

**Action Plan for SBUHB Children's Community Nursing Service
October 2021**

Assurance					
Recommendation		Action (s)	Responsibility (Person)	Due date	Monitoring arrangements
5 (page 24 – Governance & Assurance)	Ensure that the CCN Service is supported in developing effective relationships with pathways of care developed to enable all relevant services to work together successfully	<p>Fully embed the transforming continuing care outcomes ensuring there is an agreed corporate lead.</p> <p>Ref page 16) Support CCN team to develop partnership forum to encourage joint working.</p>	<p>HON/Corporate team</p> <p>HON</p>	April 2022	Monitor via assurance meetings & feedback from families
34 (page 66 – The views of the CCN Team)	Ensure a compassionate leadership model is in place and that the HB demonstrates its recognition of the significance and value of this service	<p>Temporary new leadership now in place – need to continue to work collaboratively with staff.</p> <p>The service needs support to strengthen and put in place a sustainable leadership structure for the future.</p> <p>Workforce & Development team to provide a bespoke training/awareness</p>	<p>HON/Division Manager</p> <p>NPTSSG Workforce team & HB OD team</p> <p>HON/Divisional manager</p>	<p>April 2022</p> <p>January 2022</p>	

		<p>updates for the CCN Team.</p> <p>Provide compassionate leadership training for all leaders/managers within the Division in order to embed a compassionate culture with focus on compassionate leadership principles of :</p> <p>Ensure the continuing care services have a reporting & monitoring structure at a division and corporate level and agreed escalation pathway.</p>	Group Nurse Director	<p>February 2022</p> <p>Reporting at Divisional business meeting completed August 2021 December 2021 for corporate reporting arrangements</p>	
23 (page 51 – The Culture of Care)	Develop robust pathways for communication and service delivery with adult community services as well as acute paediatric services.	Monthly transition meetings to continue with any potential delays or concerns re transition to reported via the Divisional Business meeting and escalated to the nominated HB lead for CC	Lead Nurse for Childrens continuing care		

		Identify a link Childrens community nurse for acute paediatrics to assist with pathways of care.	Community Matron		
1 (page 12 – Purpose & Methodology)	Consider whether additional work is undertaken to seek and capture the views of the families of the cohort of children that transferred to Cwm Taf Morgannwg UHB during 2019	Families under the Continuing Care Services to be contacted by letter with invitation to engage in feedback session	Head of Patient Experience, Risk & Legal Services	w/c 15/11/21	Letters under review with Exec Director of Nursing / Head of Communications 27/10/21
2 (page 12 – Purpose & Methodology)	Consider whether to make contact with the parents who wished to participate in the review anonymously but were unable to do so for this review	As above	Head of Patient Experience, Risk & Legal Services	w/c 15/11/21	
Compliance					
Recommendation		Action (s)	Responsibility (Person)	Due date	Monitoring arrangements
6 (page 24 – Governance & Assurance)	Ensure that the storage of health care records is in accordance with the HBs Policy and allows for access to records for	Develop a SOP for the management of community records including storage of historic notes.	Head of Nursing (HON)	Completed	Record keeping assurance audits

	children on the active caseload	<p>Undertake a review of the records stored and add to the Information Governance Asset Register in collaboration with the HB lead.</p> <p>Undertake period reviews via audits of records to ensure compliance and report to the Division Q & S meeting</p>	<p>HON</p> <p>Deputy HON</p>	<p>Completed</p>	<p>Asset register</p> <p>Audit findings reported via Q&S group</p>
7 (page 24 – Governance & Assurance)	Ensure that any future move to online records is managed in line with all legislative, regulatory, national and local policy requirements including consideration of extending the development of the patient portal.	<p>The Health Board Digital services to develop an app for community records.</p> <p>Training on the use of the app to be provided to all community staff when developed.</p> <p>Ongoing audits for assurance to be completed.</p>	<p>Digital services & Practice development lead</p> <p>Matron</p> <p>Matron</p>	<p>Commenced July 2021</p> <p>Commenced</p>	
8 (page 24 – Governance & Assurance)	Ensure that the CCN Service continues to report issues/concerns via Datix	<p>The community team to have training on governance requirements including reporting any issues/concerns.</p> <p>The operational leads to be included in the</p>	<p>WCH Governance Team</p> <p>Deputy HON</p>	<p>Completed May 17th 2021</p> <p>Commenced</p>	<p>Attendance list and future Datix reports</p>

		<p>multidisciplinary review of Datix incidents on a weekly basis, chaired by Deputy HON/HON.</p> <p>The weekly community huddle to include checking with the HCSW staff of any issues with any of the continuing care children or their families/carers.</p> <p>All concerns to be logged via the Datix system, reported to the Divisional Core team and investigated in line with PTR regulations.</p>	<p>Dep / Senior nurse for Continuing care / Community Nursing Team</p> <p>HON</p>	<p>Completed</p> <p>Completed</p>	<p>Monitoring of huddle records</p> <p>Datix reports</p>
9 (page 24 – Governance & Assurance)	Ensure that concerns and complaints are captured and managed in line with all relevant policies and National Guidance	<p>The senior leadership team to monitor any themes and trends relating to community services.</p> <p>The division to be involved in review of concerns with the Patient Experience (CRAG reviews)</p>	HON / Head of Patient Safety / Patient Experience Manager	Commenced	<i>Email to Datix / PE Manager 3/11/21</i>
14 (page 41 – The Service Model)	Track the resource provided for the Nurse Assessor posts and ensure	The leadership team to review the current nursing establishment to ensure	HON	January 2022	

	it is utilised in line with the requirements of the WG Policy Guidance with the correct expertise, knowledge and skills in place to perform this function.	<p>there is adequate resource for the Nurse assessor role. This should include benchmarking with other HB's.</p> <p>A specific Nurse Assessor job description to be developed.</p> <p>Succession planning for this specific role to be included in the workforce plans.</p>	<p>Dep HON</p> <p>HON</p>	<p>January 2022</p> <p>March 2022</p>	
15 (page 41 – The Service Model)	Review the current processes for quality assurance and multiagency decision making to ensure they are managed in line with WG Guidance.	<p>New guidance to be developed by the service to reflect the multiagency input and ensure clear governance arrangements incorporating the WG guidance.</p> <p>The transforming Continuing care work stream to ensure the guidance is fully implemented across the agencies.</p>	<p>Lead Nurse for Cont. Care</p> <p>Transformation leads</p>	<p>Completed 1st Nov 2022</p> <p>March 2022</p>	
16 (page 41 – The Service Model)	Ensure that the CCN Service is fully compliant with the HBs Lone Worker Policy.	The CYP division to review Lone working practices against the HB policy with	Dep HON & Head of Safety	December 2022	

		<p>involvement of the HB Health & Safety team.</p> <p>A review of the current risk assessments used for each family to be undertaken.</p> <p>Develop CHC scrutiny panel, working in partnership, in order to develop quality assurance and multi-agency decision making</p>	<p>Dep HON</p> <p>Divisional manager</p>	<p>Commenced august 2021</p>	
17 (page 41 – The Service Model)	Consider scope to develop wider HB community management for out of hours and lone working services	Corporate action - lead to be identified			
21 (page 51 – The Culture of Care)	Ensure that the leadership style for the CCN Service is participative, and complies with all relevant HB policies and National Guidance	<p>Temporary new leadership now in place – need to continue to work collaboratively with staff and service users going forward.</p> <p>The service needs support to strengthen the leadership structure for the future</p>	<p>HON/Divisional manager</p> <p>NPTSSG Workforce team & HB OD team</p>	<p>Commenced Jan 2021</p> <p>March 2022</p>	Feedback from staff & families

24 (page 51 – The Culture of Care)	Ensure that safeguarding is managed and overseen in line with the Wales Safeguarding Procedures	<p>Maintain and monitor safeguarding training compliance.</p> <p>Ensure all staff are able to respond to safeguarding concerns by discussing at weekly huddles.</p> <p>Ensure there is individual and group safeguarding supervision available and attendance is recorded.</p>	<p>Lead Nurse for Safeguarding</p> <p>Dep HON</p> <p>Lead Nurse for Safeguarding</p>	December 2021	Training compliance data
26 (page 51 – The Culture of Care)	Ensure appropriate audit processes for Children and Young People Continuing Care are in place that measure compliance with the WG Guidance	<p>Develop an audit plan to report compliance against the standards in the WG guidance through the existing quality assurance framework</p> <p>Report compliance via the monthly reporting template to the Divisional Core management team meetings.</p> <p>Report compliance via the multi-agency transformation programme.</p>	<p>Lead Nurse for Cont. Care</p> <p>Lead Nurse for Cont. Care</p> <p>HON</p>	December 2021	<p>Audit plan</p> <p>Divisional care team minutes</p> <p>Transformation meeting minutes</p>

<p>27 (page 51 – The Culture of Care)</p>	<p>Ensure concerns and complaints processes:</p> <ul style="list-style-type: none"> - are managed in accordance with HB and national policy requirements; - responses are appropriate and proportionate with any sanctions only applied with the agreement of senior HB managers 	<p>Training on governance requirements and Concerns and Redress to be provided to the nursing team.</p> <p>All responses to be approved at Head of Nursing/Divisional Manager and Service Group Director level.</p> <p>Any disputes between families and the service must be escalated and managed by the Division senior team.</p> <p>Escalation of unresolved disputes to be reported to the Service Group Directors.</p> <p>Monthly Concerns, Redress and Assurance Group meetings with HON / Deputy HON / Divisional Manager</p>	<p>Service Governance Team</p> <p>Service Governance Team</p> <p>HON/ Divisional Manager</p> <p>HON/ Divisional manager</p> <p>Head of Patient Experience, Risk & Legal Services / Patient Feedback Manager</p>	<p>Commenced</p>	
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31 (page 61 – The Experience of the Children & Families)	Ensure staff are fully aware of the HB Policies and any relevant professional regulatory requirements regarding the use of various social media apps to communicate with each other	Updating to be provided to all the registered and non-registered staff which includes access to relevant corporate policies. Information Governance training compliance to be implemented and monitored. Awareness session with CCN staff using advice from IG.	December 2021 January 2022 Assistant Directorate Manager, C&YP	Completed	Email to SK for evidence 8/11
Service Development					
Recommendation		Action (s)	Responsibility (Person)	Due date	Monitoring arrangements
10 (page 41 – The Service Model)	Identify a dataset of key management information related to the CCN Service	The Division to review all community activity including acute and chronic care and develop data collection methods to report and demonstrate the level of community based activity provided. To review the current datasets used in Primary & Community or Mental Health & LD services to	Assistant Directorate Manager /Informatics support Assistant Directorate Manager(ADM)	January 2022 January 2022	

		<p>identify agreed reporting levels.</p> <p>Benchmark with other Childrens Community Nursing teams across Wales to establish reporting systems and compare activity.</p> <p>Consider options, such as a Patient Involvement Group, in line with families wishes following disclosure of CCN report.</p>	<p>Deputy HON</p> <p>HON / Head of Patient Experience, Risk & Legal Services</p>	<p>January 20222</p> <p>November 2021</p>	<p>Consider options once feedback sessions have taken place with families</p>
11 (page 41 – The Service Model)	<p>Consider whether the current skill mix and staffing establishment is sufficient to meet the demands placed upon all elements of the service including step down services if a child is no longer deemed eligible for Continuing Care</p>	<p>Undertake a review of the current activity across the community nursing service and assess the staffing requirements to manage the caseloads.</p> <p>Consider the appointment plans for the nursing team including opportunities for rotational posts into the secondary setting.</p>	<p>Deputy HON</p> <p>HON</p>	<p>January 2022</p> <p>January 2022</p>	

		<p>Liaise with adult services to consider the option for some staff to transfer to adult services when the young person transitions if appropriate.</p> <p>Benchmark with other CCNT services in Wales on staffing levels.</p>	<p>HON</p> <p>Deputy HON</p>	<p>January 2022</p> <p>January 2022</p>	
18 (page 41 – The Service Model)	Explore alternative options to deliver more flexible and timely care including a review of the bank and agency processes	Work with Bank Service to look at the expected activity and demands on the service and explore the prospective of using agency staff when there are staff shortages or new packages requiring commencement.	HON/Bank Manager	December 2022	
19 (page 41 – The Service Model)	Ensure a multiagency approach to develop local pathways agreed and jointly owned by the HB and its partners	Fully embed the Transforming continuing care pathways and monitor via the quality assurance meetings.	HON	February 2022	
25 (page 51 – The Culture of Care)	Ensure the skill mix model of 24-hour service delivery is reviewed with benchmarking models across other HBs in Wales	<p>Review the current staffing rosters and establishments – with particularly attention to registered nurse availability out of hours.</p> <p>Benchmark existing community nursing staffing</p>	HON/Service Group Director Support from Workforce Business Partner/Rostering Team.	February 2022	

		models in other HB's across Wales.			
30 (page 61 – The Experience of the Children & Families)	Ensure the leadership of the CCN Service is one which is participative and continues to engage with families	<p>Temporary new leadership now in place – need to continue to work collaboratively with service users going forward. Establish formal and informal mechanisms for user engagement and actively encourage participation.</p> <ul style="list-style-type: none"> • Develop various forums to gain involvement – groups or social media involvement. • Involve users and their families in any service development • Actively seek involvement in any guidance or parent information development • Invite users and families to be involved in appointments of staff into the team 	<p>Service Nurse Director/HON</p> <p>HON/Patient Experience Manager</p>	<p>December 2021</p> <p>Commence Jan 2022</p>	

		<ul style="list-style-type: none"> Provide opportunities for regular formal and informal feedback on the services their children receive. 			
32 (page 66 – The views of the CCN Team)	Ensure a more streamlined process is in place to link the CCNs with their team of HCSWs to ensure appropriate delegation, competence and assurance mechanisms are in place	<p>Ensure each HCSW has a registered nurse identified as their line manager to support development and manage performance.</p> <p>Ensure the record keeping audits include monitoring the documented care against the individual care plans.</p> <p>Identify a process for the registered staff to undertake regular reviews of the care provided by the HCSW including observational visits at night.</p>	<p>HON</p> <p>HON</p> <p>HON</p>	<p>January 2022</p> <p>January 2022</p> <p>January 2022</p>	
33 (page 66 – The views of the CCN Team)	Review the roles undertaken by the various bands of staff and ensure that staff skills and abilities are utilised to their full potential	Undertake a review of the roles and responsibilities of the Band 3 and Band 4 staff to ensure staff are working at their banding.	<p>HON/Group Nurse Director/Workforce Business Partner</p> <p>HON</p>	<p>March 2022</p> <p>January 2022</p>	

		Benchmark with other HB's to establish the role descriptors for each of the Band's.			
Partnership and Engagement					
Recommendation		Action (s)	Responsibility (Person)	Due date	Monitoring arrangements
12 (page 41 – The Service Model)	Ensure that working in partnership with parents becomes a fundamental principle applied by the CCN Service	<p>Continue to embed this into the culture by establishing ways to gain the views of families.</p> <p>Ensure views and issues are shared by the HCSW's and acted upon by the named CCN via the weekly Huddles.</p> <p>Support the named CCN to make decisions and decide upon changes rather than all decisions requiring permission by the operational lead of the service.</p> <p>Plan future assurance monitoring process to incorporate peer review (which could be external to the division).</p>	<p>HON/ & Patient Experience Manager</p> <p>HON</p> <p>HON</p> <p>HON</p>	<p>December 2021</p> <p>January 2022</p> <p>January 2022</p> <p>January 2022</p>	<p>Monitoring the huddle record sheets.</p>

13 (page 41 – The Service Model)	Develop a comprehensive 'Parental Agreement' that sets out the role and expectations of both the HB and the parents working in partnership	New parental agreement to be developed seeking views from families.	Lead nurse for Cont care.	Completed first draft Nov 2022 NEXT STEP - parental involvement	
22 (page 51 – The Culture of Care)	Support the CCN Service in moving to a partnership approach ensuring the 'what matters to me' requirement is embedded in all processes.	<p>Through the weekly huddles and feedback processes ensure children & young people and their parents views are integrated into what we do.</p> <p>Ensure there is a service wide approach to gaining views and encouraging engagement which needs to be promoted to all staff.</p> <p>Training to be provided to all staff on engagement and the benefits of feedback.</p>	<p>HON</p> <p>HON/ & Patient Experience Manager</p> <p>Patient Experience Manager</p>	<p>January 2022</p> <p>January 2022</p> <p>January 2022</p>	
28 (page 51 – The Culture of Care)	<p>When addressing concerns and complaints, from a family perspective, ensure:</p> <ul style="list-style-type: none"> - the needs of the child continue to be safely met; 	Concerns and Redress training to enable the community nursing service to ensure all concerns are responded to in line with the Health Board values and in line with the Concerns & Redress Regulations.	Redress Teams & Concerns Assurance Manager	January 2022	

	<ul style="list-style-type: none"> - that all feedback is timely and appropriate; - compassionate care forms the basis of interactions with families regarding concerns and complaints. 	<p>All responses to be managed via the WCH governance team and approval by the HON/ Divisional manager & the Service Group Director.</p> <p>Monitoring of compliance to these standards to be reported via the CRAG reviews</p> <p>Patient Experience Team and C&YP Service Directors to develop relevant and appropriate feedback questions to monitor and improve services provided</p>	<p>HON/W&CH Governance Team</p> <p>W&CH Governance Team</p> <p>HON / Patient Feedback Manager</p>	<p>December 2021</p> <p>December 2021</p> <p>December 2021</p>	<p>Sample questions to HON/Deputy HON 8/11 – ? to meet with PE Team</p>
29 (page 61 – The Experience of the Children & Families)	Consider undertaking engagement events, which includes senior HB representation	The Division to work in partnership with the corporate team to develop an engagement plan.	HON / Patient Feedback Manager	December 2021	
Strategic Planning					
Recommendation		Action (s)	Responsibility (Person)	Due date	Monitoring arrangements
3 (page 24 – Governance & Assurance)	Consider the most appropriate position for the	The Division to work in partnership with the corporate team to agree	Service Group Director/Service Nurse	January 2022	

	CCN Service within the HB structure	the future structure of the CCN Service.	Director/Executive Director of Nursing/Chief Operating Officer		
4 (page 24 (Governance & Assurance))	Develop clear and effective governance arrangements for the CCN Service that includes adequate resource allocation from the governance team	Review the current governance arrangements to ensure there is adequate resources and develop a business case of need if required. Set out reporting arrangements to ensure staff notify the governance team of any governance matters relating to the Childrens community service.	Service Group Director/Service Nurse Director W&CH Governance Team	January 2022 December 2021	
20 (page 41 – The Service Model)	Continue to build upon regional work including multiagency service planning to address consistent and recurring gaps in universal and specialist services. To support this the HB should consider sharing the recommendations with LA partners	Undertake a review of the service provision across the region and benchmark with other Health Boards in how they support families. The HB to share the recommendations and Executive Summary of the report with the LA partners	HON Head of Patient Experience, Risk & Legal Services	January 2022	To be added to agenda of Directors of Social Services meeting w/c 15/11