

United Lincolnshire Hospitals NHS Trust
Children and Young Persons Programme Board

TERMS of REFERENCE

1. Purpose

The purpose of the Children and Young Persons Programme Board will be to act as the governing forum for the immediate review of the Children's services at Pilgrim Hospital and the impact on the other interdependent service on the grounds of safety due to the deteriorating position relating to medical staff and nursing workforce.

This work stream is perceived as a short term solution to the current risks that the deteriorating position poses to the children's service and to the Trust, until a longer term strategic solution can be determined and agreed by the Lincolnshire Health Care system. The purpose of this board will be to:

- To oversee the following stages of the review programme:
 - Development of the timeline of escalation starting from July 2016 to current day
 - Ongoing escalation of any issues impacting on safety to patients and to staff to the ULHT Trust Board, and to the NHSI Improvement Board
 - Development of the critical path and associated actions that would lead to the temporary consolidation of the Children's inpatient service at the Lincoln Hospital site
 - Delivery of, and discussion of ongoing plans with NHSI and NHSE
 - The implementation of plans to temporarily consolidate Children's services on the grounds of safety to mitigate risk to patients
 - Management of consequences to other services interdependent with Children's services e.g. Maternity & Neonatal services, emergency Department (ED) and clinical support services
 - To oversee the design of a temporary clinical service model(s) that are patient-centred, which mitigate the immediate risk to the Children's services

2. Aims and objectives

The Children and Young Persons Programme Board will be responsible for the oversight and delivery of:

- A rapid review of Children's services on the grounds of safety to patients within the pathways on all 3 sites due to the potential effect
- Temporary reconfiguration if this is required to mitigate any short term risks to patient safety
- Communication plans to all staff, and to clinical commissioning groups, NHSE and NHSI
- Agreeing the key messages for communication to all stakeholders (internal and external)
- The Children's Programme Board will escalate to the appropriate forum where necessary, decisions required that cannot be made by the Children's Programme Board.
- Ensuring the Executive Team, Clinical Management Board, Trust Board, Women's and Children's Clinical Governance Committee, are sighted, have input to, and approve temporary risk mitigation plans to keep the Children's services safe for patients

- Ensure that the Finance Turnaround Group are kept informed as to the financial consequences of temporary risk mitigation plans

3. Scope

The scope of the work will include clinical services Trust Wide for:

- Children's services
- Neonatal services
- Maternity services
- Clinical support services

4. Terms of Reference

The Children and Young Persons Programme Board remit will be :

- To work in partnership with teams across ULHT, the STP, Local Commissioning Groups, External organisations, NHSE and NHSI
- To maintain oversight of the clinical service and the delivery of the desired benefits and outcomes for both patients and for ULHT.
- To encourage collaborative working throughout the life-cycles of the programme
- To have oversight of risks to the programme of work and to provide support with risk mitigation.
- To take on the leadership role for temporary clinical service change, supporting a clear communication plan throughout the programme of work.
- To provide oversight to the clinical redesign being thoroughly assessed for both quality and equality impact
- To support staff groups in a leadership role within ULHT through the temporary service changes
- The Children's Programme Board will be supported by a Children's Task and Finish Group

5. Membership and Structure

5.1 Membership

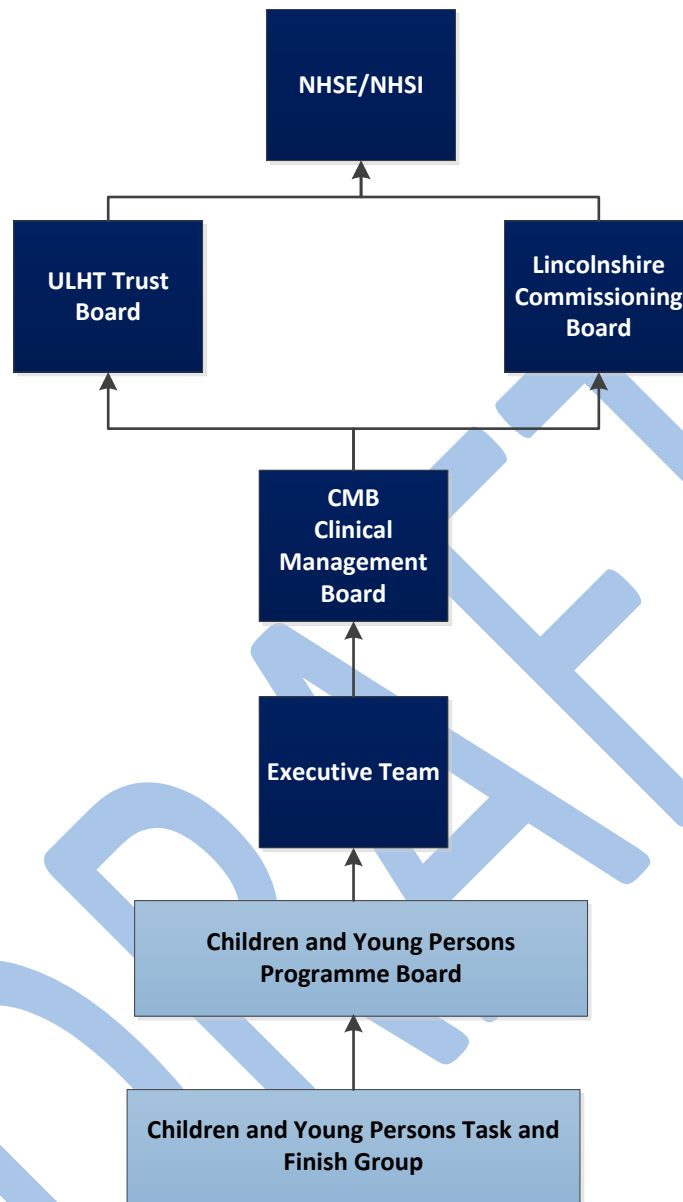
The Children and Young Persons Programme Board membership will include:

- Jan Sobieraj, CEO of ULHT (Chair of the Board)
- Sue Bennion, (Vice Chair of the Board) Head of Midwifery and Nursing for Children, Obstetrics, Neonatology and Gynaecology at ULHT
- Sam Millbank, Chief Operating Officer LECCG
- Representative from NHSI
- Representative from NHSE
- Susan Bower, Assistant Director, East Midlands Hub and East Midlands Quality Team

5.2 Governance Structure

The diagram below sets out the governance framework.

Governance Structure for Paediatric risk summit/ongoing



- The meetings will be chaired by Jan Sobieraj, CEO of ULHT
- The Vice Chair will be Sue Bennion, Head of Midwifery, and Nursing for Children's, Obstetrics, Neonatology and Gynaecology services
- The Children's Programme Board will invite other representatives to attend as appropriate
- Deputies will be permitted
- 75% of members will be present for the meeting to be deemed quorate
- The Children's Programme Board will meet on a weekly basis
- The Children's Programme Board will receive administrative and secretarial support from the Chair's department
- The Children's Programme Board may request an extraordinary meeting, or seek the advice of Board members as circumstances dictate

6 Code of Conduct

- The Terms of Reference of this Board are shared
- The Children's Programme Board will be run in a clear and accountable manner
- Those within the Board understand and respect confidentiality, and individuals take responsibility for identifying information that must be kept within the Board
- Professionals work in mutual co-operation and agree to respect any information shared to enable an open and safe environment
- Those within the Board understand the commitment that is needed to achieve the deliverables listed in item 2, and as such will give their full commitment to this Board or otherwise discuss with their relevant organisation an alternative arrangement to support the Board for their organisation
- Those within the Board will deliver agreed uniformed messages. Challenges will be resolved within the Board and not externally.

7 Tenure

The Group will review & ratify the terms of reference of functioning to ensure membership meets the requirement and to review the frequency of meetings

8 Inward Communication

The Children and Young Persons Programme Board will receive minutes/key messages from:

- Children and Young Persons Task and Finish Group
- The NHSI Improvement Board
- Clinical Management Board
- ULHT Executive Team
- ULHT Trust Board
- W&CCD Governance meeting as per items to escalate

9. Outward Communication

Updates (not meeting minutes) shared following each meeting as appropriate to the

- Children and Young Persons Task and Finish Group
- The 2021 Programme Board
- ULHT Executive Team
- Clinical Management Board
- ULHT Trust Board
- Lincolnshire Commissioning Board
- Systems Executive Team
- ULHT Clinical Service Review Board
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9. Circulation of Minutes/Action Log

To members of the ULHT Executive Team, the Children and Young Persons Programme Board and to the Children and Young Persons Task and Finish Group

Document Ends