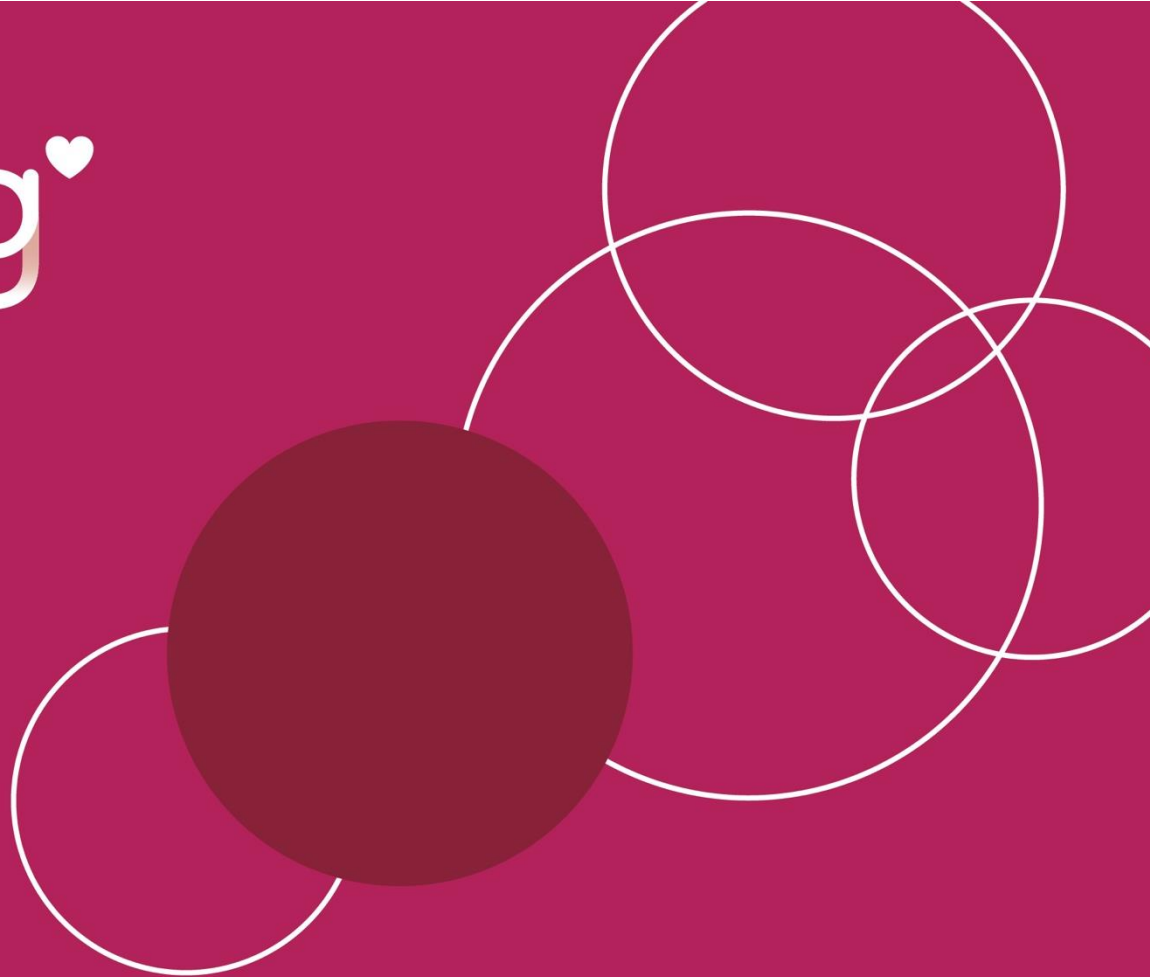




Essex Children's Community Services

Quality Account 2023-24

Services delivered in Essex by HCRG Care Services Limited

HCRG Care Services Limited, trading as HCRG Care Group
The Heath Business and Technical Park, Runcorn, WA7 4QX
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Part one

Executive summary

A Quality Account is an annual report which providers of NHS healthcare services must publish about the quality of services they provide. This quality account covers the services provided by HCRG Care Group on behalf of Essex County Council, Hertfordshire & West Essex Integrated Care Board (HWE ICB), Suffolk & Northeast Essex Integrated Care Board (SNEE ICB), East Suffolk and North East Essex NHS Foundation Trust (ESNEFT) and North East London NHS Foundation Trust (NELFT) in Essex.

HCRG Care Group may also provide other services in Essex, but these may not be included in this document if they are not commissioned by the commissioners listed above or are not eligible to be included within a Quality Account.

This document aims to demonstrate our commitment to providing the best quality services to local people and is an opportunity for us to take stock of what we have achieved and our plans for the coming year.

We have used the information presented here to analyse our performance and to set priorities for the coming year. To ensure those priorities reflect the needs of the people who use our services, views have been gathered from people who use them and community representatives, as well as commissioners and frontline colleagues.

If you would like a hard copy of this document, a copy in another language, to provide feedback on this document, or to talk to someone about your experience of using our services, please contact the service directly. Details can be found at <https://essexfamilywellbeing.co.uk/contact-us/>.

Regional Director's introduction

I am extremely proud of the achievements and progress we have made in Essex over the past year which included:

- Achievement of the NHS England Health and Justice Lived Experience Charter Status Bronze award, demonstrating the use of quality standards, best practices, and a commitment to improving the inclusive recruitment and retention of people with lived experience.
- Successful launch of two new contracts, West Essex Special Educational Needs and Disabilities Therapies in May 2023 and North East Essex Community Paediatric Service in September 2023.
- Feedback over the last year, via NHS Friends and Family Test, has returned a positive response score of 99.4%, demonstrating people have mostly reported a very good or good experience when using our services in Essex.

Over the coming 12 months, we will continue to build on these achievements and take the lessons learned over the past year to ensure we can continue to change lives by transforming health and care in Essex.

We will also continue to work closely with our partners, the Care Quality Commission (CQC) and the communities we work in, to demonstrate our high standards of quality.

In putting together this publication, we have sought feedback from staff and people who use our services, and I would like to take this opportunity to thank them for their input into the process.

I can confirm that, to the best of my knowledge, the data and information in parts two and three of this report reflect both the successes and the areas that we have identified for improvement over the next 12 months.

A handwritten signature in black ink, appearing to read 'R Flack', with a long horizontal line extending from the end.

Robert Flack
Regional Director – Essex
HCRG Care Services Limited

Part Two

About HCRG Care Group

We change lives by transforming health and care.

Established in 2006, we are one of the UK's leading independent providers of community health and care services, working with health and care commissioners and communities to transform services with a focus on experience, efficiency, and improved outcomes.

We deliver and transform adult and children community health services, primary care services including urgent care, sexual health, dermatology and MSK services as well as adult social care and wellbeing services.

We changed our name to HCRG Care Group on 1 December 2021, following our acquisition by experienced health, care, and education investors Twenty20 Capital.

Our leadership team



Stephen Collier
Chair



David Deitz
Chief Financial Officer



Samantha Kane
Chief People Officer



Richard Comerford
Chief Commercial Officer



Pat Birchall
Chief Operations Officer



David Watkins
General Counsel

Our leadership team changed after March 31 2024. Please visit hcrhcaregroup.com to see the latest leadership chart

Our colleague survey results

We run a colleague survey to understand how our colleagues are feeling and how we can improve. In 2022-23, we changed the frequency of these surveys from annual to quarterly to obtain more timely feedback. The surveys include the nine staff engagement questions from the NHS People Pulse Survey.

An average of 35.5 per cent of our colleagues across England took part in the four surveys between April 2023-January 2024 and we continued to see positive feedback and improvement in key indicators. Satisfaction with our organisation as a place to work averaged at 60.5 per cent. Over the same period, 58 percent of colleagues said they would recommend HCRG Care Group as a place to work. In all of the nine NHS People Pulse survey questions, our scores compared favourably.

We develop action plans based on feedback from this survey to improve in the areas colleagues said could be better. The latest action plan is currently in progress in all parts of our organisation and we measure the effectiveness of these actions in subsequent surveys across the year.

How our colleagues can speak up

Our Freedom to Speak Up policy sets out how our colleagues can raise concerns at a number of levels either anonymously or by being identified.

It is very important to us that our colleagues can speak up about any concerns they have at work because it helps us to keep improving our services and the working environment. While colleagues might feel worried about raising a concern, our policy and our senior leadership team and board are all committed to an open and honest culture. Our policy reflects the recommendations of the review by Sir Robert Francis into whistleblowing in the NHS, and we have fully adopted the policy produced by NHS England and NHS Improvement, alongside all other NHS organisations.

We regularly promote this policy to colleagues, encouraging anyone who has concerns to raise them.

Whenever a colleague raises a concern, they will always be listened to, and they will always be supported. Concerns can be raised about risk, malpractice or wrongdoing.

Through Freedom to Speak Up, colleagues can raise concerns:

- with their line manager, or another manager in their service.
- with a lead clinician or tutor.
- with any member of our senior leadership team.
- with our Freedom to Speak Up Guardians, whose contact details are available on our intranet.
- through our anonymous online reporting system SpeakInConfidence.
- with one of three nominated members of the executive team.
- with our independent chairman.

Colleagues can also directly contact our senior leadership team and executive team at any time, whether they are raising a formal concern or an informal query.

Statements from CQC

Some services we operate are required to register with the Care Quality Commission (CQC).

As part of this document, we confirm that HCRG Care Services Limited is registered with the CQC for the provision of the relevant regulated activities, and has no conditions attached to its registration. HCRG Care Services Limited's services have not participated in any special reviews or investigations by the CQC during the reporting period.

Full copies of CQC reports are available on the CQC's website at www.cqc.org.uk under HCRG Care Services Limited.

Safeguarding statement

We are committed to safeguarding and promoting the welfare of adults, children and young people and to protect them from the risks of harm.

To achieve this, we have appointed dedicated National and Local Safeguarding Adults and Children's Leads and policies, guidance, training, and practices which reflect statutory and national safeguarding requirements:

- Our National Safeguarding Assurance function works across localities and partnership boundaries to respond to national developments, legislative changes, national, local and organisational learning leading to continuous improvement and learning across the organisation.
- Our Clinical Governance and Safeguarding Committees provide board assurance that our services meet statutory requirements.
- Safeguarding Leads and named professionals are clear about their roles and responsibilities and have sufficient time and support to undertake them.
- Where appropriate, services have submitted a Section 11 Review report and/or Safeguarding Adult Self-Assessment audit tool, with all services completing our national safeguarding audit.
- Action plans are monitored across the organisation at committee and board level.
- Safeguarding policies, processes and systems for children and vulnerable adults at risk are current, up to date and robust.
- Safeguarding training is undertaken in line with our safeguarding training strategy and in accordance with the three intercollegiate documents for safeguarding children, looked after children and adults.

Duty of candour statement

We are committed to being open and transparent with the people who use our services and, while considering confidentiality, their representatives too.

We encourage colleagues to be open and honest at all times but particularly when a notifiable safety incident has been recognised. Colleagues report incidents via our incident report system and follow our Duty of Candour policy. This ensures that an apology is made to service users within 10 days of the incident occurring, which is followed up in writing.

We investigate, establish the facts, and report externally as required. We also have due regard to the relevant safeguarding policy and input from suitably trained colleagues before any disclosures are made. Following the investigation, we send another letter to the person who used the service to advise them of the outcome, lessons learnt and how we will share lessons and knowledge to reduce the likelihood of the same kind of issue happening again. We may also offer a meeting to listen to those affected by the incident and help understanding of our findings and resulting actions.

About Essex

Essex County Council-commissioned Essex Child & Family Wellbeing Service (Pre-birth to 19)

In partnership with Barnardo's, Essex Child & Family Wellbeing Service (ECFWS) provides pre-birth to 19 years (PB-19) integrated child and family services and 2023/24 was our seventh year of service delivery. The components of the service incorporate the following and are delivered through the Family Hub Model (Anna Freud National Centre for Family Hubs):

- 0-5 Healthy Child Programme
- Healthy Schools Programme
- 5-19 Healthy Child Programme
- Special Educational Needs and Disabilities (SEND) support up to 25 years
- Children in care
- Safeguarding services
- Management of family hubs and satellite healthy family delivery sites (previously known as children's centres).
- Attainment of measurable outcomes

ECFWS is delivered across Essex except for the unitary authority areas of Essex, Southend-on-Sea and Thurrock.

The services are delivered and managed within four geographical quadrants that encapsulate local government districts:

- Mid (Braintree, Chelmsford, Maldon)
- North (Colchester, Tendring)
- South (Basildon, Brentwood, Rochford, Castle Point)
- West (Epping Forest, Harlow, Uttlesford)

Children and young people up to the age of 19 (or up to the age of 25 for those with Special Educational Needs and Disabilities (SEND) and children who have left care) can access services.

Within ECFWS, there have been four sub-contracts with Essex-based charities - Youth Enquiry Service (YES), Home-Start Essex, Home-Start North Essex (Colchester and Harwich) and up until 31.3.2024, Community 360.

- **Home-Start Essex**

Provides a volunteer home visiting service in Mid, South and West Essex, offering emotional and practical help to families experiencing difficulties, alongside a range of family groups, wellbeing programmes, courses, and events.

Home-Start Essex works with families with at least one child under the age of eight and they offer some events for families with children up to the age of 11 years. As well as being an early year's specialist service, all Home-Start Essex volunteers have a lived experience as parents/carers.

- **Home-Start North East (Colchester and Harwich)**

Provides a volunteer home visiting service in both Colchester and Tendring, providing emotional and practical help to families experiencing difficulties, as well as a range of family groups, well-being programmes, courses, and events.

Home-Start North East is an early years specialist service designed to support, make a difference, and help families remain independent with intervention to support children to achieve their full potential. This is achieved by listening and understanding to what local families want, developing services and partnerships that best support local families and empowering positive change.

- **Youth Enquiry Service (YES)**

YES covers the North East of Essex and works in partnership with Specialist Midwives for Vulnerable Young Women. Together they hold weekly antenatal clinics where they meet most of their client group from 16 weeks into their pregnancy. Their service is accessible to young people in town centre locations. By meeting with the young person early in their pregnancy, YES can support them with housing and benefits, avoiding crisis intervention later. YES has found that seeing young people on a regular basis gives them the opportunity to build a better relationship and have better engagement long term.

- **Community 360**

Community 350 provides support to families, which includes school-aged children and young people aged eight to 19 years. This includes families who are not already receiving support from specialist or statutory services. The service encourages families to self-manage within their capabilities and seeks to develop and maintain resilience. The service uses a strength-based approach, building on existing family assets and potential sources of support.

Hertfordshire & West Essex Integrated Care Board-commissioned West Essex Specialist Services

In the West Quadrant, HCRG Care Group is commissioned to provide children's community healthcare services as part of an integrated model approach alongside Essex Child and Family Wellbeing Service. The components of the community paediatric services commissioned by HWE ICB are as below:

- Community Paediatrics, plus Initial Health Assessments (IHA) for children in care
- Community Paediatric Speech & Language Therapy and Dysphagia
- Community Paediatric Physiotherapy (including Musculoskeletal for 13 years +)
- Community Occupational Therapy
- Community Children's Nursing
- Specialist School Nursing
- Specialist Neurodevelopmental Nurses
- Children's Community Continence
- Children's Community Dietetics
- Children's Community Allergy Clinic

These services are offered to children and young people up to the age of 19 or young people aged up to 25 who have SEND, ensuring a smooth transition to adult services, and are integrated with ECFWS in West Essex. They collaboratively determine supportive interventions for the children and young people of West Essex.

Suffolk & North East Essex (SNEE) Integrated Care Board (ICB) commissioned Neuro-Development Pathway Service

The Neuro-Developmental Pathway Service provides children and young people (up to the age of 25) and their families living in North East Essex with access to early help and signposting as they enter, pass through, or complete their diagnostic assessment pathway. The service is for those with a diagnosed and/or identified need related to neurodevelopmental disability, special educational need, with or without an Educational Health Care Plan or One Plan.

The Neuro-Developmental Pathway Service was designed in partnership with SNEE ICB, partner agencies, the Family Forum, Multi Schools Council and Families in Focus and was commissioned in 2021, as part of the overall neurodevelopmental pathway business case for North Essex. The service commenced in September 2021 and has become a high quality and responsive point of contact for families with neurodevelopmental and behavioural enquiries, with the team working with wider partners and colleagues, and providing a pro-active input into the pathway process for children, young people, and their families. Audit of the service has shown this has been exceptionally accepted by commissioners and most importantly, the service user.

East Suffolk and North East Essex NHS Foundation Trust (ESNEFT) sub-contracted North East Essex Community Paediatric Service

The North East Essex Community Paediatric Service commenced in September 2023 and provides the following services to children and young people in a range of community settings including in the home and family hubs:

- Physiotherapy
- Occupational Therapy
- Dietetics
- Speech and Language Therapy
- Paediatric Continence Service

The service works with children, young people, and their families in an integrated way with other multi-agency professionals to offer specialist assessment, advice, and interventions to build on strengths and focus on improving outcomes. This includes working in line with the Essex County Council commissioned 'Balanced System' approach to develop new ways to transform the Speech and Language Therapy Team to become a proactive responsive service that is flexible to service user's needs. New ways of working are also being introduced for improved client outcomes within the Occupational Therapy and Physiotherapy aspects of the service, engaging the children and families to help us create a better service that meets the needs of the local population in North Essex.

As the North East Essex Community Paediatric Service works in partnership with the other elements of the ECFWS, we are another step closer to ensuring a service user tells their story only once and that they are assured that we will support them to get the right care at the right time with the right service.

North East London NHS Foundation Trust (NELFT) sub-contracted Southend, Essex & Thurrock Child & Adolescent Mental Health Getting Help Service (SET CAMHS), and Early Intervention Service (EIS)

Southend, Essex and Thurrock Child and Adolescent Mental Health (SET CAMHS) Getting Help Service and the Early Intervention Service (EIS) provide therapeutic goal-based mental health support for children and young people up to the age of 18 who benefit from focused, evidence-based help and support.

An intervention is any form of help related to a mental health need in which a professional takes responsibility for input directly with a specified individual or group. The practitioner may not necessarily be a registered mental health professional, but a practitioner who can provide targeted, outcomes-focused help to address the specific mental health issue. An example is where a young person who has anxiety attends a mindfulness programme with an Emotion Regulation and Resilience Practitioner. This programme will help the young person to regulate their emotions and subsequently adopt strategies to help self-manage transition points. Interventions are characterised by an explicit shared understanding from the outset of:

- What the presenting need is
- An agreed treatment plan
- What a successful outcome would look like
- How likely this is to occur by a specific date and the timeframe for working together
- What would happen if this were not achieved
- Emphasis is placed on endings

Emphasis is placed on ending an intervention if it is felt not to be working, supported by a multi-disciplinary team approach led by the head contractor, NELFT.

Hertfordshire and West Essex Integrated Care Board (HWE ICB) on behalf of the Southend, Essex and Thurrock CAMHS Commissioning Collaborative, Affinity Programme

The Affinity Programme is an NHS England Vanguard targeted early intervention project working in Essex, Southend, and Thurrock for children who are at risk of exclusion from education due to emotional dysregulation. This trauma-informed programme provides support to schools, children, young people (from age five up to their 16th birthday), and their families to restore relationships, improve connection and inclusion, and facilitate the understanding and compassion that enable improved self- and co-regulation.

Priorities in 2023 -24

The priorities in 2023-24 show what was planned within the quality account with an update on progress over the year. Any outstanding priorities will be taken forward into 2024-2025's quality account priorities. We reviewed the priorities throughout the year via our governance structure.

Priority 1: Ensuring service quality, safety and enhancing user experience.

Group antenatal contact

Delivering the Healthy Child Programme's, mandated antenatal assessment in a group setting was reconsidered, and it was agreed that the Universal provision of this assessment would be more effective as an individual face to face contact within the family hub. This model encourages peer support and reduces isolation, whilst familiarising parents with the hub and its multiple offers.

As part of the implementation of this new way of working, the content of the antenatal assessment has been reviewed in line Healthy Child Programme Schedule of Interventions, along with the electronic health record SystemOne template. This is being implemented in all ECFWS PB-19 quadrants from 1st April 2024, with Family Wellbeing Nurses leading this mandatory assessment. Families on the Universal Plus and Universal Partnership Plus Healthy Child Programme pathways continue to be offered this assessment with a Health Visitor in their family homes or family hub as most appropriate.

Health needs assessment practitioner role

The health needs assessment practitioner role was successfully introduced in South Essex, in July 2023, to support timely 'triage' of those moving into the area covered by ECFWS PB-19.

An initial evaluation of the role has demonstrated a safe and effective approach to needs assessment, during the movement in contact and that those performing this role have utilised transferable skills in the identification of family's needs. Contacts with families have been completed as specified in the ECFWS Movement In and Out and Internal Transfer of Children and Families Standard Operating Procedure, recognising and addressing areas of concern in a timely way. This has also supported the completion of developmental reviews at the time of moving into the area, if appropriate and has reduced the pressure on Health Visitors.

Lived Experience Charter

In our Targeted System Support Service locality (which includes SET CAMHS, EIS and Affinity services) we have achieved Bronze accreditation against the NHS England Health and Justice Lived Experience Charter. The Lived Experience Charter breaks down barriers, challenges unconscious bias and negative assumptions about the recruitment of people with lived experience and creates systemic change across organisations. We have recruited lived experience peer support workers and they are utilising their skills to support young people within our services. Throughout the process to achieve accreditation, the team worked with our recruitment

Early Language Identification Measure (ELIM) Questionnaire

team to ensure that our interview and recruitment process were inclusive, and this has led to changes across HCRG Care Group.

These changes include offering candidates with neurodiversity the opportunity to view interview questions in advance, and we share the questions in writing during the interview as well as asking them verbally.

Our priority was to progress our Lived Experience Charter status from Bronze to Silver. Whilst we did not progress the status from Bronze to Silver, we did build on our existing Bronze status to encompass all services in our Essex business unit. This was gained with special recognition of our commitment to young people who have experienced the care system, criminal justice system, mental health issues and neurodiversity. We are continuing to concentrate on embedding the charter values and commitments throughout our services in Essex, with a view to working on progressing to Silver in 2025, when we aim to have further grown our lived experience workforce.

Having reviewed the benefits of the communication section of the Ages and Stages Questionnaire (ASQ), which is offered to all children undertaking a developmental review at 2-3 years old, and is bespoke to their exact age, a decision has been made to not roll ELIM out at this time.

Priority 2: Robust governance: fostering safeguarding and quality assurance processes which are standardised across the business.

Redesign the Children in Care Team

In April 2023 we redesigned our Children in Care (CiC) Team so that we now have two Named Nurses who share a joint vision of stronger leadership and informed strategic oversight, which is aligned to the localities across Essex. Additionally, remodelling included the development of a new role of Children in Care Nurses, giving additional capacity to support the operational teams. Their remit includes working with large sibling groups, young people with multiple complex health needs and those in long term placements.

Alongside the quantitative data evidencing the positive impact, in the form of attainment of all key performance indicators, the following feedback from a social worker further demonstrates the effectiveness of this new model:

"I have always been very grateful for your support; you have responded to any queries I have had and offered advice. You have checked in with our carers and young people. In the case of [child] you were able to advocate for her GP to see her again when she was unhappy with how her health was being dealt with."

Specialist Community Public Health Nurse with special interest in safeguarding

In addition, all children in care are offered the opportunity to respond to the NHS Friends and Family Test. Of those that did respond, all reported that the service they received was good/ very good.

The implementation of a Specialist Community Public Health Nurse (SCPHN) with a special interest in safeguarding in South Essex has been highly successful, with the quadrant further extending this role. The role has demonstrated effective continuity of care with this vulnerable cohort of children and families. In the North Quadrant the role has been introduced as the (Universal Partnership Plus) UPP Practitioner and has been rolled out across all teams. The practitioners lead on all safeguarding cases where the child is subject to a child protection or child in need plan.

Following evaluation, we have identified improved and trusting relationships being formed with service users, as well as improved partnership working across the wider system, especially within social care. This role has been welcomed by the wider teams and has reduced pressures within health visiting allowing them to focus on the children who are on universal caseloads and those on the cusp of a safeguarding plan.

Essex-wide shared learning event

HCRG Care Group held two Difference Conferences in 2023-24 (June and October) which included presentations showcasing initiatives in Essex, including the Children in Care Initial Health Assessment (IHA) project, which saw waiting times drastically reduced and as a result, many children in care are now seen within the 20-day statutory timeframe. Other presentations have included trauma informed practice and the peer support workforce and attainment of charter status. This event ensures learning from Essex is shared wider throughout the organisation, and in view of this a decision was taken that a separate Essex-wide event was not required. As a result of the success of the Difference Conference, it has continued into this year and the first one took place on 22 May 2024.

Following a Prevention of Future Deaths report (Regulation 28) and four serious incidents relating to child death from suicide that occurred in NELFT, HCRG Care Group have undertaken a learning exercise with SET CAMHS staff through lunch and learn sessions with the SET CAMHS Getting Help Managers who then cascaded the findings and shared learning to their teams. Learning principles were shared across the service in relation to record keeping and care and treatment.

Discussion resulted in a wide range of learning from the themes identified which were record keeping and care and treatment. Following this exercise, a gap analysis has been completed and an action plan developed to ensure learning is fully embedded across the service and shared across the wider Essex children's services where applicable.

The Patient Safety Incident Response Framework (PSIRF) replaces the NHS England Serious Incident Framework 2015, moving away from an

Implementing the new NHS England Patient Safety Incident Response Framework in line with NHS England timeframes

investigation framework that prescribes what to investigate to how the NHS responds to patient safety incidents for learning and improvement.

It advocates a co-ordinated and data-driven approach to patient safety incident response that prioritises compassionate engagement with those affected, embeds patient safety incident response within a wider system of improvement and prompts a significant cultural shift towards systematic patient safety management.

The PSIRF has been successfully implemented across all Essex services from September 2023, with formal approval of the HCRG Care Group PSIRF policy and plan having been provided by the agreed Essex lead commissioners for PSIRF, Herts and West Essex Integrated Care Board (HWE ICB). The implementation has included the training of 15 Learning Response Leads who have all undertaken the *Health Services Safety Investigations Body (HSSIB), Level 2 – A systems approach to learning from patient safety incidents*. Colleagues have also been trained in involving patient, family and colleagues in learning from patient safety incidents. PSIRF learning responses (for example thematic review and after-action review) are being utilised as a core part of incident management and our services have introduced safety huddles to support assurance of a safe service. A HCRG Care Group wide PSIRF Oversight Group has been established to maintain oversight of learning responses, review proportionality and identify any emerging themes.

Next steps include the roll out of Systems Engineering Initiative for Patient Safety (SEIPS) training, by the Quality Team, to all appropriate colleagues in Essex to further complement and support colleagues in taking a systems-approach to learning from patient safety incidents and improving quality and safety.

Priority 3: Continue to be recognised as an outstanding employer.

Wellbeing Capsules

A Programme of Wellbeing Capsules was developed to support colleagues within the workplace and their balance with home life. 24 wellbeing sessions from an external provider have been delivered throughout the last year to support a variety of aspects of wellbeing. These have been welcomed by colleagues and the feedback has been very positive, with personal goals set and consideration to their own personal wellbeing affecting their work. These are some of the examples of feedback:

“I will definitely use the breathing techniques when in challenging situations, both at work and home.”

“These capsules and finding out more information leading from an interest in all these topics and wellbeing really has changed my life. I have more energy, sleeping better, less stressed, and less reactive. I intend to procrastinate less and give myself grace more. Really great session, I aim to get more active.”

Grow our own workforce

Over the past year we have continued to use initiatives to 'grow our own' workforce. These opportunities have seen a number of our Family Wellbeing Nurses and School Nurses successfully undertake the Specialist Community Public Health Nursing (SCPHN) degree. This is a rolling programme of work, and we are continuing to offer these opportunities throughout 2024/25. In 2023, five colleagues already working within ECFWS PB-19 service were successful in gaining places on the SCPHN course and in 2024 this has risen to 10 colleagues.

In West Essex, we have successfully recruited a Health Visitor who had been working for many years in alternative roles. Following completion of a return to practice course, this colleague is now working in the capacity of a Health Visitor and is a great asset to the team, as she brings a wealth of skills and knowledge from her alternative roles. In Mid and South Essex, we recruited four international nurses to work in the capacity of School Nurses and Family Wellbeing Nurses.

Unfortunately, this was not as successful as hoped, with challenges in regard to the nurses passing the Objective Structured Clinical Examination (OSCE), autonomous working and the requirement to be able to drive to appointments with service users. This was a great learning opportunity for the organisation to reflect on where placements for international nurses could be more effectively orchestrated.

To extend our school age workforce, we have reintroduced the Children and Young People's Practitioner role, this role attracts colleagues from a number of backgrounds including youth work, social care and mental health practitioners. This has enabled us to diversify our workforce and ensure that children and young people have support from the right colleague for their needs.

A number of colleagues have successfully completed apprenticeship programmes within the last year, and we look to continue to support colleagues through the apprenticeship route.

Lived Experience Charter standards

The Lived Experience Charter values are fully embedded across the Targeted System Support Services locality (TSSS), and we have a dedicated ambassador to embed the values. We have worked with the People Team to adapt our recruitment processes to recognise neurodiversity. We actively promote the benefits of lived experience alongside learned experience, whilst striving for a culture free from discrimination. Services are co-produced with people with lived experience.

We have provided extensive support to our lived experience colleagues including pre interview preparation, driving lessons, grants for work, suitable attire, adaptations to working environment and apprenticeships. This has resulted in those with lived experience being successful in their

applications for roles across Essex. We are also providing opportunities for personal and professional growth and developing clear progression pathways for people with lived experience. This is demonstrated in that we have colleagues with Lived Experience in senior roles.

Priority 4: Delivering quality health in ECFWS and social care as efficiently as possible.

Levelling Up agenda

In North Essex, use of the levelling up funding has been education led and has enabled the introduction communication champions into some schools. All hub practitioners in the locality have been trained to support the communication framework for families. In addition, our speech and language teams are now working with the communication champions to utilise their expertise in the delivery of speech and language support with the aim of increasing the number of children attending school with good language and communication skills and supporting families to gain a greater understanding in their child being school ready.

In South Essex, the focus has also been on speech and language and school readiness for 0–5-year-olds, as part of the Essex County Council funded Canvey Best Start project. This project is a two-year programme focussed on the most disadvantaged children in early years settings as they move into their first year at school and is specifically linked to the high impact area of closing the ‘word gap’. A musical communication programme Rhythm and Rhyme commenced weekly delivery in June 2023 at Little Lions’ family hub, run by practitioners who have been trained as part of this project. The sessions look at using music to encourage early years children to follow along a story book and create new opportunities to sing well known songs, as well as the development of new songs to support building communication and language.

Feedback on the impact included: *“I struggle to get [child’s name] to sit through stories at home but since attending the group she stills [sic] a lot longer and we now sing through our books at home and [she] loves creating silly songs’.*

Addressing inequalities in provision

This priority aims to work with system partners to address inequalities in provision, through membership and participation in the Essex-wide Balanced System Review in West Essex Specialist Services and the Transforming Care Steering Group in Targeted and System Support Services (TSSS). The aim of this was to enable our services to influence a more equitable and meaningful provision for those in greatest need.

The Balance System work across West Essex continues and we now have Balanced System facilitators in place to support development across the Essex footprint. Regular meetings are set up with system partners to ensure

that the Balance System approach is rolled out effectively and we are working with our commissioners to ensure that opportunities are identified, and risks are mitigated. This requires ongoing discussions in relation to contractual and reporting requirements with an aim to ensure that every decision regarding future developments has considered the Balance System approach.

Within TSSS, the team are active members of the Transforming Care Steering Group, working collaboratively, and receiving and offering challenge in order to co-produce effective and engaging services.

In addition to the priorities set in 2023/24, Essex services undertook a number of events and projects to support children, families, and colleagues within Essex, highlighted below in our calendar of events.

April 2023	<u>Just Culture campaign</u> Colleagues pledged their commitment to our Just Culture campaign, to highlight the importance of promoting a fair and just working culture. A Just Culture allows people to feel safe to report errors and near misses openly and speak up about concerns at work without feeling blamed. The impact of this campaign is demonstrated by a HCRG Care Group Safety Culture Survey, which found that in Essex, 94% of colleagues felt able to report safety concerns. 
May 2023	<u>The Coronation of King Charles III</u> Teams put on a series of events to celebrate the coronation of King Charles, including coronation parties, where families participated in activities including arts and crafts.

Colleagues in South Essex took a group of six young people to London to see the Kings coronation at Lambeth palace via VIP tickets allocated through Barnardo's.



June 2023

Barnardo's Big Toddle



A parent from Sydney House Baby Beginnings in North Essex, arranged a Barnardo's Big Toddle. Parents were all previous Baby Beginnings mums, and they raised money for Barnardo's charities and had a lovely time doing it. A Dad said 'This helped me with my four crazy kids and washing. An amazing team, really kind and just all round fantastic. Thank you'.

Dental care

Families seeking asylum and living in a hotel in West Essex were suffering poor oral health and were unable to access dental services. The Community Engagement workers in this area, partnered with the hotel manager and approached Dentaaid, a charity who provide dental care and oral health advice for people experiencing homelessness. An application to Epping Forest Council led to a £3000 grant for two, two-hour dental sessions from the charity's mobile unit to visit the hotel. A dental health workshop was delivered by the Community Engagement team on the same day that the dental bus provided its services. This provided a good opportunity to deliver some key information around dental health whilst the children were waiting to see the dentist.



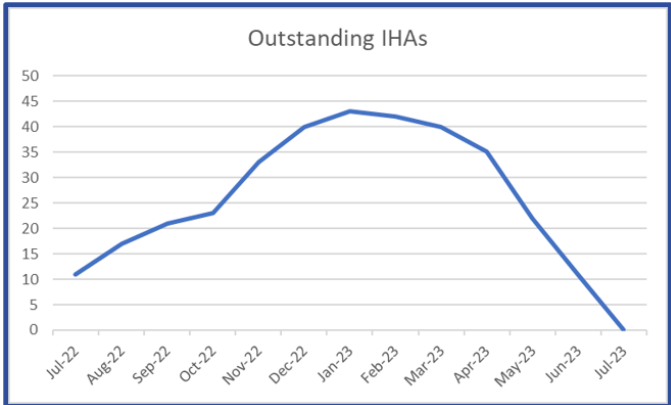
The children and parents really enjoyed the workshop, especially the large model mouth and teeth used to show how to brush teeth. Children were all given dental health information packs, toothbrushes and toothpaste as well as a supermarket voucher to spend on dental hygiene products. As a result of this project, the hotel staff have fed back that what was once a major concern reported to them has now almost been eradicated.

July 2023

Children in Care Initial Health Assessments

The West Essex paediatricians had over double the number of referrals for Initial Health Assessments (IHA) than commissioned. Following the pandemic, although our paediatricians were able to offer some additional appointments, the waiting list continued to be high and was exacerbated by regular non-attendance.

Instead of the traditional model of attending a clinic, appointments were offered in more children/young people friendly locations such as family hubs or in familiar placement settings. A doctor was recruited to deliver appointments in the location that the young person preferred.

	 <table border="1"> <caption>Outstanding IHAs Data</caption> <thead> <tr> <th>Month</th> <th>Outstanding IHAs</th> </tr> </thead> <tbody> <tr><td>Jul-22</td><td>12</td></tr> <tr><td>Aug-22</td><td>20</td></tr> <tr><td>Sep-22</td><td>25</td></tr> <tr><td>Oct-22</td><td>28</td></tr> <tr><td>Nov-22</td><td>35</td></tr> <tr><td>Dec-22</td><td>40</td></tr> <tr><td>Jan-23</td><td>45</td></tr> <tr><td>Feb-23</td><td>42</td></tr> <tr><td>Mar-23</td><td>40</td></tr> <tr><td>Apr-23</td><td>35</td></tr> <tr><td>May-23</td><td>20</td></tr> <tr><td>Jun-23</td><td>10</td></tr> <tr><td>Jul-23</td><td>0</td></tr> </tbody> </table> There has been a significant improvement in wait times and in July 2023, the statutory timeframe of 20 working days was achieved. Further work is underway with partners to reduce the amount of non-attendance. Service user feedback has been very positive with a young person in semi-independent accommodation feeding back that the doctor was very kind and compassionate and had gone the extra mile by supplying them with a mature colouring book and pens to help them relax and divert their sad thoughts.	Month	Outstanding IHAs	Jul-22	12	Aug-22	20	Sep-22	25	Oct-22	28	Nov-22	35	Dec-22	40	Jan-23	45	Feb-23	42	Mar-23	40	Apr-23	35	May-23	20	Jun-23	10	Jul-23	0
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Jul-23	0																												
August 2023	<u>When mandatory training becomes a lifeline... 'All in a day's work'</u> One of our practitioners in the Targeted System Support Services team fed back how she helped a man in a restaurant. <i>"An elderly man who was sat opposite me went in cardiac arrest (he was on his own and no one noticed). Thankfully two days previously, I had refreshed my Basic Life Support (BLS) training so sprang into action. I got the restaurant staff to call an ambulance, checked for a response and got him on the floor, lifted his shirt to check for breath and started CPR. Thankfully a defibrillator arrived, and an off-duty paramedic came to the rescue. I carried on CPR while he got the defibrillator on the man. We gave him one shock and I carried on. Thankfully the ambulance arrived ... and I was told to carry on while they got their equipment out and shocked him again.</i> <i>They got him back and long story short; I don't think I would have acted so quickly if I hadn't completed my BLS refresher training that week. I knew he wasn't choking as I watched him and then saw him take his last breath before becoming unresponsive, so I knew it was a heart attack. I will be writing a good evaluation to the BLS trainer."</i> The importance of being able to respond in this way saved the man's life and this was helped by the mandatory training this practitioner had completed just two days before.																												
September 2023	<u>Supporting care leavers</u> The Named Nurse for Children in Care (CiC) In North Essex worked in collaboration with the Suffolk and North East Essex Integrated Care Board Designate Nurse on a project aimed at supporting care leavers moving onto independence, with a focus on developing skills for independent living. After initial consultation with a group of care leavers, it was agreed to fund care leavers independence boxes. There are currently around 75 young																												

	people leaving care in North Essex each year, so this project will provide boxes to these young people over the next 12 months. Community 360, Essex sexual health service (Provide) and the Essex Involvement service have supported this project. After significant consultation with care leavers, it was clear that supporting emotional wellbeing was key to them. Care leavers said they would like the boxes to contain items such as blankets and a hot water bottle as well as more practical things like a tool kit, first aid kit, stamps, batteries and personal care items like deodorant and skin care. We tried to accommodate as many of their wishes as possible to ensure the final contents of the box were of the most benefit to them. We also included information around local services and help with health costs application form so young people could apply for help with health costs. Initial evaluation has been positive, and we are hoping to expand across Essex. <u>Gems of Harlow award</u>  The ECFWS PB-19 team in Harlow and the Treehouse family hub were awarded the Gems of Harlow award from Harlow Council in recognition of the outstanding work they do for families in the local community.
October 2023	<u>Healthy Schools festival</u> The Healthy Schools Programme is a school health improvement strategy which builds on the commitment within Essex schools to improve the health and wellbeing of children and young people. The Healthy Schools Festival took place in October to celebrate achievements and showcase areas of best practice. In addition the festival provides an opportunity for schools to network with partner agencies to further support children and young people. Feedback from the children and young people was that the event was 'so cool', 'impressive', and 'FUN'. Some of the secondary age students were very 'inspired', and also offered feedback like 'thought provoking' and a few of the many children said they were 'proud to represent their school'.

November 2023	<u>Community wardrobes</u> Community Engagement Workers in Chelmsford have been running ‘community wardrobe’ events based on assessed needs of local families. An event at Beaulieu community centre saw 50 people attend and families were able to take away clothes as well as be supported by the team. A sample of the feedback received demonstrates the impact the event had: “It helps out financially as we have limited funds to buy clothes for our children.” “It has helped us to clothe our family due to struggles with cost of living”. “I love these events. I recently attended one at Beaulieu in Chelmsford. It’s great that clothes can be passed on and saved from landfill”. This also meets our Green Plan objectives, whilst supplying essential support for families impacted by the cost of living. Community Wardrobe initiatives are also taking place in family hubs and delivery sites in North (Sydney House Family Hub), South (Northlands Park, Little Lions and Oak Tree Family Hubs and Highcliffe, All About, Larchwood and Sunnyside Delivery Sites) and West Essex (Meadows Delivery Site, Treehouse Family Hub and Brambles Family Hub).
December 2023	<u>Christmas events</u> ECFWS were busy with Christmas events for families. In South Essex, the teams welcomed 120 families through the doors of the locality’s family hubs in Rayleigh, Canvey Island, Basildon, and Brentwood for Christmas events. Build a Bear provided gifts for families attending and families provided the following feedback: “Thank you so much for the gift, it has been tough to afford presents this year and it is great being able to come along to a free event “ Community Engagement workers worked with the local library community connector on the Santa Library Bus, to make mobile Christmas craft and Santa grotto sessions available throughout Essex. <u>Volunteer award</u> A volunteer in North Essex won the regional Marsh Trust Award for her work within ECFWS PB-19. The Marsh Awards celebrate the outstanding contributions of people who are committed to social, cultural and environmental causes and who go above and beyond to make a difference.

	
January 2024	<u>Talk To Us</u> A quality improvement project led by the Community Engagement team and Hub Coordinators as part of their Talk to Us initiative took place, the aim of which was to use the voice of service users to improve service provision. An audit carried out in autumn of 2023 indicated approximately 12% of appointments resulted in non-attendance. Feedback was collected from service users via an online form during group sessions, developmental reviews, and home visits. In addition, a small sample of service users who had not attended appointments were contacted to enquire the reason for why they had missed their appointment. This feedback included showing service users two sample letters to ask which one they found the most effective and easy to understand the details of the appointment. Overall results indicated that the contents of the letter did not necessarily contribute to non-attendance, rather that the letter had not been received. However, results showed that service users preferred the less wordy letter, with clear and concise details of their appointment and that additional information they required could be accessed via a link to our website.
February 2024	<u>Artful Beginnings</u> The SET CAMHS Getting Help team have been running Artful Beginnings sessions across Essex. All Children and Young people (CYP) who are accessing a service from SET CAMHS are invited to creative therapy drop-in sessions, where they can access advice and support and gain some creative strategies to support their emotional well-being. These exploration sessions were set up to encourage emotional regulation and provide opportunities to develop positive sensory experiences for young people and their families. Feedback has been overwhelmingly positive. A parent who reported her child had initially not been looking forward to the session, attended, and afterwards was “buzzing

	all evening". The child reported they could not wait to attend the next session. The team have fed back that impact has included CYP having an open space to access support, meet colleagues from the team and access our family hubs.
March 2024	<u>World Book Day</u> Colleagues from North East Essex Community Paediatrics Service collaborated with the neonatal unit at Colchester hospital, holding a World Book Day event to promote and celebrate reading to babies in special care. The teams gave out information and resources about how reading to babies on the neonatal unit can help reduce stress for both parents and baby, as well as helping develop future language skills. The team also inspired other healthcare professionals who are opportunistically placed to have regular contact with families throughout pregnancy and after, so they can continue to nurture this positive culture of reading to babies. 

Throughout the year, service user feedback has been shared with ECFWS commissioners, ECC, and West Essex Specialist Services commissioners, Hertfordshire & West Essex ICB, in the form of Family Voice presentations, as detailed below. This has provided commissioners with the opportunity to hear first-hand the impact of projects and initiatives on our service users and share the integrated service provision under our Family Hub Model.

Month Shared	Quadrant	Title
April 2023	West	FAB project (Families and their Babies)
May 2023	Essex wide	Infant Feeding/Peer Support
June 2023	South	Special Educational Needs group
July 2023	North	Family support Asylum seekers Marks Tey Hotel
August 2023	Mid	Library partnership
September 2023	West	Arun Funding – Young Person Basketball
October 2023	South	HFSP 5+ and work of School SENCO
November 2023	West	JADES Pathway
December 2023	South	Arun funding- Pantomime
January 2024	North	Baby Beyond Group
February 2024	Mid	Early intervention universal
March 2024	West	Dental bus for Phoenix Hotel

Priorities in 2024-25

How we identified our priorities for 2024-25

HCRG Care Group's national priorities were identified by its board, having reflected upon the feedback provided by people who use services and other stakeholders throughout the year. A variety of methods were used, and the priorities set for us by commissioners in each local area were considered, alongside our delivery plans in each business unit.

Individual business units, including Essex were then able to set their own priorities.

Priority 1: Ensuring service quality, safety and enhancing user experience.

Antenatal workshop re-design	Our pre-birth to 19 service, new ways of working strategy has ensured that all parents are offered a face-to-face antenatal contact from a registered practitioner. To build on this and encourage peer support and prevent isolation, we will be carrying out a re-design and relaunch of our antenatal parent/carer workshop in collaboration with our service users, local midwifery services, and East Suffolk and North East Essex (ESNEFT) infant feeding lead. The antenatal workshop content will focus on the identified needs of the area to support parents to prepare for the arrival of their baby, ensuring Baby Friendly Initiative standards are met and this will be measured through service user feedback for its effectiveness.
New service model for 5–19-year-olds	To support all children and young people being able to access our services, when and where it is convenient for them, drop-ins will be offered in all secondary schools and community drop-ins will be established in family hubs and delivery sites in every locality. To enhance this offer, we will also be ensuring that our hubs and sites are welcoming and accessible for all school age children.
Working in partnership with midwifery services	Development of bespoke information regarding our service offer is to be included in Wellbeing Wallets from the acute trust. These wallets contain important key health information to support parents through their pregnancy. This will support joined up working and promote our service offer in the antenatal and early days of an infant's life.
Digital transformation	Deliver on the transformation project to include an e-booking and a holistic self-referral function. In addition, this will include plans to digitalise routine and responsive questionnaires, making these available via the Essex Child and Family Wellbeing Services (ECFWS) website. An additional strand will provide digital educational content with access via the ECFWS website and controlled integration to SystmOne with records engagement. Through this SystmOne integration, further features will become accessible for both colleagues and service users.

Priority 2: Robust governance: fostering safeguarding and quality assurance processes which are standardised across the business.

Safeguarding training re-design and upskilling	There is a planned focus on a multiagency approach and design of practical training by means of case studies and 7-minute briefings to identify and disseminate learning from rapid reviews and investigations. Engagement sessions are planned to take place regarding identification of training needs and to encourage co-production of training resources that meet individual requirements.
Professional Nurse Advocate (PNA)	Colleagues from ECFWS PB-19 and TSSS have commenced on the Professional Nurse Advocate Course. ECFWS will be working with the HCRG Care Group national implementation and network groups to implement the PNA role. This will provide an additional restorative model of supervision, enabling nurses to continuously improve the care they give to service users, whilst protecting their own and their colleague's health and wellbeing. Through this process, nurses are also enabled to take personal action for quality improvement.
Health Visitor leadership forum	The service will be introducing a new professional forum for Health Visitors. The emphasis will be on linking evidenced based practice to the ECFWS PB-19 resigned service model, along with leadership development to equip Health Visitors to be able to lead on this agenda for 0-5 years olds, as stipulated within the Healthy Child Programme.

Priority 3: Continue to be recognised as an outstanding employer.

Wellbeing accreditation	Over the next year we will continue to ensure that wellbeing of colleagues is paramount. To coincide with our People Strategy, we aim to achieve Wellbeing Accreditation ensuring that all colleagues are aware of the support already available to them, as well as developing new opportunities to support their wellbeing. It is envisaged this will see an improvement in colleague resilience allowing them in turn to support the children, young people, and families that we work with. This will be monitored by the colleague surveys which allows colleagues to give anonymised feedback to the organisation.
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Priority 4: Delivering quality health in ECFWS as efficiently as possible.

West Essex Specialist Services transformation	Transformation of our patient journey through West Essex Specialist Services will commence, to ensure that the referral process for all children, young people and their families is as smooth as possible without the need for re-referral no matter the entry point into our service. This will be achieved by development of referral mapping and digital transformation processes.
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Community Connector role	Establishment of Community Connectors in all districts. This role will engage with volunteers and services in the wider community, helping them identify the local needs through collaboration and analysis, so that community support is tailored more effectively. This co-productive approach will build greater community capacity and support service users in the areas where they have identified the need.
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Audits we've taken part in

National HCRG Care Group audits include:

- Safeguarding audit
- Medicines safety
- Infection prevention and control
- Hand hygiene audit
- Confidentiality audit
- Health and care records
- Environmental health & safety audit
- Medicines Administration Record (MAR) audit

Essex Business Unit Audits:

- Return of Education, Health, and Care Needs Assessment (EHCNA) medical advice audit
- Outcome Measures audit
- Antimicrobial prescribing audit
- On call escalation audit
- Safeguarding duty line audit
- Movement /transfer in for children subject to a child protection plan audit
- Healthy Family Support Practitioner training audit
- Peer review standard operating procedure audit
- Faltering growth standard operating procedure audit
- Agency and locum induction checklist audit
- Working with father's audit
- Did not attend audit
- EHCP (Education, Health, and Care Plan) audit
- Safe sleep advice audit
- incidents reported after 24 hours of being discovered audit
- Multiagency Risk Assessment Conference (MARAC) research form quality audit
- Initial Health Assessment (IHA) audit
- Children in Care Review Health Assessment (RHA) recording of dental status audit
- Well Organised Workplace (WOW) checklist audit and walkthrough
- Quarterly incident themes audit
- Quarterly complaints audit
- Care plan audit

- Lead Professional audit

Below are two examples of audits undertaken in the service during 2023/2024:

Well Organised Workplace

WOW (meaning Well Organised Workplace), checklists have been set up for each ECFWS family hub or delivery site, to ensure that our sites are not just a welcoming and pleasant environment for children, young people and families, but are also compliant with health and safety standards, as set by the Health and Safety Executive, and reflect where we have had service user feedback. The checklist questions are linked to quality statements in the CQC single assessment framework and ask colleagues to answer questions such as:

- Is the reception area welcoming?
- Is there information immediately visible for service users about how to make a complaint or to express concerns?
- Do all staff members know the location of the first aid box?
- Do toys/resources meet the Early Years Foundation Stage standards to reflect the home learning environment e.g. treasure baskets?
- Is the CQC ratings poster displayed in a prominent area? (as required by CQC regulation)
- Is there a poster or leaflet on display to indicate how people who have physical, sensory or learning disabilities can access services or get help?
- Is there disabled access to enter the building? And can a wheelchair user access the doorbell/intercom?

There is an expectation that each quarter, Healthy Family Teams Leads, supported by Hub Co-ordinators, complete a section of the checklist, from the viewpoint of a visitor to the site. The checklists are reviewed by Quality Champions, who address any areas of concern, and provide assurance to the Care, Quality and Safety Meeting, via the Professional Leads Governance Group. As part of this audit, colleagues from the Quality Directorate complete 'walkthroughs' on a quarterly basis to review the areas that the teams marked as not having been achieved as well as gather concerns from colleagues and greater understanding of barriers to resolving identified issues. This ensures quality assurance and enables sharing of areas of good practice.

One example where good practice was identified, was a well thought out sessional room for older school age children in one site, containing a vast amount of age-appropriate support resources. This was shared with colleagues across the service and visits to see the room and resources were encouraged.

Areas for improvement have included adding a coded access box to the kitchen in a central hub to ensure no unauthorised access and changing the location of wipes and alcohol gel in self-weigh areas to be out of reach of children. Standardised signs for self-weigh areas regarding how to use and record a child's weight and clearer signs about how to access a member of staff for help have also been added in identified sites. Colleagues have reported that completing the checklist has enhanced their understanding and increased clarity about the expected environmental standards required. Colleagues have also found it useful to discuss completion with their teams, again leading to a greater understanding of what makes a safe and welcoming site.

Healthy Family Support Practitioners Training Audit:

An audit was undertaken to assess the training that Healthy Family Support Practitioners and Hub Practitioners receive when starting in their roles, whether this was relevant for their needs and if they were provided with observation and assessment opportunities to allow them to meet their job role competencies.

16 colleagues took part in the audit, and all had either attended the Ages and Stages Questionnaire (ASQ) and Development core essentials workshop (led by the service Practice Education Team) or if they had not yet had the opportunity to attend, were booked on to it. All practitioners felt they had received plenty of opportunity to observe other experienced practitioners undertaking development reviews. Those who had reached the stage where they were ready to undertake reviews independently, felt they had been assessed enough times prior to being signed off as competent. Competencies were discussed regularly with Healthy Family Team Leads with assessment being undertaken by Health Visitors and Family Wellbeing Nurses.

The audit also highlighted that there was a wide range and breadth of transferable skills achieved prior to joining the service. As a result of this audit, we feel confident that the skills and competency document assures us that the Healthy Family Support Practitioners and Hub Practitioners are fully competent to undertake their role.

Research statement

The organisation continues to participate in a number of research, service evaluation and service development projects.

We support the participation in research to help improve the care for people who use NHS and local authority services. We plan to continue to develop and promote this.

ECFWS PB-19 service have been participating in the following research in conjunction with Anglia Ruskin University (ARU), Hertfordshire and West Essex Integrated Care Board (HWE ICB) and Essex County Council (ECC):

The SET Strategic Child Death Overview Committee and SET Multi-Agency Safeguarding Partnership 'Thematic Review of Southend, Essex and Thurrock (SET) Sudden Unexpected Deaths in Infancy (SUDI) 2017–2020' recommended that there needs to be further understanding of parent's views about the safe sleep advice/information they are given and what impacts parental decision-making in relation to the sleep environment. The research aims to improve professional practices by understanding the views of parents and the barriers to safe sleep practices. It will enable practitioners/professionals to support families more effectively and further reduce the risk and associated trauma of experiencing a SUDI.

ARU are leading on the research project in partnership with HCRG Care Group, HWE ICB and ECC Public Health to explore the decision making of parents around safe sleep practices. HCRG Care Group took on the role of the gatekeepers for the research participants and, following ethics approval, during a 2-month period commencing in November 2023, invites to participate in the research were included with the under 1 developmental review letter sent to families. ARU have recently completed the interviews and are currently analysing the data. HCRG Care Group, HWE ICB and ECC Public Health will contribute to the recommendations. Once finalised the findings and recommendations (expected spring/ summer 2024) will be presented to the SET Strategic Child Death Overview Committee and the learning shared locally.

Publications

The independent Healthcare Providers Network publication from November 2023 “Community Health Services- What does good look like?” References the Essex Child and Family Wellbeing service, with a reflection of the introduction of the family hub model and the impact that it has had. Available at: <https://www.ihpn.org.uk/news/ihpn-releases-community-health-services-report-what-does-good-look-like/>

Learning from deaths

HCRG Care Group continues to work with partner agencies to learn from deaths and to adopt any relevant learning from serious case reviews and other local and national reports. The national Learning from Deaths Policy is available, and we will follow this locally.

Statement on the accuracy of our patient data

HCRG Care Group submitted information during the year to the Secondary Uses Service (SUS) for inclusion in the Hospital Episodic Statistics, which are included in the latest published data.

Community service outpatient data for SUS submissions is being validated to ensure ongoing submissions are confirmed as being successful.

Errors Introduced Into patient notes

A total of 29 errors were entered into patient notes, most were where data had been marked in the wrong record and this was addressed in line with Caldicott Principles.

Community hospital PLACE reviews

Patient-led assessments of the care environment (PLACE) put the views of people who use HCRG Care Group services at the centre of the assessment process, helping to highlight how well a hospital is performing in certain areas. These areas include privacy and dignity, cleanliness, food and general building maintenance. The reviews focus on the care environment and do not cover the clinical care provision or staff behaviours and so is not applicable for the services covered by HCRG Care Group in this Quality Account.

NHS staff survey

Our colleagues did not complete the NHS staff survey. HCRG Care Group colleagues complete an equivalent colleague survey.

A summary of the prescribed data is included below:

KF26 (Percentage of staff experiencing harassment, bullying or abuse from staff in the last 12 months)	5%
KF21 (Percentage believing that the organisation provides equal opportunities for career progression or promotion for the WRES- NHS Workforce Race Equality Standard)	94%

Overview of CQC inspections this year

Registered provider	Service name	Full compliance	Action plan and status
HCRG Care Services Limited	Essex Business Unit 14	No inspection in 2023- 2024 'Good' rating received in July 2019.	Actions were completed within set timescales.

NHS Friends and Family Test

Like all NHS providers, we ask people who use our services to feed back to us on their experience using the NHS Friends and Family Test.

In 2023-24, 4,167 people rated our services in Essex and 99.42 per cent said they had a positive experience of our service.

Part three

Prescribed information

12.	a) The value and banding of the Summary Hospital-level Mortality Indicator (SMHI) for the trust for the reporting period; and b) The percentage of patient deaths within palliative care coded at either diagnosis or speciality level for the trust for the reporting period	Not applicable
13.	The percentage of patients on Care Programme Approach who were followed up within seven days after discharge from psychiatric in-patient care during the reporting period.	Not applicable
14.	The percentage of Category A telephone calls (red one and red two calls) resulting in an emergency response by the trust at the scene of the emergency within eight minutes of receipt of the call during the reporting period	Not applicable
14.1	The percentage of Category A telephone calls resulting in an ambulance response by the trust at the scene of the emergency within 19 minutes of receipt of that call during the reporting period	Not applicable
15.	The percentage of patients with pre-existing diagnosis of suspected ST elevation myocardial infarction who received an appropriate care bundle from the trust during the reporting period	Not applicable
16.	The percentage of patients with suspected stroke assessed face-to-face who received an appropriate care bundle from the trust during the reporting period	Not applicable
17.	The percentage of admissions to acute wards for which the Crisis Resolution Home Team acted as a gatekeeper during the reporting period	Not applicable
18.	The trust's patient reported outcome measures for (i) groin hernia surgery (ii) varicose vein surgery (iii) hip replacement surgery, and (iv) knee replacement surgery During the reporting period	Not applicable
19.	The percentage of patients aged - (i) 0-15 and (ii) 16 or over, readmitted to a hospital which forms part of the trust within 28 days of being discharged from a hospital which forms part of the trust, during the reporting period	Not applicable
20.	The trust's responsiveness to the personal needs of its patients during the reporting period	Not applicable

21.	The percentage of staff employed by, or under contract to, the trust during the reporting period who would recommend the trust as a provider of care to their family or friends	83% (October 2023- Essex)
21.1	Friends and Family Test – Patient. The data made available by National Health Service Trust or NHS Foundation Trust by NHS Digital for all acute providers of adult NHS funded care, covering services for inpatients and patients discharged from Accident and Emergency (types 1 and 2) Please note: there is a not a statutory requirement to include this indicator in the quality accounts reporting but provider organisations should consider doing so.	Not applicable
22.	The trust's 'Patient experience of community mental health services' indicator score with regard to a patient's experience of contact with a health or social care worker during the reporting period.	Not applicable
23.	The percentage of patients who were admitted to hospital and who were risk assessed for venous thromboembolism during the reporting period.	Not applicable
24.	The rate per 100,000 bed days of cases of C.difficile infection reported within the trust amongst patients aged 2 or over during the reporting period.	Not applicable
25.	The number and, where available, rate of patient safety incidents reported within the trust during the reporting period, and the number and percentage of such patient safety incidents that resulted in severe harm or death.	554 incidents 0 resulting in severe harm or death

Commissioning for quality and innovation (CQUIN)

We work with our commissioners and other local providers to support the delivery of CQUIN targets. In 2023/24, Essex services were not involved in any CQUIN programme.

Comments from commissioner

From **East Suffolk and North East Essex NHS Foundation Trust**, which is the head contractor for the North East Essex Community Paediatric Services:

“North East Essex Community Services (NEECS), a division of East Suffolk and North Essex Foundation Trust (ESNEFT), welcomes the opportunity to respond to the 2023/24 Quality Account from HCRG Care Group. As lead provider, ESNEFT has subcontracted the North East Essex Community Paediatric service to HCRG Care Group since September 2023. This subcontract is managed within ESNEFT by NEECS. Since the transfer of services NEECS have worked closely with HCRG Care Group to gain assurances that these services remain safe, effective, and personalised to service users.

“The data presented has been reviewed by us and is in line with information they have provided through our quality monitoring mechanisms. We have noted the progress and achievement of HCRG Care Group’s quality priorities set out last year - there are examples with relevant evidence to support statements of implementation and we recognise that in 2024/25 HCRG Care Group will focus on ensuring service quality, safety and enhancing user experience; ensuring robust governance by fostering safeguarding and quality assurance processes which are standardised across the business; continuing to be recognised as an outstanding employer; and delivering quality care in ECFWS as efficiently as possible.

“HCRG Care Group continues to ensure that there is ongoing improvement regarding the quality of incident investigations and organisation-wide learning. They are compliant with the national requirements set by NHS England about collecting patient safety data and its use in improving patient safety. We are assured with HCRG Care Groups Incident reporting processes and welcome its transition to and implementation of PSIRF.

“Looking ahead, this Quality Account (2023/24) provides assurance to members of the public that HCRG Care Group are committed to providing a high quality of care across its commissioned services. We recognise and thank HCRG Care Group for working positively and collaboratively with ourselves and with system colleagues and stakeholders to ensure service users receive a high quality of care at the right time and in the right care setting. We welcome this quality account and acknowledge the partnership role HCRG Care Group has in our system.”

NHS Hertfordshire and West Essex Integrated Care Board (HWE ICB) response to the Quality Account of HCRG Care Group Essex Children's Community Services for 2023/2024.

NHS Hertfordshire and West Essex Integrated Care Board (HWE ICB) welcomes the opportunity to provide this statement on the HCRG Care Group Quality Account for 2023/24. The ICB would like to thank HCRG Care Group for preparing this Quality Account, developing future quality priorities, and acknowledging the importance of quality at a time when they continue to deliver services during ongoing challenging periods. We recognise the dedication, commitment and resilience of staff, and we would like to thank them for this.

HWE ICB is responsible for commissioning specialist community children's healthcare including community paediatricians, community children's nursing and therapies from HCRG Care Group for the children and families of West Essex. The ICB works in collaboration with Essex County Council who commission all pre-birth to 19 child and family services from HCRG Care Group.

During the year the ICB has been working closely with HCRG Care Group in gaining assurance on the quality of care provided to ensure it is safe, effective, and delivers a positive patient experience. In line with the NHS (Quality Accounts) Regulations 2011 and the Amended Regulations 2017, the information contained within the Quality Account has been reviewed and checked against data sources, where this is available, and confirm this to be accurate and fairly interpreted to the best of our knowledge.

The ECFWS quality priorities for 2023/24 articulated in last year's Quality Account were largely achieved. Those that were not have been carried over into priorities for 2024/25. Priorities identified for 2023/24 demonstrated the ongoing commitment HCRG Care Group have to improving services for Children, Young People and their families across the Essex footprint, this was supported with positive feedback received. Also of note within the identified priorities was the work that has been embedded within the service on implementing the new NHSE Patient Safety Incident response Framework, the service has identified clear next steps to continue to improve quality and safety for service users.

Clear, manageable priorities have been identified for 2024/25 with a focus on working in partnership to improve the experiences of service users and their families whilst also considering the needs of the staff employed to support and deliver the service.

Looking forward to 2024/25, the ICB supports HCRG Care Group quality priorities, and we look forward to a continued collaborative working relationship, including through building on existing successes and collectively taking forward needed improvements to deliver high-quality services for this year and thereafter.



David Wallace
Deputy Director of Nursing & Quality

Dr Jane Halpin, Chief Executive

Rt. Hon. Paul Burstow, Chair



Appendices

1: Glossary of terms

Care Quality Commission	Also known as CQC Independent regulator of health and social care in England. Replaced the Healthcare Commission, Mental Health Act Commission and the Commission for Social Care Inspection in April 2009.
Clinical audit	Quality improvement tool, comparing current care with evidence-based practice to identify areas with potential to be improved.
Integrated Care Boards	Organisations which seek and buy healthcare on behalf of local populations.
Commissioning for quality and innovation	Also known as CQUIN System to make a proportion of healthcare providers' income conditional on demonstrating improvements in quality and innovation in specified areas of care.
Community Services	Health services provided in the community (not in an acute hospital) Includes health visiting, school nursing, district nursing, special dental services and others
CP-IS	Child Protection Information System A computerised way of sharing data about child protection securely between organisations.
Did Not Attend	Also known as DNA An appointment which is not attended without prior warning, by people who use services
Healthcare	Care relating to physical or mental health
Healthcare Quality Improvement Partnership	Also known as HQIP Organisation responsible for enhancing the effectiveness of clinical audits, and engaging clinicians in reflective practice

National Institute for Health and Clinical Excellence	Independent organisation responsible for providing national guidance on promoting good health and preventing and treating ill health
NHS Outcomes Framework	Document setting the outcomes and indicators used to hold providers of healthcare to account, providing financial planning and business rules to support the delivery of NHS priorities.
Patient-reported experience measures	Self-reporting by patients on their experience following treatment and satisfaction with treatment received
Here to help/PALS	Informal complaint, concern and query service which gives advice and helps patients with problems relating to the access to healthcare services