



## NORFOLK 0-19 YEARS HEALTHY CHILD PROGRAMME (NHCP) COMMISSIONERS' AND STAKEHOLDERS' BRIEFING Second edition - August 2015

*The new NHCP will commence this autumn. This briefing is for Commissioners and Stakeholders to update you on the transition to the new service. Please use your cascade routes to distribute it amongst your networks.*

### BACKGROUND

Healthy Child Programme services (Health Visiting, School Nursing, Vision and Hearing screening, Healthy Weight and Healthy Schools) have been delivered under a number of contracts across the county.

The new NHCP integrates these services into one 0-19 year's pathway for the first time. It is an outcomes based service focusing on twenty outcomes, with payment mechanisms in place to ensure a quality service.

Cambridgeshire Community Services NHS Trust (CCS) has been awarded the contract following a competitive dialogue procurement process. The new NHCP contract is for five years with the potential to extend for two further 2 year periods. The new model will also directly contribute to Norfolk County Council priorities by creating **real jobs**, **developing technological infrastructure** to improve access to the service, contributing to an **excellence in education** by improving school readiness, and **supporting vulnerable people** by focusing on those most in need and at risk.

The commencement of the programme will be staged:

- Phase One: 1<sup>st</sup> October 2015 East Coast Community Care (ECCH), Healthy Schools and Community Sports Foundation.
- Phase Two: 1<sup>st</sup> November 2015 Norfolk Community Health and Care (NCH&C and the school nursing team based at the James Paget Hospital).

Until the new NHCP service comes into effect, all issues, including those of safeguarding, remain the full responsibility of the existing Providers and/or Commissioners.

## COMMUNICATIONS WITH STAFF TRANSFERRING TO CCS

### Norfolk Community Health & Care (NCH&C)

- CCS have hosted five well-attended staff briefings over two days (8<sup>th</sup> July in Aylsham, Norwich and Wymondham and 16<sup>th</sup> July in Dereham and Swaffham).
- Questions and Answers (Q&As) from these have been produced by CCS and were incorporated by NCH&C into their weekly Q&A update which they circulate to their staff. Two joint staff updates have also been issued.
- NCH&C has created a staff email address to which all staff questions are sent. Questions relevant to CCS are sent to them weekly and their responses are included in the following week's Q&A .

### East Coast Community Health (ECCH)

- CCS hosted a well-attended staff briefing on 23<sup>rd</sup> July.
- Q&A s from this event were included in the CCS produced Q&A document. Two joint staff updates have also been issued. Both are issued via the normal ECCH communication channels.
- CCS has created an email address to which ECCH staff can send any queries direct – CCS sends a personal response to every email received and then where appropriate anonymises these and include them in a Q&A document.

CCS' Operational Lead (Anne Foley) has engaged with a range of operational managers from NCH&C and ECCH to plan for and ensure a safe transfer. A series of team visits is underway.

CCS produced a standard presentation for staff briefings, which covered:

- an introduction to CCS and the aims of the HCP;
- a summary of the service model;
- the key elements of the 0-5 and 5-19 HCP;
- a summary of CCS values and culture;
- an outline of CCS' unique offer (e.g. working in partnership with ICENI and Community Sports Foundation);
- the service expansions that they will be introducing;
- a high level management structure;
- next steps; and
- contact details for questions.

Recently CCS produced a more detailed summary of services which has been shared with staff (see attached), together with a review of key themes from the Q&As to provide reassurance for staff such as:

- that in the vast majority of cases, staff structures will not change on 'day 1' of the transfer to CCS, as the priority is to ensure a safe transfer and continuity of services. A small number of teams will be transferring without a Team Leader and CCS will ensure these teams have appropriate management arrangements in place from day one;
- any future changes to services and structures to deliver improved outcomes for children and families will be taken forward in a planned way and achieved through discussion and engagement with the teams who are affected;
- there are more staff in the CCS' service model than are transferring so there will be opportunities for recruitment. CCS is committed to 'growing its own' workforce and, in general, any new posts will be advertised internally prior to external advertisement;
- advertisements for the Head of Service and Named Nurse for Safeguarding Children posts went live on NHS Jobs on 7 August and the closing date was 28<sup>th</sup> August;
- CCS recognises that the development of integrated teams will present cultural challenges across the services, as well as real opportunities for improving outcomes for local children and families. Whilst integration is vital to CCS' service model, they will ensure that professional networks continue to share best practice

## **COMMUNICATIONS WITH PARTNERS AND STAKEHOLDERS**

In recent weeks, CCS has met with representatives from the following organisations to present their service model and begin to develop working relationships:

- Norfolk County Council's Children's Services management team and the Designated Nurse for Norfolk and Named Nurse NCH&C;
- The Chair of Norfolk County Council's Local Safeguarding Children's Board;
- Norfolk GPs via Iceni Healthcare Limited's AGM (Iceni is a group of over 100 independent GP practices across Norfolk and Waveney and will work in partnership with CCS to undertake needs profiling and address inequalities);
- Action for Children (which manages a range of Children's Centres in Norfolk);
- Norfolk and Suffolk NHS Foundation Trust;
- Norfolk Child Health and Maternity Network;
- Norfolk Constabulary, CCG Chief Nurse and Named Nurse, NCC Public Health re MASH – Multi-agency Safeguarding Hub; and

- Norwich City Community Sports Foundation (the official charity partner of Norwich City Football Club, which will provide certain healthy weight management services as a sub contractor to CCS).

CCS will continue to engage with the above stakeholders during the transition and thereafter.

## MANAGEMENT OF THE TRANSITION

A formal governance structure to ensure a safe and timely transition of services has been in place since the contract was awarded. The monthly Transition Board, supplemented by regular Checkpoint meetings, acts as a forum for joint problem solving and the early discussion of issues between Norfolk County Council, NHS England and Cambridge Community Services NHS Trust. Using the CCS Transition Plan as a basis for discussion it focuses on the following:

- Have staff been properly engaged in the process?
- Have all standards of safety and clinical quality, been considered and addressed?
- Have all opportunities for working in partnership with local partners been explored?
- Have all areas of risk been identified and management actions initiated/assigned?

## MANAGEMENT OF THE PROGRAMME

When the contract commences, the Transition Board will become the Partnership Group and will address the following points:

- Have users been properly engaged in the process
- Have all standards of safety and clinical quality, been considered and addressed?
- Have all opportunities for delivery of services in a locality setting been explored?
- Have all opportunities for working in partnership with local partners been considered?
- Have all opportunities for improvement been explored and once identified action plans agreed?
- Have all areas of risk been identified and management actions initiated and assigned?
- Have all other relevant regulatory or best practice frameworks been fully accounted for?

Key relationships with the following will be established

- Norfolk Health and Well Being Board;
- Joint Commissioning Forum;
- Children and Young People's Strategic Partnership;
- Family Nurse Partnership (FNP) Advisory Board;
- Clinical Commissioning Group(s); and
- Child Health & Maternity Network.

## NEXT STEPS

The CCS stakeholder engagement work plan will continue including meetings with Momentum, Active Norfolk, Ormiston Trust and other managers of Children's Centres, and acute trusts i.e. Norfolk and Norwich University Hospitals NHS Foundation Trust, Queen Elizabeth Hospital Kings Lynn NHS Foundation Trust, James Paget University Hospitals NHS Foundation Trust.

CCS will continue to respond to all questions from staff through regularly updated Q&As and staff updates

CCS have offered to attend staff briefings, and 1:1 meetings during the TUPE consultation process run by NCH&C and ECCH

CCS will run induction sessions in October (for ECCH) and November (for NCH&C)

Once NCH&C staff have transferred, they will run a series of team events so staff from NCH&C/ECCH can meet each other and CCS CEO/managers/corporate leads to discuss shared priorities, Year One aims, and continued staff engagement

## OTHER NEWS

The new Director of Public Health, Dr Louise Smith, will be coming into post on 1<sup>st</sup> October 2015.

## FUTURE BRIEFINGS AND MORE INFORMATION

Commissioner Briefings are to be updated and distributed monthly.

Any issues you feel we need to be aware of regarding risk during transition please raise with the NCC Public Health Children and Young People's HCP Commissioning team (with regards to commissioning of the service) or Cambridgeshire Community Services NHS Trust's HCP Provider Team (with regards to the operational service).

**NCC Public Health CYP Team** Contact: Sally Newby ([sally.newby@norfolk.gov.uk](mailto:sally.newby@norfolk.gov.uk) HCP Public Health Project Officer) Tel: 01603 638484 *If you would like to be added to the key stakeholder list for commissioning updates please just let us know.*

**Cambridge Community Services** NHS Trust Contact: Norfolk HCP CCS Project Co-ordinator Verity Trynka-Watson ([Verity.Trynka-Watson@ccs.nhs.uk](mailto:Verity.Trynka-Watson@ccs.nhs.uk)) Tel: 01480 308 204