NHS
Bristol, North Somerset and South Gloucestershire
Integrated Care Board

Reference: FOI.ICB-2425/009

Subject: Health Visiting Services Transformation

*I can confirm that the ICB **does hold some of the information requested**; please see responses below:*

QUESTION	RESPONSE
Please can I request any information held by the commissioners regarding the transformation of Health Visiting services across the BNSSG area but particularly as it relates to Bristol.	Please find attached the information requested. Please note, this is not specific to health visiting in Bristol but the whole transformation programme across BNSSG.

The information provided in this response is accurate as of 15 April 2024 and has been approved for release by Dave Jarrett, Chief Delivery Officer for NHS Bristol, North Somerset and South Gloucestershire ICB.

OVERALL PROGRAMME STATUS

AMBER

0-19 Public Health Nursing Transformation Programme
SUMMARY DASHBOARD – February 2024

Sirona care & health

WORKSTREAM STATUS

Workstream	Overall RAG Status
Comms & Engagement	Workstream now closed.
Workforce & Training	
Monitoring & Evaluation	
Enablers – Digital, Finance & Estates	
Pathway Design Group	Workstream now closed.

SHOW-STOPPERS

Monitoring & Evaluation:
BI Reporting Quality Assurance

WORKSTREAM	KEY COMMS MESSAGES
Comms & Engagement	None – February 2024
Workforce & Training	None – February 2024
Monitoring & Evaluation	1. ME Meetings have been reduced to one meeting per month for 1 hour with capacity issues. We are now holding meetings until Jo Pratt (chair) return. 2. There continues to be good progress in development of monitoring mechanisms and audits for new pathways (prioritising Health Visitor pathways currently). 3. Following the initial template build, BI are checking that all data required for reporting is collected and can be used.
Enablers	1. Meetings have been reduced with capacity issues.
Pathway Design Group	None – February 2024

WORKSTREAM	12+ RISKS NOT MANAGEABLE AT WORKSTREAM LEVEL	# Risks 12+	Overall RAG Status
Comms & Engagement	None – February 2024 – workstream now closed	0	
Workforce & Training	None – February 2024 - workstream now closed	0	
Monitoring & Evaluation	1. Current allocated BI resource to support the status quo of PHN is currently insufficient. A business case was approved by the Sirona Inflight group and SLT, and a temporary analyst post has been filled to support delivery of new reporting. BI and the programme currently reviewing effectiveness of solutions. 2. Risk of errors being found/changes needed within templates once launched. Will need clinical system resource available for 3-6 months after templates launch to help rectify. 3. To ensure accuracy and that users have confidence in the data, we need robust data assurance before we go live with new reporting. This resource will be a combination of BI and PHN staff. Risk that resource will not be available. Need to plan to allocate in advance	3	
Enablers	1. Inequitable service offer - South Glos - As a result of funding pressures in South Glos there is a risk that the reduced service offer and smaller workforce there may result in an Inequitable service offer across BNSSG & will not align with i-THRIVE prevention & early intervention model. 18/01/24 Meetings to agree service delivery model January 2024 2. Inequitable service offer – North Somerset -As a result of funding shortfall in North Somerset for 2024-2025 there is a risk that the reduced service offer and smaller workforce there may result in an Inequitable service offer across BNSSG & will not align with i-THRIVE prevention & early intervention model. 18/01/24 Meetings to agree service delivery model January 2024	2	

WORKSTREAM	AMBER/RED DELIVERABLES EXPLANATION
Workforce & Training	1. Teams Structure - See Issue 2 2. iTHRIVE training – Consultation delay interdependency
Monitoring & Evaluation	None – February 2024
Enablers	2.3, 2.5, 4.7, 15.1 – Dependent on wider Sirona estates strategy and Children's estates strategy being implemented first. Off track, but team can handle known issues

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WORKSTREAM	MEDIUM/HIGH ISSUES NOT MANAGEABLE AT WORKSTREAM LEVEL	issues Med-High	Overall RAG Status
Steering Group	None - February 2024	0	🟩
Comms & Engagement	None - February 2024 - workstream now closed	0	🟩
Workforce & Training	🟨 1. Band 4 community nursery nurses are regularly working outside their role boundaries in Bristol and North Somerset. 08/02/2024: Will stay as a medium issue until we can recruit to the band 5 lead role. 🟥 2. As a result of continual delays with job matching (due to an inexperienced panel and volume of requests) the consultation for staff has still not happened. The plan is now July but this has shifted month on month from March which is likely to be causing team unrest but also constantly delaying the ability for the team to transform and manage developmental needs 23/02/2024: One JD remaining. Consultation paper expected to go out to staff W/C 26th Feb.	2	🟧
Monitoring & Evaluation	🟥 There is limited capacity in their team to attend the ME meeting so sporadic attendance	1	🟥
Enablers	🟨 1. Tender commitment 2.5 - Wherever possible, we will co-locate our services with other providers to develop closer understanding and trust amongst staff and to provide resilience in capacity to cope with fluctuating demand.- Issue identified as there is a lack of room to co-locate however there may be options to have a desk in the children's centres. 02/01/2024: Some teams would like to collocate in children's centres however issue is ongoing. Take to Workstream Chairs Meeting. 🟥 2. Previous funding risk in South Glos has moved to an issue as it is likely that the fully standardised and comprehensive service offer will not be achieved across all local authority areas.. This could result in staff dissatisfaction and inequity of service provision	2	🟧

WORKSTREAM	KEY GROUP INTERDEPENDENCIES/GAPS TO CONSIDER
Comms & Engagement	None - February 2024
Workforce & Training	1. HR - Admin Reorganisation and Phase 4 Reorganisation 2. Estates – Sirona estates strategy needs to be implemented before we can begin work on our volunteering, apprenticeships and internship deliverables.
Monitoring & Evaluation	1. Request to enablers - All Sirona templates should include consent to text and email tick boxes. This is a feature that all other NHS services that use EMIS operate. Allows HV to text links to clients, as well as surveys for those unable to use QR codes. – Being reviewed across Sirona. Need for consent tick boxes on all f2f and admin. 2. EMIS templates – Necessity for Accurx function 3. Enablers - Unable to progress with automated quality checks until the service is on one instance of EMIS and uniform templates.
Enablers	1. EMIS Migration Meetings & Monitoring & Evaluation : Link closely for EMIS mapping, EMIS build and EMIS migration updates. 2. Comms & Engagement: Comms plan for EMIS launch. EMIS updates will be posted fortnightly on Workplace.
Pathway Design Group	None - February 2024

WORKSTREAM	LESSONS LEARNT SINCE LAST REPORTING PERIOD
Steering Group	None - February 2024
Comms & Engagement	None - February 2024
Workforce & Training	None – February 2024
Monitoring & Evaluation	Ulysses staffing – staff shortages in the Quality Team which means there will be delays in getting audits set up in Ulysses. A manual work around may be required.
Enablers	1. Setting EMIS stand up 15 minute meetings. 2. Added complications where services changed their mind about EMIS build. Lesson learnt to improve communications between services and clinical systems team and follow clinical system teams plan.
Pathway Design Group	None – February 2024

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WORKSTREAM	SUCCESSES/ACHIEVEMENTS SINCE LAST REPORTING PERIOD
Steering Group	None - February 2024
Comms & Engagement	None - February 2024 - workstream now closed
Workforce & Training	1. Meetings have restarted and attendee list has been reviewed and updated.
Monitoring & Evaluation	1. An Audit Approval Log has been set up and is providing oversight to all audits created. Ulysses training conversations with the Quality Team of B5 Admin Manager's. The Quality Team to review all surveys that can be used at the moment, surveys that need to be changed to audits and all request forms received. 2. 2 out of 4 HV Pathways are started and in progress; HV Midwife Maternity audit and NICU audit. 3. BI planning for future report requirements is progressing well. We will use the existing reporting dashboard. All changes hare currently being mapped and there may be a downtime while changes are implemented. There will also be new measures to be added therefore a review has been suggested. 4. School Nursing process maps are being reviewed for sign off, due for completion 19/01/24. After sign off the SN build process will start. SN EMIS migration and transformation planned for May 2024.
Enablers	1. Successful go live for HV completed – a visit has been arranged for this week to go to North Somersets HV Team Meeting to show how a referral journey works through EMIS as requested by the Clinical Leads. Any future changes the Service will now have to complete a change request and send via IT Service Desk.
Pathway Design Group	None - February 2024 - workstream now closed

WORKSTREAM	KEY DELIVERABLES/MILESTONES OVER NEXT REPORTING PERIOD
Steering Group	1. Final webinar to be arranged to celebrate the success of the PHN Transformation Programme
Comms & Engagement	No further key deliverables are planned for this workstream between now and May.
Workforce & Training	1. Admin Reorganisation - Get sign off for consultation paper and share with admin staff. 2. Phase 4 Reorganisation - Get sign off for final JD and share consultation paper with staff. 3. PHN workforce strategy – workstream attendees to review and update strategy
Monitoring & Evaluation	1. Planning and priorities to be set with BI to take into account all reporting requirements for internal and external monitoring and validation/UAT requirements. 2. Finalise and progressing with plans for monitoring and evaluating support packages. 3. Confirm with Quality Team on which audits have been received to set up on Ulysses and which are left to send using the Audit Approval Log.
Enablers	1. Continuing go live support for HV service. 2. Continuing to support BI Migration developments. ○ PHN Data Quality Dashboard BNSSG replaced Data Quality Dashboard. ○ ELIM dashboard – analyst working on currently. ○ HV Team Postcode Boundaries – live ○ HV BNSSG KPIs dashboard – live
Pathway Design Group	No further key deliverables are planned for this workstream between now and May.