul style="list-style-type: none">• Team capacity to allow a comprehensive and safe specialist service• Increased understanding of mental health issues, inc. specialist LAC CAMHS across BNSSG• Induction programme to support specialist role
Service Model	<ul style="list-style-type: none">• Ongoing development of the service delivery to capture high level specialist function• Quality assurance & follow up for out of county placements• Audit programme• Review provision of specialist CAMHS service for LAC• Business case for care leaver service

Findings

Domain	What needs to improve?
Evidence Based Practice	<ul style="list-style-type: none"> • Utilise statutory guidance and intercollegiate document to inform and support change • Induction for staff and ongoing training and development • Clinical guidelines • Methods for collecting data and business intelligence system
Access & Waits	<ul style="list-style-type: none"> • Confirm timely completion and dissemination of Part C health assessment • Who is reporting access and wait times? • Consideration to care leaver pathways and any additional requirements for UASC?
Productivity	<ul style="list-style-type: none"> • Access to data • Lack of office space
Outcomes	<ul style="list-style-type: none"> • Mapping implementation and impact of health assessment/ health action plan • Evidence equity of service across system • Availability of mental health provision to meet needs • Identify appropriate and regulated provision of placements for young people with special needs
Data Quality	<ul style="list-style-type: none"> • IT systems not supportive of data reporting • Delivery of quality reporting to include nursing activity • Develop snowmed coding
Improvement & Participation	<ul style="list-style-type: none"> • Participation and service user involvement is not highlighted in some reports
Culture	<ul style="list-style-type: none"> • Capacity for team development and engagement • Training & development

Recommendations

The following recommendations were put forward by the author:

Domain	Recommendations
Strategy & Collaboration	<ul style="list-style-type: none">• Develop<ul style="list-style-type: none">• a joint vision for Looked After Children physical and mental health provision• communications between CCG & providers.• Clarify roles of respective Designated and Named professionals.• Increase collaboration with the corporate parent on health and safeguarding issues, to include failed appointments, notifications and care planning• Review and update the service specification.• Assurance framework and KPI's, agree reasonable mitigation when KPI's are not met
Workforce	<ul style="list-style-type: none">• Review<ul style="list-style-type: none">• service configuration with capacity mapped against the statutory guidance and the intercollegiate document. Consider transition and care leavers.• administrative processes to support reporting and optimisation of clinical activity.• acknowledge achievements within the service and barriers to achieving outcomes.
Service Model	<ul style="list-style-type: none">• Implementation of a mechanisms for data collation across the STP, to gain assurance around activity, risk management, quality and performance• A review of existing Standard Operating procedures, clinical guidelines be undertaken to ensure equity of provision across BNSSG
Evidence Based Practice	<ul style="list-style-type: none">• Revision of existing Standard Operating procedures and clinical guidelines• Development of a staff induction programme and specialist training matrix for the Specialist nursing staff with appropriate external supervision where indicated• Development of clinical audit and quality Assurance programme with regular reporting of service user feedback
Access & Waits	<ul style="list-style-type: none">• Agreement between the Provider(s) and CCG of the IHA and RHA reporting and timescales regarding the return of reports to social care

Recommendations

The following recommendations were put forward by the author:

Domain	Recommendations
Productivity	<ul style="list-style-type: none"> • Audit programme to be established including monthly performance and quality assurance monitoring of IHAS, RHAS, 3 monthly reviews of health recommendations, OOA arrangements
Outcomes	<ul style="list-style-type: none"> • The electronic data system to include data on referrals for services with outcomes • Agree an 'Outcomes' reporting framework to demonstrate the impact of effective health provision upon holistic outcome measures. Links with the LA Covenant/ Pledge and holistic outcomes • Review mental health provision for LAC to include access to therapies such as speech and language and occupational therapy
Data Quality	<ul style="list-style-type: none"> • Develop the CCG data template and score card • Establish the audit programme, include performance and quality assurance monitoring and consider support of safeguarding partnership boards in this • Implement a service development plan to improve outcomes for children, supported by the CCG and Corporate Parenting Board • Participation events and other service user engagement to be evidenced
Culture	<ul style="list-style-type: none"> • Senior managers within the CCG and provider organisation support <ul style="list-style-type: none"> • the development of a system wide culture of empowerment • a shared vision, supporting ownership and strong partnership working • service development, easy access to business intelligence reporting and innovation that promotes the best outcomes for LAC and care leavers • Develop Tripartite arrangements with Local Authorities to support frontline staff development • Staff investment, promote learning and professional/personal development with access to external supervision