

## Manchester City Council Report for Information

**Report to:** Children and Young People Scrutiny Committee - 24 May 2023

**Subject:** Children's Community Health Services

**Report of:** Strategic Director of Children and Education Services

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### Summary

This is the first Children's Community Health Service (CCHS) report received by the Committee, although it should be noted that CCHS provides a partner contribution to a number of Committee reports. The purpose of this report is to;

- Provide an overview of CCHS
- Provide a short summary of CCHS's response to the covid 19 pandemic
- Consider the national and CCHS position, post covid, for children
- Share the current areas of focus for CCHS
- Detail a number of recommendations

### Recommendations

1. To review the report and to be informed of the Children's Community Health Services offer available to Manchester children and families.
  2. To consider future plans with respect to the requirements and if needed increased provision need of CCHS.
  3. Be aware of the services provided by CCHS and explore any negative impact and mitigations in response to financial constraints.
  4. Continue to support CCHS and positively profile the work undertaken, follow the twitter account @CCHSmcrtrafford
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**Wards Affected:** All

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**Environmental Impact Assessment** - the impact of the issues addressed in this report on achieving the zero-carbon target for the city

No direct impact, however Healthy Schools includes the healthy lifestyle programme which includes the importance of working towards zero carbon.

**Equality, Diversity and Inclusion** - the impact of the issues addressed in this report in meeting our Public Sector Equality Duty and broader equality commitments

Children's Community Health Services strives to provide a quality offer to all Manchester Children and Families.

<b>Manchester Strategy outcomes</b>	<b>Summary of how this report aligns to the OMS/Contribution to the Strategy</b>
A thriving and sustainable city: supporting a diverse and distinctive economy that creates jobs and opportunities	The universal provision of the Healthy Child Programme supports a healthy start in life and is essential in enabling children to achieve their full potential and to positively contribute to the city.
A highly skilled city: world class and home-grown talent sustaining the city's economic success	The vision for Children's Community Health Services is for every child in Manchester to have the best health possible, this supports children to have a healthy childhood which is essential to enable their success and contribution to the city as adults.
A progressive and equitable city: making a positive contribution by unlocking the potential of our communities	Children's Community Health Services strives to provide a quality offer to all Manchester Children and Families.
A liveable and low carbon city: a destination of choice to live, visit, work	No direct impact, however Healthy Schools includes the healthy lifestyle programme which includes the importance of working towards zero carbon.
A connected city: world class infrastructure and connectivity to drive growth	Children's Community Health Services support children and families to be healthy, consequently they are then able to actively contribute to growth in the City.

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**Background documents (available for public inspection):** Not applicable

## 1. Introduction

This is the first Children's Community Health Service (CCHS) report received by the Committee, although it should be noted that CCHS provides a partner contribution to a number of Committee reports. The purpose of this report is to;

- Provide an overview of CCHS
- Provide a short summary of CCHS's response to the covid 19 pandemic
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## 2. Children's Community Health Services within Manchester Foundation Trust

- 2.1 CCHS forms part of Manchester Local Care Organisation (MLCO), which is managed by Manchester Foundation Trust (MFT). MFT Trust was formed in 2017 and provides community and secondary care services to the populations of Manchester and Trafford, and specialist services to patients from Greater Manchester (GM), the North West and the rest of the UK.
- 2.2 MFT comprises of ten hospitals plus the Manchester and Trafford Local Care Organisations (LCOs). MFT includes the Royal Manchester Children's Hospital which provides Child and Adolescent Mental Health Services (CAMHS), please note CAMHS is not provided by CCHS and is not therefore covered within this report.
- 2.3 Please see the following diagram which provides an overview of MFT hospital and community services.



**Trafford Local  
Care Organisation**

Leading local care, improving  
lives in Trafford with you



**Manchester Local  
Care Organisation**

Leading local care, improving  
lives in Manchester, with you

### **3. Children's Community Health Services within the Local Care Organisation**

3.1 CCHS forms part of Manchester Local Care Organisation (MLCO), which was formed on 1 April 2018, the MLCO is a public sector organisation that provides NHS community health services and adult social care services.

3.2 The LCO's mission statement is; 'leading local care, improving lives in Manchester, with you'. In simple terms, the LCO has been set up to:

- Make a positive contribution to help children, families and residents in Manchester live longer and enjoy better health
- Improve community and neighbourhood care for children, families and residents in the city.

### **4. Children's Community Health Services**

4.1 The vision for Children's Community Health Services is 'for every child in Manchester to have the best health possible', CCHS aims to deliver services that meet the health needs of children and young people and support them and their parents / carers in managing health needs.

4.2 The vision was initially developed in 2016 and reviewed in 2018 with consideration of alignment to:

- Manchester Local Care Organisation vision; Leading local care, improving lives in Manchester, with you.
- Manchester Foundation Trusts vision for the organisation to be recognised as excelling in quality, safety, patient experience, innovation and teaching; dedicated to improving health and well-being for our diverse population.
- Overarching partnership vision for the city; Our Manchester, Our Children – building a safe, happy, healthy and successful future for children and young people.
- Children, young people and family's needs (according to their feedback)

4.3 Please see the following diagram which provides further details in respect of the CCHS vision.

# Children's Community Health Services Directorate Strategy 2020 to 2025

## Vision

Our vision for Children's Community Health Services is for every child in Manchester to have the best health possible.



Our **strapline**, which will appear on our e-mails, is:

"Working together to enable every child to have the best health and wellbeing possible."

We will aim to achieve our **vision** by:

Working with families, providing integrated services in partnership with other agencies, which meet the health needs of children and young people. We will provide support to children, young people and their families to enable them to manage their health needs. We will provide safe, effective and high quality care and advice in the community through appropriately trained and skilled staff, working in suitable, child friendly environments.



**Our aims are closely aligned to:**

- The overarching partnership vision for the city is; Our Manchester, Our Children – building a safe, happy, healthy and successful future for children and young people.
- Manchester Local Care Organisations vision; Leading local care, improving lives in Manchester, with you.
- The overarching Manchester Foundation Trust vision to improve the health and quality of life of our diverse population by building an organisation that: excels in quality, safety, patient experience, research, innovation and teaching; attracts, develops and retains great people and; is recognised internationally as a leading healthcare provider.
- The Royal Manchester Children's Hospital strapline; our family looking after yours.
- St Mary's Hospital purpose; to deliver clinically excellent care to women, families and individuals across Manchester and beyond, by providing safe, innovative, evidence based and efficient services.

**What Children, Young People and families tell us they need**

- ➔ To see someone they know and can trust
- ➔ Appointments when they need them, at a time they can manage, including out of hours
- ➔ Visible, accessible and confidential services with easy means of communicating with the service
- ➔ Practitioners with good interpersonal skills with whom they can establish a relationship
- ➔ Technology in use during their care
- ➔ Information that is easily available, including via social media and websites

## Sources

**What our children and young people and families tell us:**  
Our Manchester, Our Children: Manchester's Children and Young People's Plan 2016-2020  
The Manchester Parent Carer Survey, July 2019

4.4 CCHS provides 10 specific services (listed below), with a number of sub service offers provided within the larger services;

- 1) Health Visiting and Vulnerable Babies Service
- 2) School Health and Healthy Schools
- 3) Children's Community Nursing Team
- 4) Community Paediatrics (doctors)
- 5) Speech and Language
- 6) Physiotherapy
- 7) Occupational Therapy
- 8) Audiovestibular medicine; Audiology, Newborn Hearing Screening Professionals
- 9) Orthoptics
- 10) Child Health (administration)

4.5 Appendix 1, CCHS Quick Facts, provides an overview and key contacts for each service.

4.6 CCHS employs 750 staff, including; Nurses, Doctors, Allied Health Professionals and administrators, across services.

4.7 CCHS has, since 1990, delivered universal, targeted and specialist health services to children and young people, on a Manchester city wide footprint. Over half of children's community health staff provide universal services, which

are commissioned and provided on the basis of a universal offer and intended to identify additional need at the earliest possible point.

4.8 The specialist services provide care essentially to the city's most vulnerable children, vulnerable because of severe illness, disability or safeguarding concerns.

4.9 CCHS, some facts and figures.

- Health Visiting, School Health and the Newborn Hearing Screening Professionals service provide a universal offer to all children in Manchester, that's:
- 37,100 children aged 0 to 4 years resident in Manchester (HV and NHSP)
- 103,800 children aged 5 to 19 years resident in Manchester (SH)
- Services provided 320,000 + annual contacts to children and families in Manchester.
- 8,000 + babies received hearing screening (universal offer)
- 7,000 + children received vision and hearing screening (universal offer)
- 13,000 + children receive height and weight measurements as part of the National Child Measurement Programme (universal offer)
- Supported 7,263 children's safeguarding referrals.

4.10 Appendix 2 provides case studies for CCHS which demonstrates the valuable support provided to children and families across Manchester.

4.11 Appendix 3, Manchester Child Health profile, March 2023, provides additional figures for interest.

## **5. The CCHS response to the Covid 19 pandemic**

5.1 On 30<sup>th</sup> January 2020, National Health Service England (NHSE) declared a Level 4 National Incident, in response to the covid 19 pandemic, triggering the first phase of the NHS response. This was followed by the announcement of a national lockdown on 23<sup>rd</sup> March 2020, the LCO's response to the national lockdown was governed by NHSE's guidelines for community service prioritisation dated, 19<sup>th</sup> March 2020 (appendix 4).

5.2 For CCHS the national NHS covid prioritisation guidance meant that routine activity was paused between March and June 2020, for CCHS the services / offers paused included the National Child Measurement Programme (NCMP), Audiology, vision screening, development reviews, the Healthy Schools programme, the core immunisation offer and routine therapy. The staff who were available for work focussed on the service elements which could be provided and on developing remote support for children and families.

5.3 As services started to recommence routine activity in June 2020 this was in a very slow, managed way, initially allowing fewer children into Health Centre's and dedicating time to clean and change Personal Protective Equipment (PPE) between appointments.

- 5.4 Throughout the covid pandemic Health Visitors continued to provide the Healthy Child Programme, the programme was adapted to undertake virtually, with the option to undertake contacts face to face (F2F) according to a clinical assessment tool available throughout the pandemic. Routine contacts starting to return to F2F from August 2020. This is an important point as many Health Visiting Services completely closed to routine contacts, from March 2020 in Manchester the importance of early identification and early help was recognised and service provision continued.
- 5.5 In September 2021 the school age covid vaccination programme commenced, School Nurses provided this programme, which required the majority of the Manchester School Nursing team, with the exception of those dedicated to safeguarding roles.
- 5.6 Services fully recommenced business as usual practice from April 2022, on the completion of the second dose of the covid immunisation in schools.

## **6. Post covid / living with covid, the national position for children**

The NHS Confederation, which is the membership organisation that brings together, supports and speaks for the whole healthcare system in England, Wales and Northern Ireland, published the report, 'Hidden waits: the lasting impact of the pandemic on children's services in the community' on 8 April 2022. The report located at the following link, <https://www.nhsconfed.org/publications/hidden-waits-lasting-impact-pandemic-childrens-community-services> makes a number of key points;

- The COVID-19 pandemic has had a unique and significant impact on children and young people, particularly on social development, education and mental health. However, this impact has not been felt equally across society with some groups (particularly those from more disadvantaged backgrounds and those with disabilities) disproportionately affected.
- Access to community health services for children and young people has been significantly affected by the pandemic. At points during the pandemic effort, community services staff were redeployed from some children and young people's services to prioritise an urgent and timely response to the pandemic. While this may have been the right clinical prioritisation during a national crisis, its impact may be long lasting for some children and young people.
- NHS England and NHS Improvement (NHSEI) data from January 2022 estimates that over 900,000 children and adults are waiting for services as part of a community services care backlog.
- While not part of official backlog figures, a reduced service offer during the pandemic has had an impact on children and young people and their families. For instance, face-to-face health visiting can support early interventions and build important relationships with families. Some of these key windows of opportunity have been missed.
- Workforce pressures, including shortages of staff in some key services, make it difficult for community providers to increase delivery to address backlogs of care.



- Complex commissioning and contracting arrangements, which are often based on historic agreements, also make it challenging to address the backlog of care in these services.

## 7. Post covid / living with covid, the Manchester CCHS position

7.1 Considering the Manchester position against the national picture the following points should be noted.

- Manchester did not redeploy the children's workforce on mass, as was seen in other areas of the country. There were a small number of Allied Health Care Professional (AHP's) deployed to provide training on Personal Protective Equipment (PPE) across the LCO. This is with the exception of the School Nurses who were in the main redeployed to provide the school age covid vaccination programme from September 2021.
- Waiting lists have in some services, increased, this is in part due to the restrictions of service provision implemented by NHSE and additionally due to the impact of covid restrictions on children and families. The following details the longest wait for a new patient appointment @ April 2023

Health Visiting and Vulnerable Babies	0 weeks
School Health	0 weeks
Children' Community Nursing Team (acute)	1 day
Community Paediatrics	32 weeks
SaLT	35 weeks
Physiotherapy	15 weeks
Audiovestibular	10 weeks
Orthoptics	10 weeks

- Face to Face (F2F) consultations were available during the covid lock downs and these were provided according to a risk assessment tool. In addition, other contact options were available.
- Workforce pressures are evident in Manchester, as is reported nationally. Factors affecting the current pressure includes; staff members deferred retirement during covid, the clinically work post covid is in part changed, new employment opportunities have arisen post covid.
- The vacancy rate across CCHS services is currently 5 % (32 vacancies), this seems a relatively low number but needs to be considered against;
- The ability to respond to new initiatives and provide enhanced services due to the ability to recruit staff in some core services; namely SaLT, OT Health Visiting and School Health.
- The approach taken by services to where possible recruit to alternative posts, for example in Health Visiting as Health Visitors are difficult to recruit additional Nursery Nurses have been recruited
- The use of agency staff and staff undertaking additional hours, this is particularly evident in the Children's Complex Care Service (part of CCNT), which relies on agency for over half of the packages of care provided

7.2 There are a number of factors evident in Manchester which particularly impact on the provision of CCHS, these are;

- Forecasting indicates that the population of 0-18 year olds in Manchester will rise by approximately 7% (9,821) between 2021 and 2028 and will then stabilise or reduce by a fraction of a percent between 2028 and 2031. (*Figures taken from Manchester City Council Forecasting Model Tool, Corporate Intelligence, 2020*).
- In addition, the special needs pupil population is predicted to increase to 1,932 children by end of academic year 2024/25. This will represent a total increase of 64% in the pupil population over a 10-year period.
- Health commissioned capacity has not kept pace with, the number of children and young people in the city, and projected numbers. Commissioning structures changed in 2022 with the creation of Integrated Care Boards (ICB's) and Locality structures, these new structures are managing in an increasingly challenging environment in respect of funding. It is of note that health funding does not automatically increase in line with increasing population numbers (or the expansion of schools).
- Greater Manchester experienced extended lockdowns due to the prevalence of covid and this extended the associated negative impact of lockdown restrictions for our Manchester population. CCHS are now consequently for example, supporting increased low level mental health concerns and increased levels of obesity.

7.3 The covid pandemic had a number of positive lasting benefits for the NHS and CCHS, specifically;

- IT tools and practice was accelerated to support remote service provision, this has meant that the workforce was and is able to operate in the most effective way in respect of time and the service is able to support children and families to access a range of offers. Social media presence has expanded and there is an excellent remote offer available, promoted via social media.
- Working from home was the national directive during covid, although this is not possible for much of our workforce, flexible working has developed to the benefit of both staff and the service and this has supported the approach to recruitment and retention, a key priority.

## **8. CCHS areas of focus**

8.1 Each service within CCHS is focused on delivering a responsive quality service offer to children and families post covid. Strategically there are some key areas of focus which are detailed below.

8.2 The MLCO has commenced a full review of all its community health services, led by the deployed health commissioning team. The aim of this work is to understand how our services have developed in recent years and identify opportunities for how we can ensure they are sustainable for the future by addressing any inequity of access and outcomes. The outputs and next steps proposed through the review will be shared with stakeholders and partners in accordance with our established partnership approach.

- 8.3 This review is a multi-year programme and in 23/24, for CCHS services, the priority for the work is Speech and Language Therapy (SaLT) and Special Needs School Nursing (SNSN). There are longstanding pressures within this service relating to demand and capacity which were evident post covid and were formally recognised by the Care Quality Commission (CQC) Review of MFT in 2018. The LCO work will run in parallel to the Greater Manchester Balanced System Review of SaLT Services, which commenced in 2022.
- 8.4 In support of the above the Manchester Public Health team are in the process of organising a Children's Health Summit, to define the Children and Young People's Programme priorities for Manchester Partnership Board and agree where there are further opportunities for collaborative working. This session will bring senior leaders across the health and care partnership together to; build on and strengthen existing relationships between partners, develop a shared understanding of what we need to do together to support children and their families and secure the mandate for the delivery of a children's programme of work through the Manchester Partnership Board.
- 8.5 The review of the Special Needs School Nursing Service (SNSN) commenced pre covid and a new operating model is now in place, work is underway to fully implement all aspects of the new model. Funding has now been secured to enable provision to the new special school, Prospect House and to cover the expansion of an existing school. Discussions are now underway to work with schools to review the service model and agree options to support the sustainability of the services into schools.
- 8.6 The School Health service was reviewed and restructured in 2015 and was due to be reviewed again in 2020, this was paused due to covid and has recently recommenced and will be led by Public Health and undertaken in partnership with the LCO as the provider. This review will ensure there is a clear focus and offer for the School Health service going forward and this is informed by stakeholders and current health trends. The review aims to complete by October 2023 when a new service specification will be in place.
- 8.7 CCHS provide the core school age immunisation programme, the national government directive was to pause the core programme from March 2020 to January 2022 resulting in the need to deliver a significant catch up programme. The core programme has developed, as a positive result of covid, and the service now offers a digital consent option, in addition an electronic booking option for catch up clinics, when it was not possible to provide the immunisation in school, is in development.
- 8.8 Post covid the service is finding that parents have more concerns about the core immunisations, sometimes confusing this with the covid immunisation, work is underway nationally as well as locally to support uptake of the core programme. The LCO Neighbourhood approach will be utilised to target areas of low uptake and will enable active engagement with key communities.

## **9. CCHS and the partnership areas of focus**

CCHS operates within a partnership model, specifically as a key partner in the Early Years Delivery Model and the Start Well Partnership Board, there is shared benefit from all partnership workstreams, a selection of which are detailed below;

- The Kickstarter programme, which will focus specific resource in schools with a reduced Good Level of Development (GLD) rating, this offer which is in development will include a specific resource to support language development.
- Family Hubs which will include an enhanced offer for speech and language development and infant feeding, with on site and local support available to children and families.
- Baby week, which is an initiative supported by health visitors, where they will work as part of the partnership and will actively promoting the services provided to babies and families throughout this week.

## **10. Recommendations**

- 10.1 To review the report and to be informed of the Children's Community Health Services offer available to Manchester children and families.
- 10.2 To consider future plans with respect to the requirements and if needed increased provision need of CCHS.
- 10.3 Be aware of the services provided by CCHS and explore any negative impact and mitigations in response to financial constraints.
- 10.4 Continue to support CCHS and positively profile the work undertaken, follow the twitter account @CCHSmcrtrafford