

## HIGHLIGHT REPORT

<b>From:</b>	Mid and South Essex Integrated Care Board Oversight, Assurance and Delivery Directorate / Joint Commissioning Group
<b>Report by:</b>	Ross Gerrie, Children and Young People Transformation Manager Helen Farmer, Deputy Director Children and Young people MSE ICB
<b>Meeting Date:</b>	26 <sup>th</sup> January 2023

### 1. Summary of progress and actions since last period

#### 1.1 Purpose of the Report

The purpose of this report is to provide Southend SEND Strategic Partnership Board (SSPB) an update regarding children's community services previously delivered by Mid and South Essex Foundation Trust (MSEFT) at the Lighthouse Child Development Centre. This follows the transfer of these services to Essex Partnership University NHS Foundation Trust (EPUT) on the 1<sup>st</sup> of March 2022.

The strategy to improve the delivery of care has reached phase 3 where Mid and South Essex has begun the co-production and codesign programme with clinicians, parents and children to work with the Community Collaborative (EPUT, North East London Foundation and Provide) to ensure children and their families receive appropriate care in a timely way close to their home and community.

The outcome of this work is to:

- Reduce unwarranted variation in outcomes and access to services
- Reduce health inequalities
- Build greater resilience across the system
- Coordinate the challenges to workforce recruitment, retention, Continuing Professional Development (CPD).
- Consider consolidation of low volume and highly specialist services
- Promote clinical excellence across the MSE landscape.
- Effectively coproduce and codesign with children and young people and their families.
- Develop greater integration of services both across the health economy and with wider agency partners.

#### 1.2 Background

The Lighthouse Child Development Centre provides community Children's services for the population of Castle Point and Rochford and Southend which has a children's population of 79,686 . Mid and South Essex NHS Foundation Trust wrote to the CCGs (now Integrated Care Board) on the 19<sup>th</sup> May 2021 informing them of their intention to cease provision and willingness to work collaboratively to transfer the service to another provider(s).

The CCGs and MSEFT worked with the Mid and South Essex Community Collaborative to arrange the transfer of the service to a safe and appropriate provider cumulating in the contract transferring to EPUT on the 1<sup>st</sup> March 2022.

The centre functions as a multi-agency facility for the benefit of children and their families.

The environment is conducive to multi-agency working and supports the Team around the Child model of delivery. The services offered include:

- Multidisciplinary assessments and early support
- Developmental, behavioural and Attention Deficit Hyperactivity Disorder (ADHD) clinics
- Physiotherapy, Occupational therapy, speech therapy
- Audiology services
- Assessments to support the Education Health and Care Plans and Initial Health
- Assessments for Children who are in the care of the Authority.

### **1.3 Key Service Developments Since Transfer on 1<sup>st</sup> March 2022**

The programme of work identified 3 phases 1) preparation and safe transfer, 2) safe service transition 3) transformation of services. In partnership with key stakeholders' phase 3 has begun since 1<sup>st</sup> March 2022 with a service improvement plan agreed for the Lighthouse Centre.

The initial phase 3 has focused on the enablers required to deliver sustainable improvements to the service. This strong foundation will enable the ongoing improvements to enhance the family experience of community paediatric services. These developments are formally tracked through a Service Development Improvement Plan as part of contractual requirements.

The transfer to EPUT has brought together children's services for the Southeast area of Essex. Community Nursing, Physiotherapy, Occupational Therapy, Speech and Language Therapy and Community Paediatrics are all now under the management of EPUT which has enabled a coordinated operational approach to delivery.

EPUT and the ICB have prioritised investment in the infrastructure and systems of work which will improve the experience for families and maximise current staff resource and capacity. These are examples of achievements thus far, but all concerned recognise there is much work to do.

Examples of developments include:

- Working with MSEFT and Unions to support staff throughout the process, which resulted in all staff transferring to EPUT successfully on the 1<sup>st</sup> March 2022
- Introducing QB testing as part of ADHD diagnosis for families. This is part of a national initiative in conjunction with the Academic Health Science Network to promote technological advancements in this area of care.<sup>1</sup>
- Establishing relationships with primary care, mental health, medical and social care.
- Recruitment of additional receptionist, admin and medical secretary roles to improve customer experience and timely consultation report writing.
- Significant data cleansing has commenced and is ongoing. This is combined with developing a more sophisticated understanding of needs and caseloads of children accessing pathways of care.
- Clinicians are now using new digital software (Accurx) for patient appointments, which has been well received by staff and patients.
- A new GP referral form has been developed, and co-produced with GPs.
- The implementation of a single point of care (SPOC) model has agreed with IT infrastructure to support, and new IT and phone systems have been introduced.

- Systmone training for all staff which will improve management and shared care arrangements.
- E Prescribing has also been introduced and training completed for staff allowing families to receive prescriptions digitally and direct from pharmacies.
- The age range will be phased to meet the needs of young people up to the age of 18 years of age addressing the current gap in provision which is age 16 in addition to developing assessment provision for Tics and Tourette's presentations.
- Recruitment to specialist nurse roles have been successful and plans to enhance skill mix will continue to be a focus.
- A Duty Line is to be established for U5 year olds presenting with behaviour, conduct and complex medical issues.

#### **1.4 Co-Production and Engagement**

The Southend and Essex Parent Carer Forums have been vital partners since the beginning and have shared with us experiences and the views gathered from families. This has informed the Service Development and Improvement Plan. The improvement plan has been shared with the parent carer forums and key areas of the plan have been prioritised in relation to co-production impact.

The PCFs has also codesigned the content and design of communications. Information has been shared with key stakeholders on a regular basis including the parent carer forums and although these changes can cause a level of anxiety the transfer was welcomed by families and staff

EPUT now have a dedicated page for the Lighthouse with monthly newsletter with updates on progress and information regarding any changes to the service provision.

The ICB together with EPUT engagement lead met with the PCFs on a monthly basis to agree and design an approach which embeds working in partnership with CYP and families as part of the improvement journey.

This work resulted in EPUT hosting a Bi-Monthly Parent / Carer Network to enhance wider engagement from families currently accessing the service. This network has met now on two occasions. The feedback and concerns raised at these focussed on waiting times and the subsequent impact of this on children and families.

EPUT have a dedicated Communication and partnership lead for the Lighthouse programme of work and have already established robust systems for gathering feedback and complaints. This has led to some key intermediate actions to ensure families concerns and enquiries are responded to accordingly. Changes include having dedicated lines for specific enquiries, email enquiry line and enhanced contact/response systems.

A family leaflet below is an example of the collaborative approach taken by EPUT in this regard.

#### **1.5 Key Challenges**

There have been, and remain, significant challenges to some areas of service delivery primarily caused through increasing demand and workforce recruitment.

This has undoubtedly been escalated due to the impact of the pandemic on CYP where demand for services have escalated by 10-30% a picture that is being reported both locally and nationally.

The ICB and NHS England are monitoring waiting times and back logs. EPUT and MSEFT continue to work together in the transfer of data and an action plan is in place to ensure the ICB can report accurately on the current position.

As a result of the pressures being seen the ICB has recently approved an investment plan to address these pressures.

### **1.6 System Working**

The SEND Review and national reports confirm the pressures on all community services with similar challenges regarding workforce and demand. Therefore, the importance of working as an Integrated Care System in addressing these through a collaborative approach is essential.

The ICB is working closely with the Community Collaborative and with wider Pan Essex Programmes and partners to improve services. Priority areas include ASD Diagnosis, Initial Health Assessments, Therapies programme (Balance System Approach) and Continence Services.

The Executive team for the Community Collaborative has established a senior management group and employed a Senior Lead to support the programme of work and delivery of new models of care.

This partnership approach has resulted in several improvements which will have a positive impact for our CYP and families' examples include:

- Investment for the Level 2 Continence Service
- A dedicated senior nurse role for supporting families caring for CYP at the end of life.
- MSE successfully commissioned additional resource to address the back log of CYP waiting for ASD Diagnostic Assessments and introduced ADHD QB Testing across the localities.
- Integrated model of care for Asthma is South East Essex and plans to enhance the offer across all areas.

There is an equivalent focus and programme of improvement for CYP mental health, and all partners are committed to ensuring we look to integrate services bringing together physical and mental health and delivers holistic and CYP centred care.

## **1 Recommendations / Discussion / Decisions required from Partnership Board**

Members of the SEND Partnership Board are asked to note:

- EPUT and Commissioners have worked with Parent Carers Forums to establish a Parent Panel for the Lighthouse which will support the codesign and partnership working to improve the offer from the Lighthouse Child Development Centre.
- In the initial 10 months EPUT have had a robust approach to supporting and onboarding staff into their organisation, replacing the IT and telephone infrastructure and transfer of data and information.
- The ICB and EPUT contractual monitoring and Service Development and Improvement

Plan has been developed and approved.

- The alignment of the Lighthouse improvement plans with the Children's Community Collaborative. The key areas of focus include : Autism Assessment & Diagnosis, Initial Health Assessments for Children in care, Continence Services and Children's Therapies as part of the wider transformation programme across Essex.

### **Appendix 1 – Example of co-produced service navigation leaflet for families**



getting-in-touch-with  
the-lighthouse-centre

---

<sup>i</sup> [Improving assessment for ADHD for children/young people – AHSN Network](#)