

# Children and Young People's Strategic Partnership Board

## Challenges for Services Supporting Children and Young People with Complex Needs

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# The Issues

Services are facing a number of challenges and issues which are significantly compromising the ability to provide a timely, responsive and sustainable service to the children of Worcestershire.

- Change in services ability to meet demand
- Changes in demand (eg ADHD, EHCP assessments, adoption, fostering, special schools)
- Fundamental change in the needs of these children
- Long and increasing waiting times and non compliance with statutory timescales
- Larger caseloads
- Future offer needs to be different, sustainable and responsive

## Services impacted:

Community Paediatrics  
Paediatric Therapies  
Specialist Play  
Special School Nursing

Umbrella & Pre-school Umbrella Assessment Pathway  
Paediatric Speech & Language Therapy  
Child Development Centres  
Orchard Children's Nursing Service

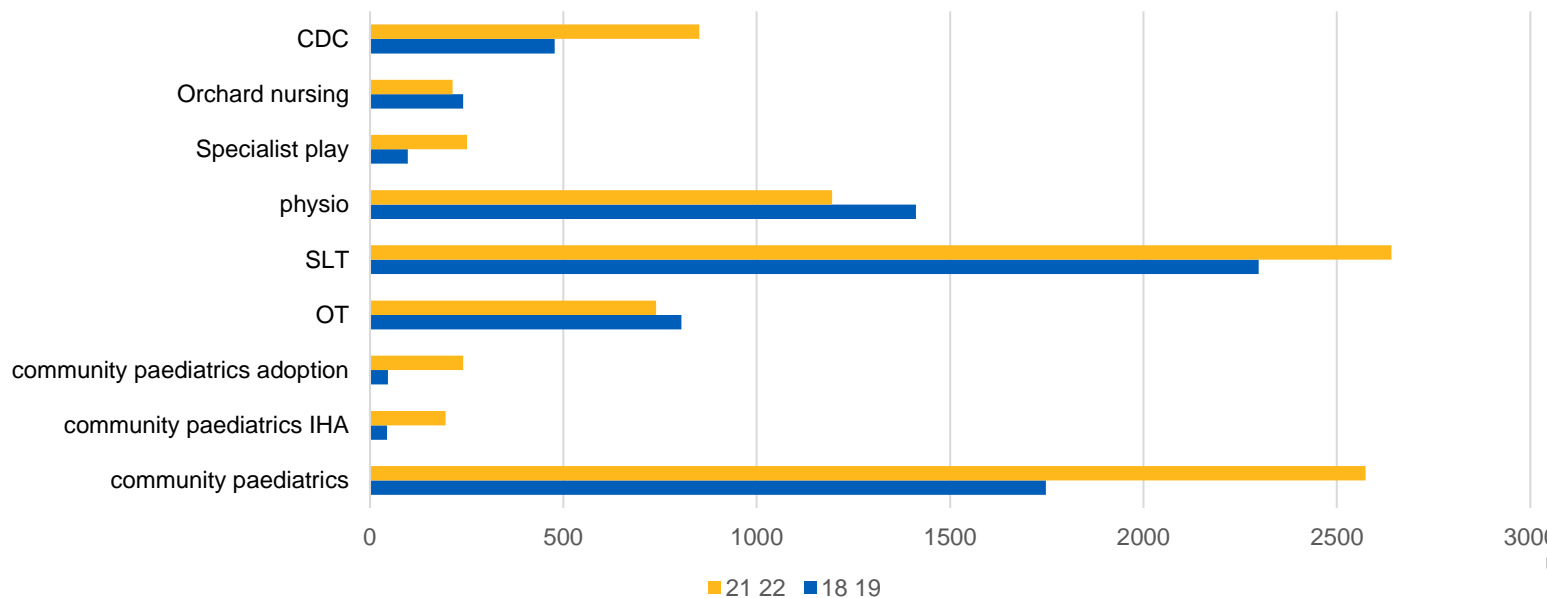


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# Demand - Referrals

There has been an increase in the number of referrals received by each service in the past 5 years with the exception of Occupational Therapy (OT) and Physiotherapy (Physio). There has been no substantive increase in capacity other than where Speech & Language Therapy (SLT) and OT have been able to agree additional services contracts

referrals received 2018-19 compared with 2021-22



# Impact

The services across the SDU are currently not able to provide timely first appointments and follow up appointments. The target wait time for an appointment is currently 18 weeks. The majority of services within the unit are currently in breach of this target.

	Current longest wait time for 1 <sup>st</sup> appt	Current longest wait time (inc UTA, DNA)	Target wait time	Deficit	No of Children awaiting 1st appt
Comm Paeds	48	54	18	30	1145
OT	46		18	28	378
SLT	34	42	18	16	592
Umbrella	62	n/a	12	50	584
Physio	44		18	26	658
Specialist Play	53	n/a	18	35	205

5376 Children waiting for a follow up appointment in Community Paediatrics

This is resulting in;

- Children not being seen within recommended timeframes
- Conditions worsening for some children
- Significant waiting times for intervention such as paediatric MSK physiotherapy and dysphagia that require a timely response to prevent deterioration and risk to the child.
- Workforce distress to due high workload pressures

# Proposed Solution

In order to respond to the highlighted challenges (particularly regarding appointment waiting times) it is proposed that a whole system transformation programme of work is undertaken to ensure a service delivery that is efficient, sustainable and fit for purpose. The programme of work will require a review at both strategic and operational levels.

The Transformation Programme will focus on the following three key pillars to ensure a delivery of benefits and improvements:

- **Optimal Core Services** (ensuring our services are fit for purpose and efficient, providing a customer journey that is customer centric)
- **Systems Transformation** (ensuring easier and smarter tools for our users, systems that are fit for purpose)
- **Workforce Management** (introducing new ways of working, operational management structures, career pathways, cultural change)



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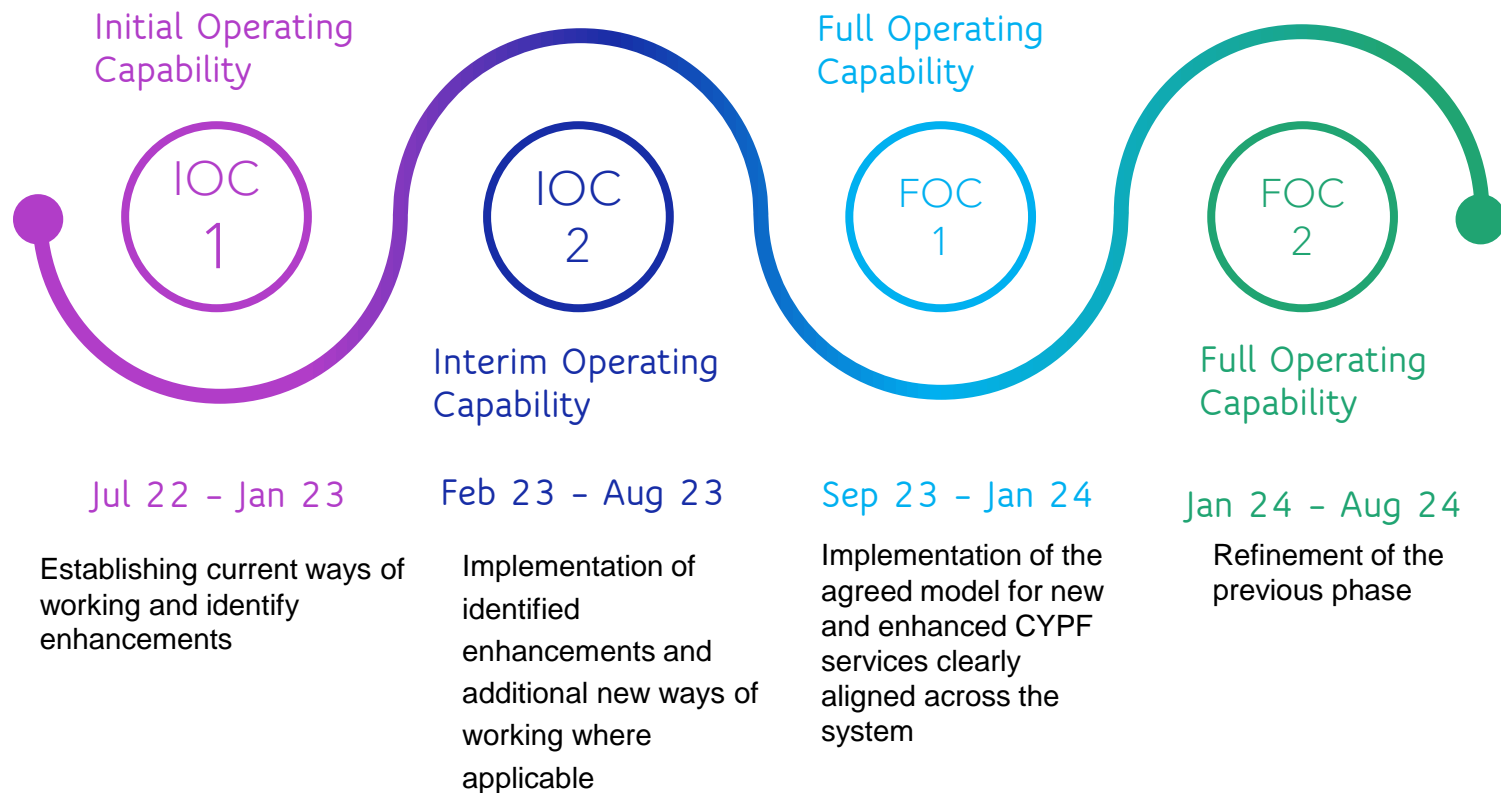
# Transformation Objectives

- Understand current Operating Model
- Understand changes required to people, processes and functions to effectively operate from January 2023
- Develop Interim capability
- Understand Interim refinements
- Develop full operating capability



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# Transformation Objectives



# Next Steps

- Transformation Programme has commenced
- Partner membership at the Transformation Programme Board
- Define, design & agree core targeted and specialist health provision
- Caseload Prioritisation based on level of need
- Balanced System – redesign Paediatric Therapies
- Define, design & agree core systems and processes
- Technology assisted delivery
- Workforce – right capacity, right skills
- System/Agency agreement, responsibility & delivery
- Commissioning priorities & completion of service reviews
  
- Regular updates on progress will be provided



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