

REPORT FOR: HEALTH AND WELLBEING BOARD

Date of Meeting: 14 October 2015

Subject: **INFORMATION REPORT –**
Children Looked After Health Service

Responsible Officer: Sue Whiting, Assistant Chief Operating Officer Harrow CCG

Exempt: No

Wards affected: All wards

Enclosures: What they say now: presentation from CLA and Care Leavers and Team Managers

Section 1 – Summary

This report sets out an update on the new and jointly commissioned Children Looked After Health (CLA) Service.

FOR INFORMATION

Section 2 – Report

2.1 Background

The Children Looked After (CLA) Service in Harrow had been previously provided by two organisations, Ealing Integrated Care Organisation and North West London Hospital Trust. This service was inherited by Harrow CCG in April 2013 when the Clinical Commissioning Group (CCG) was established and took over the commissioning of the services from Harrow Primary Care Trust. The existing service delivery arrangements at the time, resulted in a fragmentation of service provision and an inability to deliver both the timeliness and quality of assessment and care that commissioners required.

Original Children Looked After Service

The previous arrangement of fragmentation led to an inability to deliver the Initial Health Assessment (IHA) and Review Health Assessments (RHA) within the statutory timescales. The lack of clearly defined service specifications and issues relating to a lack of timely and accurate information transfer between health and social care, without clear outcome requirements further compounded the quality of service provision, resulting in an inability of either health or social care to provide assurance of a local quality provision.

2.2 Issues and Risks with the original Children Looked After Service

The inherited contracts, fragmented service provision resulted in a lack of clear coordination between health and social care which resulted in:

- Lack of a co-ordinated pathway for Children Looked After
- Lack of uniformed clarity in understanding the statutory roles required of the CLA service
- An absence of Service Level Agreement's (SLA's) that specified the service remit within the health provision
- Poor monitoring by health and Local Authority (LA) in respect of CLA outcomes
- Lack of a clear process for the delivery of a CLA care pathway
- Following a CQC/Ofsted inspection in 2012 concerns were highlighted regarding the quality of the service for CLA resulting it being rated as inadequate.

2.3 Improvements required in the original Children Looked After Service

As a result of the CQC/Ofsted inspection both Harrow Primary Trust and the LA recognised the need to improve the CLA service. Immediate actions were taken which included:

- Identification and appointment of key strategic posts:
 - Designated Nurse CLA
 - Designated Doctor CLA
- Development of a CLA Protocol- which clearly specified roles and responsibilities of both health and the LA
- Clear pathways for health assessments were developed with monitored timescales which improved outcomes
- Development of a streamlined paperwork process to support compliance to the pathway
- Designated Nurse began quality assuring the RHA's with positive results in target/outcome requirements
- Additional training provided for social care and health staff.

This initially resulted in an improvement in performance, but this was not sustained.

2.4 Decision to Recommission the original Children Looked After Service

A further CQC review in January 2014 identified that although there had been improvements in delivery of the service progress had not been as rapid as was expected. Following an increased integrated approach by both health and social care and an options review of future service delivery notice was served on the current service providers and the identification of a new provider commenced.

A business case was developed with agreed joint funding between Harrow CCG and the LA. The positive joint working between Harrow CCG and the LA resulted in the development of a robust service specification with measurable outcomes for CLA.

2.5 New Children Looked After Service provision

The CCG and LA jointly agreed for a single provider to deliver the CLA service in Harrow thus removing the concern regarding fragmentation. Both agencies worked together to identify a suitable interim provider that would be best placed to deliver the defined model of care. A two year contract waiver was agreed in order to mitigate the risk of a protracted procurement process. As part of the contract waiver both agencies agreed to undertake and complete a competitive procurement process for the new model of care before the end of the current contract term in May of 2017.

The new service is made up of five key components:

- Initial and Review Health Assessments
- Health plans and health passports
- Participation in professional meetings
- Joint Adoption and Fostering assessments and panel coordination
- Defined health and wellbeing outcomes

The new provider of the service is Central & North West London Foundation Trust (CNWL) who is delivering a service that both meets statutory assessment timescales and ensures the health and wellbeing outcomes of CLA are comparable to their peers.

In order to be operationally compliant on the 1st June 2015 CNWL successfully recruited a new team, which consists of:

- Named Nurse,
- Designated Doctor,
- Specialist CLA Nurse,
- GP with a special interest in CLA
- Administrative support

The team is collocated with the Hillingdon CLA team providing additional clinical support, with assessments being undertaken within a Harrow community setting.

2.6 New Service highlights

- A smooth transition between services which was successfully managed: the new service went live on 1st June 2015 with an official launch on 5th June 2015
- CLA Nurse has a weekly presence in the Civic Centre to support social care staff ensuring health needs are identified and met
- Early data indicates both Initial and Review Health Assessments are being completed to timescales with quality being assured
- Contract monitoring is jointly shared between the CCG and the LA
- Local Safeguarding Children Board (LSCB) has chosen to focus on CLA – ensuring that the needs of Children Looked After are being met by all agencies working with the cohort
- Positive feedback from service users and professionals in relation to receptiveness and coordination of the new provision

On going challenges

- Outstanding IHA reviews from previous service to be sent to new provider
- IT system challenges
- Coordination of health and social care
- Continued review and definition of service

Section 3 – Financial Implications

- The CLA service will be procured in 2017/18 due to the waiver agreement and procurement rules.
- Review of current model will define any additional resource requirements

Section 4 - Equalities implications

Harrow CCG is committed to improving care for all residents and service users across all commissioned services.

Section 5 – Council Priorities

The CLA service supports all of Harrow's corporate priorities.

Ward Councillors notified:

NO

Section 7 - Contact Details and Background Papers

Contact: Sue Whiting, Assistant Chief Operating Officer Harrow CCG

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Background Papers: None