

United Lincolnshire Hospitals NHS Trust

Children and Young Persons services Task and Finish Group

TERMS of REFERENCE

1. Purpose & Responsibility

The purpose of the Children and Young Persons Task and Finish Group is to have responsibility to act as the forum for undertaking all required actions for the immediate review of the Children's services at Pilgrim Hospital and the effect on children's and young people's services across ULHT on the grounds of safety due to the deteriorating position relating to medical staff and nursing staff workforce.

This is perceived as a short term solution to the current safety risks that the deteriorating workforce position poses to the service on the PHB site and to the Trust, until a longer term strategic solution can be determined and agreed by the Lincolnshire Health Care system. The purpose of the Task and Finish Group will be to:

The Children and Young Persons Task and Finish Group will be responsible for the delivery of:

- A rapid review of Children's services on the grounds of safety to patients
- Implementation of a temporary reconfiguration if this is required to mitigate any short term risks to patient safety
- Communication of the process and changes to all staff throughout the process
- Drafting the key messages for communication to all stakeholders (internal and external) for the Children and Young Persons Programme Board to approve
- Providing regular updates to the Finance Turnaround Group of any financial consequences to the temporary mitigation plans

2. Aims and objectives

The Children and Young Persons Task and Finish Group will be responsible for delivery of the following:

- Development of the timeline for escalation starting from August 2016 to current day
- Ongoing escalation of any issues impacting on safety to patients and to staff to the Children's Programme Board
- Development of the critical path and associated actions that would lead to consolidation of the Children's inpatient service at the Lincoln Hospital site
- Design of a temporary clinical service model(s) that are patient-centred, which mitigate the immediate risk to the UHLT Children's services
- Arranging, facilitating and completion of full appraisal of all options considered for temporary mitigation of risk to patient safety
- Completion of Quality Impact Assessment for all options
- Completion of Equality Impact Assessment for all options
- Drafting of full implementation plans for the preferred option
- Identification of consequences to other services interdependent with Children's services e.g. Maternity & Neonatal services and clinical support services
- Implementation of the preferred option

- Developing full communication plans for each step of the process
- Supporting staff through the required HR processes related to any temporary change in clinical redesign of the service

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 Task and Finish group remit will be:

- Working 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 Task and Finish Group will report into the Children's Programme Board

5. Membership and Structure

5.1 Membership

The Children and Young Persons Task and Finish Group membership will include:

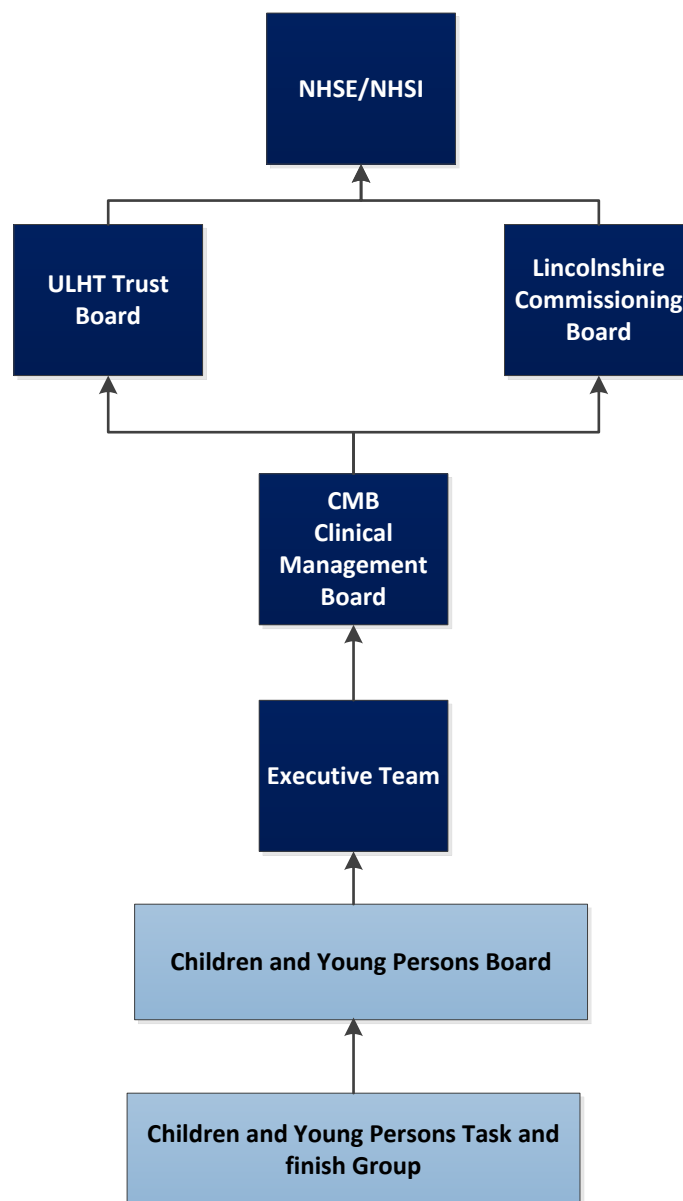
- Dr Neill Hepburn, ULHT Medical Director (Co-Chair)
- Mark Brassington, ULHT Chief Operating Officer (Co-Chair)
- Dr Rao Kollipara, Head of Services for CHILDREN'S services at ULHT
- Dr David Broodbank, Consultant Paediatrician at Pilgrim Hospital
- Mr Srin Amirchetty, Consultant Obstetrics & Gynaecology at Lincoln Hospital
- Miss Manjusha Sant, Consultant Obstetrics and Gynaecology at Pilgrim Hospital
- Sue Bennion, Head of Midwifery and Children's Nursing
- Paul Hinchliffe, General Manager of Women & Children's Services
- Debbie Flatman, Matron Children's services
- Steve McGowan, Deputy Director of HR at ULHT
- Lucy Ettridge, Associate Director of HR at ULHT
- Vanessa Treasure, Financial Manager at ULHT
- Julie Pipes, Assistant Director of Strategy at ULHT

- Vanessa Wort, NHSE
- Angela Horsley, NHSI
- Tracy Pilcher LECCG
- Penny Snowdon LECCG
- Martin Jago, STP, Project Support

5.2 Governance Structure

The diagram below sets out the governance framework for the Children and Young Persons Task and Finish Group

Governance Structure for Paediatric risk summit/ongoing



- The meetings will be chaired by Dr Neill Hepburn, or by Mark Brassington
- The Task and Finish Group 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 Task and Finish Group will meet on a weekly basis
- The Children's Task and Finish Group will receive administrative and secretarial support from the Chairs secretariat
- The Children's Task and Finish Group may request an extraordinary meeting, or seek the advice of Group members as circumstances dictate

6 Code of Conduct

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

7 Tenure

The Task and Finish Group will review 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 Task and Finish Group will receive minutes/key messages from:

- Children and Young Persons Programme Board

9. Outward Communication

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

- Executive Team
- Children and Young Persons Programme Board
- W&CCD (Women & Children's Clinical Directorate) governance meeting as appropriate

9. Circulation of Minutes/Action Log

To members of the Children and Young Persons Task and Finish Group and to the Children and Young Persons Board

Document Ends