

NHS Rotherham Clinical Commissioning Group

Corporate Parenting Board 17th December 2019

South Yorkshire and Bassetlaw (SY&B) Integrated Care System (ICS),
Looked After Children (LAC) Forum

Lead Executive:	Sue Cassin, Chief Nurse
Lead Officer:	Catherine Hall, Deputy Chief Nurse/Designated Nurse LAC
Lead GP:	Jason Page, SCE Lead GP Children.

Purpose:

To inform Corporate Parenting Board of the rationale to develop a strong health and wellbeing presence within SY&B ICS to ensure that for our children in care have their individual health and welfare needs met in the most effective and efficient manner.

It is proposed that this work needs to include health commissioners, providers and Local Authorities (LA) who have a significant interest in the health care of LAC.

To provide assurance to the Corporate Parenting Board of the on-going commitment to continually improve health outcomes from NHS Rotherham Clinical Commissioning Group (NHSR CCG).

Background:

Rotherham health and social care practitioners have worked diligently to continually improve their commitment to children in care. The appetite across Rotherham to deliver a quality health and wellbeing service has been demonstrated in our passion and drive to ensure that within the borough our children in care have robust and sustainable healthcare packages. For example changes to healthcare practice have included consultation with the LAC Council in order to better provide Initial Health Assessments in a more 'user friendly' manner; in addition a bespoke LAC nursing team has been commissioned to focus on improving health outcomes and increasing the profile for LAC in commissioning and provider organisations.

The positive senior leadership within NHSR CCG and Local Authority (LA) has provided both grip and traction on challenges within the borough. The next steps from a Rotherham perspective is to consider a wider health and social care footprint and drive up the standard of healthcare for our children placed out of authority.

The Designated Nurse LAC in Rotherham initially arranged a meeting across the 5 CCGs in South Yorkshire and Bassetlaw (SY&B) to consider that wider footprint and to develop a forum where commissioner and provider organisations share best practice whilst remaining dedicated to the children we are responsible for. The 5 CCGs cover Barnsley, Bassetlaw, Doncaster, Sheffield and Rotherham; with the Designated Professionals, nurses and paediatricians taking the view that we needed to include provider colleagues and LAs. SY&B Designated Professionals for LAC set up meetings to counterbalance national concerns around the unwarranted variation in LAC healthcare delivery and monitoring nationally the quality of that provision.

NHS England and Improvements (NHSE&I) set out a LAC healthcare standard approach document (Nov 2017) which was never published, however this gave the impetus for health staff in SY&B to consider our local provision. Research clearly states that LAC have additional health needs and that around one third of children in care move out of area but remain within a 20 mile radius. Working across the SY&B footprint therefore became imperative to our commitment in Rotherham to continually improve.

Terms of reference (Appendix 1 attached) reflects our need for health and social care commissioners and providers to drive forward best practice together. The health and welfare needs of children must be considered holistically. It is now proposed that the steering group transition into SY&B ICS, LAC Forum. In moving forward in this direction, we will ensure that

wherever a child is placed in SY&B, our children in care will receive an equitable service.

In addition, this forum will act as a professionally curious clinical network which will be better equipped to define and act upon positive health outcomes. By understanding our strengths and challenges we can better plan healthcare provision in a more effective manner.

Appendix 2 is a Spotlight paper highlighting the work to date across SY&B ICS LAC Forum.

Analysis of key issues and of risks

Each CCG will need to ensure that services within their catchment remain robust and meet all statutory guidance. CCGs retain the responsibility of discharging their duty in accordance with relevant Regulations ([The Care Planning, Placement and Case Review \(England\) Regulations 2010](#) and the [Promoting the Health and Wellbeing of looked after children: Statutory Guidance for local authorities, clinical commissioning groups and NHS England 2015](#)).

The proposal is to take a population health management approach to improving the health of this important cohort of children. We need to raise the profile of LAC as well as improving their physical and mental health outcomes. We will take a population health management approach to improving the health of this important cohort of children.

We aspire to reducing their health inequalities by taking action to reduce the occurrence of ill health, delivering appropriate health and care services and by being proactive on the wider determinants of health. This requires working with communities and partner agencies and holding one another to account. We will remain professionally curious and act as critical friends within this clinical network.

The SY&B, ICS, LAC Forum will specifically aim to:

- Improve healthcare delivery;
- Influence practice across SY&B;
- Address unwarranted variation in data collection whilst aspiring to developing an equitable health offer across SY&B; and
- Learn, develop and share best practice.

The forum's vision is to ensure that children in care placed within SY&B all receive high quality standardised healthcare.

As Designated Nurse LAC it is my view that we need, as Corporate Parents, collaboratively with the LA and provider health colleagues, to ensure that the health and welfare needs of this cohort remain at the forefront of all that we do. For Rotherham we have a robust LAC Physical and Emotional Health Work Stream that will continue to develop a strong place plan for children in our care. The next step for Rotherham is our need to consider the wider health and social care detriments for poor health outcomes across SY&B.

Rotherham professionals have been key drivers of improvements for children in care. To date the Rotherham Designated Nurse LAC Chairs the Forum and the Head of Service Children in Care has been an active partner in meetings. The Rotherham NHS Foundation Trust (TRFT) have developed clinics in the community and implemented new processes to ensure that children and young people who feel disinclined to engage with health and wellbeing services are provided with individualised support. Many of these children have since felt able to trust health professionals sufficiently to allow for statutory health reviews to take place.

Next Steps is for the Designated Professionals in Rotherham to publish across SY&B and nationally a competency and training matrix for specialist medical and nursing teams. This will ensure that all staff working with children in care are suitably qualified to deliver a quality health service. In addition, we are planning a LAC Conference to be held in Rotherham to further develop our specialist training offer. Findings from this conference will be shared nationally and with the Royal College of Nursing, as nationally LAC training programmes are limited.

Patient, Public and Stakeholder Involvement:

SY&B Designated and Named Professionals and senior representatives from social care.

Financial Implications:

Financial implications are yet to be determined; however it is important to acknowledge that these may exist as integration across SY&B develops further.

Human Resource Implications:

Not established at present.

Procurement Advice:

N/A at this time.

Data Protection Impact Assessment:

N/A at this time.

Approval history:

NHS Rotherham CCG Operational Executive – 19 July 2019.

Rotherham LAC Physical and Emotional Health Work Stream – 27 September 2019

Recommendations:

This paper is for information and for Rotherham Corporate Parenting Board to be assured of our commitment to improve health and wellbeing for our children placed in and out of area.

Terms of Reference

**South Yorkshire and Bassetlaw (SY&B),
Integrated Care System (ICS), Looked After
Children (LAC) and Care Leavers (CL),
Commissioning for Outcomes Forum**



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CONTROL RECORD			
Title	South Yorkshire and Bassetlaw, Integrated Care System, Looked After Children Forum, Terms of Reference		
Purpose	Consider and reduce unwarranted variation across care systems in South Yorkshire and Bassetlaw		
Audience	Commissioners and Providers of healthcare for LAC and CL Local Authority commissioners and providers for LAC and CL		
Issue		Issue date	22/08/2019
Version	3.0	Date	22/08/2019
Status	Final Version	Review	annually
Owner	South Yorkshire and Bassetlaw Designated and Named Professionals for LAC		
Author	Catherine Hall and Nikki Shepherd		
Assisted in the Development of the document	South Yorkshire and Bassetlaw Designated and Named Professionals for LAC		
Superseded Documents	SY & B LAC Unwarranted Variation Steering Group 26/01/2018		
Main Changes from previous versions	Change in name and ethos from ensuring that unwarranted variations in care delivery are reduced to commissioning for safe and effective outcomes that lead to better healthcare across SY&B ICS for all our children in care.		
Groups Consulted	Commissioners and Providers of healthcare for LAC and CL Local Authority commissioners and providers for LAC and CL SY&B Chief Nurses SY&B healthcare providers for LAC and CL		
Approved by		Date	
Ratified by		Date	
Target audience	SY&B LAC and CL		
Distribution list			
Method	Intranet ü Other £		

Revision history

Version	Date	Summary of changes
1	22/07.2019	Change of name to incorporate the need to commission for outcomes
4	28/08/2019	Governance structure added to section 10.

Informed

This document is considered by the following people:

Informed name	Title/responsibility	Date	Version
Sue Gunson	Regional Safeguarding Nurse NHSE North		1.0



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Introduction

These terms of reference are to support the function of the South Yorkshire and Bassetlaw Integrated Care System in commissioning for outcomes across the Looked After Children (LAC) and Care Leaver cohort. This document sets out the parameters within which authority it acts, detailing the membership of the group, frequency of meetings, along with the remit and reporting of the group.

Throughout the document the term LAC is used; this incorporates all children in care and Care Leavers unless otherwise stated.

1 Background

The group was originally established following NHSE Standard Approach document (Nov 2017) which set out to reduce the unwarranted variation that exists for looked after children nationally. South Yorkshire and Bassetlaw Designated Professionals for LAC set up meetings to counterbalance concerns around the unwarranted variation in LAC healthcare delivery. In addition research clearly states that LAC have additional health needs and that around 1/3 move out of area but remain within a 20 mile radius. Therefore working across SY&B was relevant and appropriate in the current climate of the SY&B Integrated Care system (ICS); meetings were set up to consider working practices. In July 2019 the group expanded the terms of reference to consider wider than unwarranted variation and to look at commissioning for outcomes.

The group was renamed to reflect that development to SY&B, ICS, LAC forum.

2 General responsibilities

The SY&B, ICS LAC membership will comprise of Designated Professionals, Named Professionals and social care children and young people named representatives.

The SY&B, ICS, LAC forum will:

- Work together to consider the needs of children in care across the South Yorkshire and Bassetlaw patch.
- Work diligently to commission for safe effective outcomes for our children in care.
- Ensure that individual group members retain responsibility for disseminating information and guidance within the sub regions.
- Share best practice working toward all children in care receiving an equitable service based on need. Sharing patient stories in order to learn across the system.
- Improve healthcare delivery and influence practice within the integrated care system and at place level, addressing unwarranted variation in provision and data collection to allow for accurate comparisons to be made.
- Overseeing and prioritise the ICS work plan for LAC.

The SY&B, ICS, LAC forum is responsible for:

- Overseeing progress against an agreed work plan.
- Managing risks and issues and escalating as appropriate;
- Disseminating information to appropriate stakeholders ;
- Supporting and informing relevant ICS / Integrated Care Partnership groups



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- Ensuring that the group work plan remains on course to deliver its outcomes.
- Providing advice and guidance as appropriate for the development and monitoring of the Looked after and Adoptive Children's Unwarranted Variation Project in order to develop a sustainable model.
- Contribution to appropriate documents and policies to support the development of the Looked after and Adoptive Children's Unwarranted Variation Project
- Providing advice and professional challenge on issues that affect service users.
- Providing a mechanism via which requests for updates and/or attendance at meetings can be channelled.
- Agree items for escalation.
- To help guide the development of recommendations for further work.
- To act as critical friends by providing challenge, support and direction where required to ensure that outcomes for children in care are optimised.

3 Accountability

The group will report directly to the NHSE North Regional LAC Sub group.

SY&B, ICS, LAC forum member will report to their Clinical Commissioning Group Chief Nurse and senior leads within provider organisations.

SY&B, ICS, LAC forum member will report to their associate Corporate Parenting Panel/Boards.

4 Membership

Name	Organisation	Role
Barnsley		
Angela Fawcett	NHS Barnsley CCG	Designated Nurse Safeguarding & LAC
Dr Andrea Nussbaumer	Barnsley Hospital NHS Trust	Designated Doctor LAC
Andrea Scholey	Barnsley Metropolitan Borough Council	Specialist Nurse Children in Care
Jonathan Banwell	Barnsley Metropolitan Borough Council	Head of Children in Care Services
Bassetlaw		
Cathy Burke	NHS Bassetlaw CCG	Deputy Chief Nurse, Designated Nurse Safeguarding & LAC
Dr Naeem Ashraf	DBTH	Designated Doctor LAC for BCCG
Julie Storey	NHCT	Named Nurse LAC for Bassetlaw
Terry Hayes	Bassetlaw CCG	Head of Children's Nursing (Deputise for Cathy)



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Name	Organisation	Role
Doncaster		
Andrea Ibbeson	NHS Doncaster CCG	Designated Nurse Safeguarding & LAC
Dr Ashraf	Doncaster & Bassetlaw Foundation Trust	Designated Doctor LAC
Paula Walker	Rotherham, Doncaster & South Yorkshire NHS Trust	Named Nurse LAC
LA representative	Doncaster Children's Service Trust	Head of Service
Rotherham		
Catherine Hall	NHS Rotherham CCG	Designated Nurse Safeguarding & LAC
Dr Hashmi	The Rotherham NHS Foundation Trust (TRFT)	Designated Doctor LAC
Lynda Briggs	TRFT	Named Nurse LAC
Ian Walker	RMBC	Head of Service Children in Care
Sheffield		
Nikki Shepherd	NHS Sheffield CCG	Designated Nurse LAC
Lorraine Pearson	NHS Sheffield CCG	Designated Doctor LAC
Lynda Briggs	SC NHS FT	Lead Nurse LAC
LA representative	Awaiting name	

Ad-hoc members will be invited to attend dependent upon the subject matter under discussion.

There is an expectation that a minimum of 1 member from each area is in attendance.

The Forum will nominate a Chair and Vice-Chair. These roles will rotate on an annual basis and be a Designated Professional.

In addition the agenda will be set by SY&B Yorkshire and Humber National and Regional Designated LAC representative.

The Chair and Vice-Chair have a responsibility to ensure that the membership is representative of the sub-regions. It will be expected that members actively contribute to the meetings and involve themselves in at least one of the work streams included in the work plans.

5 Senior responsible owner (SRO)

The SRO for the SY&B ICS Forum is Catherine Hall – Designated Nurse Safeguarding and LAC, NHS Rotherham CCG and is responsible for:

- Chairing the meetings and deciding upon the frequency of meetings required.
- Ensuring the group achieves its overall objectives and delivers the anticipated benefits.
- Monitoring the progress of the project / programme.
- Escalating issues as necessary and in a timely manner.



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6 Skills and attributes of members

- Provide leadership for the health system in relation to the LAC agenda.
- Understand high level work plans of the group and have the ability to monitor progress against them.
- Understand and act on those factors that affect the successful delivery of the programmes and projects within it.
- Be aware of the broader strategic context of the LAC agenda.

7 Frequency of meetings

The Forum will meet on 8 weekly basis. (Task and finish groups will be established and meet as required).

Teleconferencing and skype facilities to be explored and utilised when available as an option to attendance in person.

Members of the Group will receive papers 5 days before each meeting.

Minutes of the meeting will be kept by an administrator and agreed by the Chair and the Project Lead prior to dissemination to the group

Members may be contacted between meetings for advice should the need arise.

From time to time specific task and finish groups may be formed to work on specific issues as appropriate.

From time to time individuals may be co-opted to provide specific advice, support, challenge and expertise as required.

8 Standing agenda

1. Welcome, introductions apologies and conflict of interest declarations.
2. Review minutes and actions from the previous meeting.
3. Update and stakeholders identifying items of importance
 - a. Progress against the work plan
 - b. Risks/issues which require escalation to the Regional LAC Sub Group if necessary.
4. Items not on standing agenda for discussion– provided to chair in advance of meeting
5. AOB.
6. Date, time and venue of next meeting.

9 Secretariat

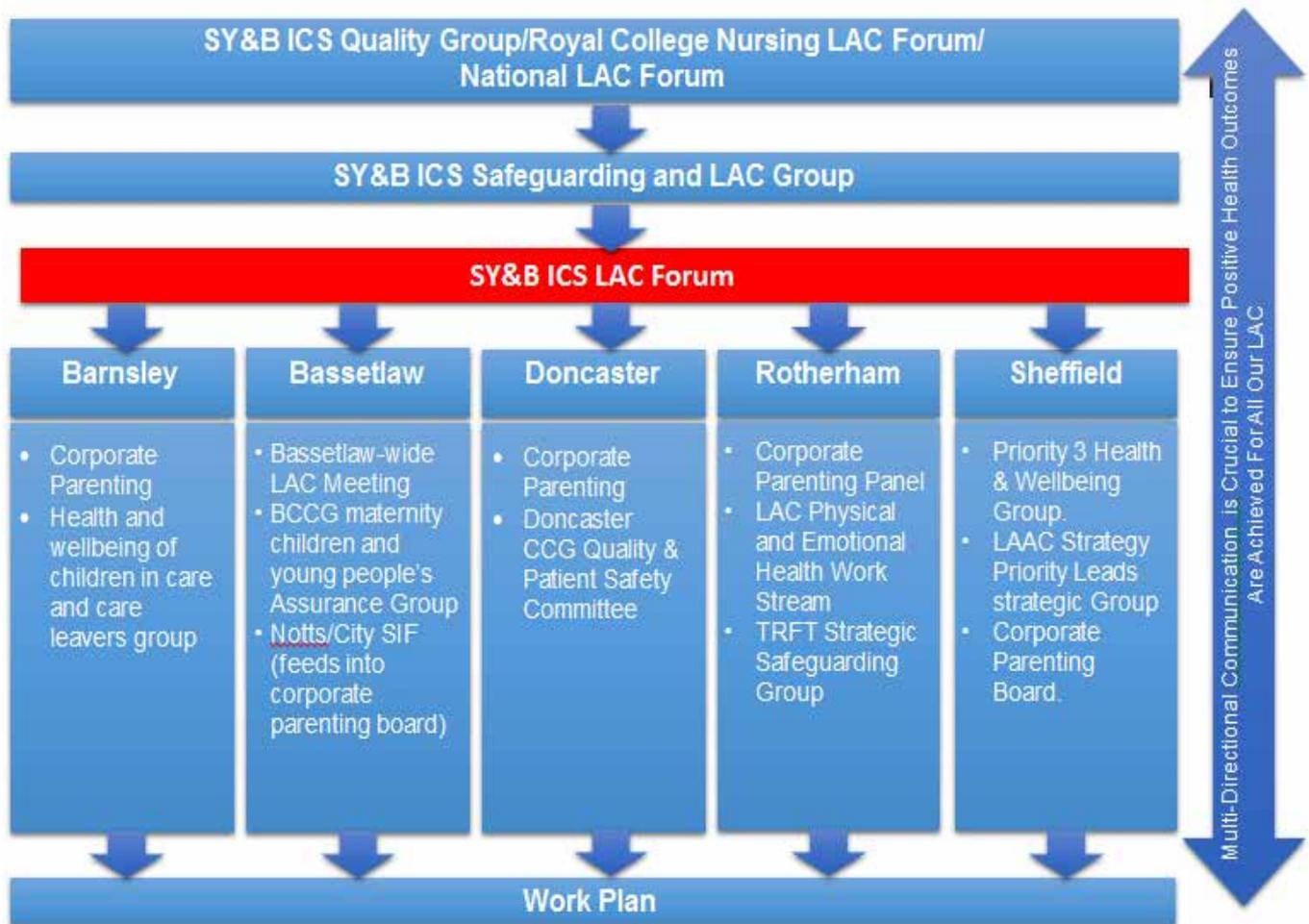
Secretarial support will be provided from within the SY&B health economy on a rota base. NHS Sheffield CCG will undertake the role for the financial year 2019/2020. They will be responsible for:

- Administering and co-ordinating meeting agendas, papers and information as required;
- Documenting the discussions, agreed actions and maintaining suitable records - minutes and action points will be circulated to members within 7 days of the meeting taking place;
- Circulating papers for the next meeting 5 days prior to the next meeting date.



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10 Reporting and Governance arrangements



11 Conduct

To remain professional at all times in line with relevant professional bodies codes of conduct and terms and conditions of employment.

All colleagues will be professionally curious with each CCG ensuring that services within their catchment remain robust and meet all statutory guidance. CCGs retain the responsibility of discharging their duty in accordance with relevant Regulations ([The Care Planning, Placement and Case Review \(England\) Regulations 2010](#) and the [Promoting the Health and Wellbeing of looked after children: Statutory Guidance for local authorities, clinical commissioning groups and NHS England 2015](#)).



Spotlight on South Yorkshire and Bassetlaw Integrated Care System, Looked after Children Forum (SY&B ICS, LAC, Forum).

Rationale for an Integrated Care System approach for Looked After Children across South Yorkshire and Bassetlaw.

As Clinical Commissioning Groups (CCGs) our healthcare duty to Looked After Children (LAC) must be discharged in accordance with the relevant Regulations ([The Care Planning, Placement and Case Review \(England\) Regulations 2010](#) and the [Promoting the Health and Wellbeing of looked after children: Statutory Guidance for local authorities, clinical commissioning groups and NHS England 2015](#)).

National research into the consequences on health and wellbeing of being in the care system is unfavourable. Research also acknowledges that a high percentage (up to a third of LAC) live outside of their local authority catchment area; although the majority of those live within a 20 mile radius.

Therefore it is practical to take a population health management approach to improving the health of LAC and specifically for LAC across SY&B is a practical and timely approach.

Background

LAC health and social care commissioners and providers have been working diligently together to address the unwarranted variation across SY&B healthcare children in the care system, since January 2018.

Under the Children Act 2004, health professionals have a legal responsibility to promote the health and well-being of children and young people. Evidence shows that LAC share many of the same health risks and problems as their peers, but often to a significantly greater degree. Therefore, as commissioners and providers of healthcare for this particularly vulnerable cohort of children, we are acutely aware of our duty to narrow the health and welfare gap that is often evident.

In addition to their increased health and welfare needs, a significant proportion of LAC need to be moved out of area; research indicates that LAC predominately remain within a 20 mile radius. It is therefore prudent that our children, who are predominately based around the footprint of SY&B ICS have SY&B health and social care colleagues work in partnership together to lead change and add value to the outcomes for this cohort of children and young people. Within the SY&B senior professionals meet to drive forward the ICS need to work together and commission for positive health outcomes; this group deliver consistency across the ICS whilst maintaining a strong place remit. It is proposed that this Forum will report via the Chief Nurses to this group.

In July 2019 the unwarranted variation in healthcare delivery work stream transitioned into SY&B ICS, LAC, Forum. In moving this forward we will ensure that wherever a child is placed in SY& B that child will receive an equitable service. In addition the forum members will be assured as to the quality of the healthcare service delivered by defining and if practicable commissioning for positive health outcomes for this vulnerable cohort. By knowing our strengths and our weaknesses we can better plan provision in a more effective manner.

What is Working Well



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This forum has a well-established and proactive core membership consisting of Designated and Named LAC professionals and senior representatives from social care from each of the 5 Local Authorities in South Yorkshire and Bassetlaw.

Every CCG and provider has entered into this project at different stages with regard to processes and pathways but everyone has been willing to share best practice and learn together to improve healthcare delivery. The focus on reshaping healthcare delivery and commissioning whilst and by addressing variations in quality of healthcare provision, data collection and collaboration has been challenging as well as rewarding.

Professional curiosity is always evident and ensures that best practice examples under consideration, or ultimately agreed, are fully considered and deemed appropriate for SY&B. In being professionally curious we are fulfilling our responsibilities to commission effective services and provide the best possible co-ordinated care for individuals.

This forum specifically aims to address the inequity of our healthcare provision by sharing, in an open and honest forum, learning from and with the commissioners and providers across SY&B. The direction of travel, whilst at times is challenging, remains positive. The SY&B, ICS, LAC, Forum explicitly aims to:

- Improve healthcare delivery;
- Influence practice;
- Address unwarranted variation in data collection and provision;
- Learn, develop and share best practice; and
- Work in partnership.

Together the group have worked on shared pieces of work to improve cross referencing across SY&B. Current work streams include publishing terms of reference and a memorandum of understanding regarding working relationships.

What are the challenges

The challenge to date has been to focus on reshaping healthcare by addressing the unwarranted variations in quality and practice across SY&B.

From the work already undertaken it is apparent that these children are some of the most vulnerable in society; optimising their health status is crucial, not only for their wellbeing but the financial impact of not doing is potentially immeasurable. The forum will ensure that within the ICS that the healthcare of LAC within SY&B is of a high quality across the patch. We will do this by seeking assurance across commissioning and provider organisations that there is system integration across the ICS footprint. We will celebrate and share good practice; poor practice will be named and improved upon.

We will take a population health management approach, as good corporate parents, to improving the health of this important cohort of children. For this forum it is important that we improve the physical and mental health outcomes and wellbeing of children in care within and across our increasing SY&B LAC population. Professional challenge has to date been evident at every meeting and the opportunity to reflect practices with LA colleagues provides the on-



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going curiosity on 'how do we become the best area'. Healthy competition and discourse are driving up standards, this discourse is challenging at times but the group have remained cohesive in their belief that we need to continually improve healthcare practice for our LAC.

Differences of opinions and professional challenge have at times delayed some pieces of work, for example commencing the Initial Health Assessment (IHA) template. However the frankness and passion that drives practitioners forward in working for this vulnerable cohort is commendable and has resulted in templates being robustly considered. This child centred approach whilst challenging at times will result in service delivery to be acclaimed. Furthermore issues around the challenges of a common health data questionnaire and immunisation recordings have provided us with much to consider regionally and nationally if we do see ourselves as a national health service and corporate parent to this vulnerable cohort.

In addition to our local determination to provide and publish accurate data for SY&B there is a desire to provide key performance indicators that report on public health outcomes. It is notable that nationally the data set for LAC is limited and doesn't provide a focus on the desired outcomes, namely health improvement from their time in the care system. SY&B, as an area, remain keen to lead the way on grasping the healthcare needs of LAC taking account of health trends and themes and where applicable utilising these alongside our Joint Strategic Needs Assessments to heighten the need for improved public health commissioning around e.g. smoking cessation, sexual health, mental wellbeing etc.

Next Steps

There is a need for each area to discuss with the Chief Officer and Chief Nurse this network transitioning into a format that takes account of SY&B ICS. The rationale being that we must reduce any potential for a postcode lottery for our LAC. Each CCG needs to be made aware of this forum and our commitment to reducing inequality in health care delivery across SY&B.

As Corporate Parents we need to work wider than health colleagues ensuring that the health and welfare needs of this cohort remain at the forefront of all that we do. There is a need for a strong place plan for LAC and an active and effective ICS forum that ensure their needs are identified and met wherever the child is placed within SY&B.

This work has already taken longer than anticipated but is essential and has been based on mutual trust and respect for our responsibility to LAC. This work will need to continually develop and move forward as services develop and progress and the datasets begin to marry across the patch. It is noted that there is recognition of different working patterns which have impacted on the work to date but this has been channelled into a positive to continually drive our expectations. Every member of the group actively takes part which in turn ensures that they take ownership of the work and are engaged in finding solutions to 'wicked issues'.

Raise awareness with SY&B ICS around this forum and its aim to commission and work toward positive health and wellbeing outcomes.

Authors: Catherine Hall, Designated Nurse LAC NHS Rotherham CCG.

Date: 2019.07.30

