



Quality Account 2022/2023



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Introduction

About us

Barnardo's helps around 200,000 children, young people, parents, and carers across the UK.

We don't abandon children because of who they are or what they've done. We listen to them, fight for their rights and do whatever it takes to protect and support them – because we believe that all children have the right to a happy and healthy life.

At a time when more young people need specialist help with complex issues like sexual abuse, mental health problems and serious violence, our work is more vital than ever.

Our vision for health and wellbeing

All children and families are guaranteed a basic state of health and wellbeing.

We want to create and sustain health for children, young people, and their families through our unique strengths of coproduction, early intervention and integrating health and social care.

Our values



- Respecting the unique worth of every person
- Encouraging people to fulfil their potential
- Working with hope
- Exercising responsible stewardship

Statement from the Corporate Director for Children’s Services

Barnardo’s is the leading children’s charity in the UK. We launched our health strategy in 2021 with a view to significantly grow our position as an integrated health and social care provider. We have set ourselves ambitious goals. We want thousands of children, young people and their families to have better health and wellbeing outcomes. We want to increase the number of children, young people and families that we reach; we want to make health and wellbeing services more accessible, and we want to see improvements in health inequalities.

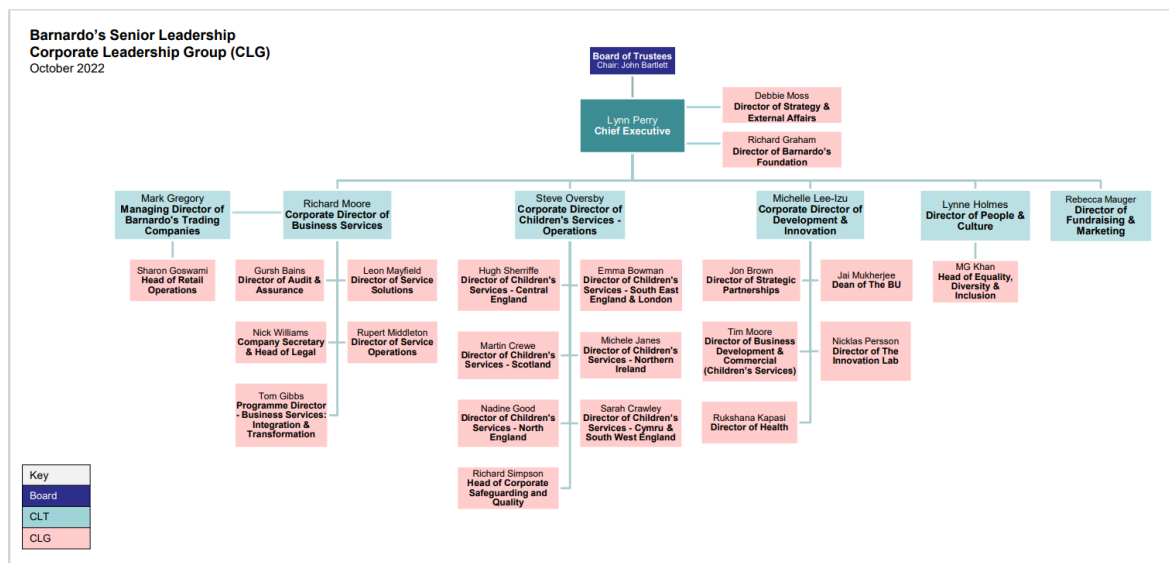
We are incredibly proud of what we have achieved so far, this report sets out our progress over the last 12 months and looks ahead at what we would like to achieve in the coming year. Our key focus for 2023/24 will be community mental health and integrated child and family health services, not only looking at service delivery but influencing systems change. Service user involvement and staff engagement are areas that are key to us developing our services and hopefully their voices are reflected in this document.

Steve Oversby

Corporate Director – Children’s Services



Governance



What is a Quality Account?

A quality account is an annual report that is published by all providers of NHS healthcare. It is a way of demonstrating our commitment to continuous improvement and to provide assurance to the families that we work with, partners and communities that there is ongoing scrutiny of our services.

To do this, we look at the safety of our services, the effectiveness of our services and feedback that we receive from children, young people and families, key stakeholders, and regulatory bodies.

It also allows us to review the data we collect within the organisation to help us understand areas for development and what is working well. It also allows us to celebrate our achievements and identify areas for improvement in the coming year.



Priorities for Quality Improvement

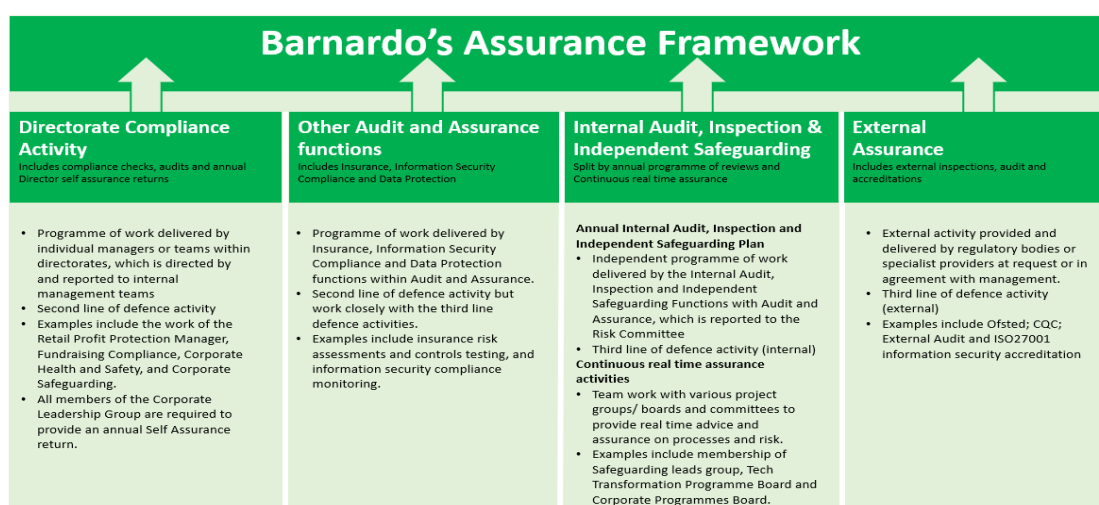
Our priorities for quality improvement 2023/2024

Barnardo’s has a clear health strategy and theory of change which outlines clear intentions for transformation of two key areas over the next three years:

- Integrated child and family health
- Community mental health early intervention and prevention services

A key requirement of this strategy is to ensure adequate assurance is in place over delivery of the health strategy and health services.

The diagram below identifies the individual elements within the assurance framework that contribute to providing Barnardo’s with assurance over its activities.



Our key areas for assurance are in place and will continue to be built upon over the next 12 months:

1. **Clinical Governance Strategy**
This is currently being reviewed and updated to reflect our current health strategy.
2. **Governance over the health strategy**
There is a health steering group and health oversight steering group, accountable to Barnardo’s Corporate Leadership Team and ultimately the Board of Trustees. Core to design and implementation of the Health Strategy is the voice and involvement of children, young people and their families and advice and guidance from external partners. An External Advisory Group has been established to facilitate coproduction and underpin our governance.
3. **Quality Conversation**
This is a reporting dashboard that has recently replaced our quarterly review of quality activity of each service including file sampling, safeguarding alerts, supervision, feedback from commissioners and regulators.
4. **Contract Performance monitoring**
Each contract is rated against a number of performance indicators including outcomes and quality. This is reported on quarterly.
5. **Inspection**
These are carried out by our in-house audit and inspection team in individual services or clusters of services, organised thematically in order to identify broader organisational learning. Either

announced or unannounced. As health services become operational, they become part of the inspection schedule.

6. **Strategic audit reviews**

Again, carried out by our in-house team, following a strategic audit plan that is reviewed annually.

7. **Independent safeguarding reviews**

Barnardo's has appointed an Independent Safeguarding Officer who is responsible for delivering reviews and providing assurance over the management of safeguarding risks across the organisation.

Research, projects or pilots in the last year and ongoing

Health Pilots



- **Partnership with Frimley Integrated Care System (ICS)**

Strategic partnership to codesign and develop an ICS-wide offer that put children and young people at the front and centre of the emerging portfolio and governance structures within the ICS. This included significant stakeholder engagement and mapping of needs to develop a structure that really gave children and young people a voice.

- **Family support in Accident and Emergency (A&E) in Birmingham and Hertfordshire**

An emergency care model designed to make family support services more available to children under 12 and their families presenting at A&E. A visible support team that provides ‘in the moment’ help and can provide longer-term interventions if required. This is a key opportunity to address health inequalities and reduce avoidable attendances at A&E. The referral criteria were for 6 non-critical child health priorities: Respiratory infection, gastrointestinal infections, constipation, asthma, minor injuries and holistic family and social support.

- **Be Body Positive**

Delivered nationwide in partnership with East London and North East London Foundation Trusts and East London Business Association. It is a resource for young people and their parents and carers, packed with engaging and accessible resources to support young people with disordered eating.

- **Virtual Infant feeding support in Gloucestershire**
1:1 information and support delivered via Zoom with trained infant feeding practitioners in Gloucestershire and surrounding areas.
- **Out of hours family support line in Brent**
Open to residents of Brent, aimed at increasing timely access to support during out of hours periods (evenings and weekends). Reducing pressure on A&E and other late intervention or crisis response services.
- **Boloh helpline**
Set up in response to the disproportionate impact of Covid-19 in Black, Asian and Minority Ethnic families. The helpline provides culturally informed signposting, advice and therapeutic support. The work of the team expanded to include providing advice to these communities with children between 0-3 years with respiratory infections over winter. It is also supporting the mental health and wellbeing of Adult Asylum Seekers across the UK and supporting Hong Kong British Nationals to settle in the UK.
- **Maternity Equity Hub and Perinatal Mental Health**
People from Black, Asian, and Minority Ethnic backgrounds are likely to have greater perinatal mental health needs and less access to services. We have been working with partners in Peterborough (Cambridge, Peterborough and South Lincolnshire Mind, the Raham project and Cambridgeshire and Peterborough ICS) to develop a Maternity Equity Hub – coproduced with parents from diverse families in order to build community resilience, take a rights-based approach to birth planning and offer practically and emotionally supportive support post birth. This is our first testing site, and we aspire to rolling out this model nationally in order to provide preventative and proactive perinatal mental health support for those with greatest potential to benefit.
- **Collaboration with the Institute of Health Equity**
We are currently working with Sir Michael Marmot's team at the Institute of Health Equity, partnering to shape the way Integrated Care Systems create health and address health inequalities among children and young people. With over 4 million children living in poverty and the number rising, this has never been more urgent. Achieving health equity is about guaranteeing a basic state of health & wellbeing for all children regardless of circumstance. We identified three ICS's, who have a wealth of experience in working to reduce health inequalities. We are working with Birmingham & Solihull, Cheshire & Merseyside and South Yorkshire over the next 3 years to develop a data tool to collect and monitor data on specific health inequalities; a Health Equity Framework and co-produce interventions with children and young people based on the findings of the data.
- **Driving Healthy Futures**
We have secured corporate sponsorship and collaborations with Enterprise Rent-A-Car – Driving Health Futures – cooking workshops, promoting healthy cooking on a budget.
- **Digital Mental Health Tools**
Journey app is a digital tool that enables us to deliver our offer mental health support on a digital platform. It provides a text message service plus the ability to have sessions digitally. It also provides a diary for the child or young person to record in.
- **LifeLabs**
This is an expansion of Barnardo's existing partnership with Ikea, an online hub for young people in and leaving care.
- **Young Peoples Emotional Support Service**

We are currently offering an emotional wellbeing service in Tower Hamlets and can offer a range of therapeutic services for children and young people with mild to moderate needs.

- **CAMHS Keyworkers**

Barnardo's is working in partnership with Black Country NHS Partnership to deliver a co-located pilot service for mental health wellbeing (MHWB) support for Children, Young People and their families. Working as part of the Black Country CAMHS Crisis teams, the Barnardo's MHWB Keyworkers provide a range of support and interventions to promote access to relevant family support services, reduce barriers to engagement and build resilience in young people and families.

CQC Inspections and Learning

We currently have four services that are registered with the CQC or jointly registered by the CQC and Ofsted. They are all classified Good or Outstanding.

We look at the feedback from these inspections and this informs our action plans for improvement on a local and national level.

As a result of learning from these inspections we are now:

- Reviewing our supervision processes, structure and policy
- Reviewing our medication policy
- Reviewing our complaints procedure

All regulated services have access to a range of tools and resources specifically tailored to their regulator's standards. CQC services documents include:

- a set of inspection preparation tools and guidance
- best practice resources, tools, and research for achieving excellence
- templates for action planning and evidence capture enabling clearer identification of risk/areas for improvement.

In addition, to support the implementation of the new CQC assessment framework a range of training and support documents are in place.

Information Governance

All our NHS funded health services have completed a Data Protection Combined Assessment (DPCA) and we submit the Data Security and Protection Toolkit each year. This can be found on the NHSE website.

We had 48 data breaches reported in 2022/2023. This number increases significantly when we roll out training as it raises awareness. Our action plan for 2023/2024 is:

- Improve the quality of our DPCA's and respond to any risks identified
- To increase training in preventing and identifying data breaches
- Targeting training to those areas who report higher numbers of breaches
- Improving our reporting processes
- Improving warning flags on emails
- Looking at ways to prevent sharing client identifiable information such as templates.

Achievements

- In 2022, we reached 24,000 children and young people through new health contracts taking the total number of children and young people reached through health contracts to 277,968.
- Our virtual family hub is being used by 19,000 users. There have been 41,000 page views on topics such as Strep A, RSV, parental conflict and Five to Thrive.
- Our Emergency Care pilot ran for 6 months, and we supported 62 families per month with avoidable attendances.
- 87% of parents who worked with our family support workers in A&E pilots reported improved confidence and 75% reported that they followed up on the advice they were given.
- The Boloh helpline took over 700 calls around RSV and the web-page on this subject had 32,000 views.
- NHSX Digital Health Partnership award winners for Be Body Positive
- Finalists twice for HSJ Race Equality Award for Public Health respiratory support for Black, Asian and Ethnic Minority families.



Safeguarding

Learning from adverse events

Learning from adverse events is shared across services on a local and national level. This is done usually at team meetings but also on a one-to-one basis when appropriate. We also have a serious incident de-briefing service. Serious Safeguarding Incidents (SSI's) are investigated locally with support and guidance from the Safeguarding Team. Each region has a safeguarding lead who will disseminate any learning from reviews.

Most of the children and young people who use our services are healthy and well, however, we do also provide services to children who may have chronic illnesses or life-limiting conditions. In 2022/23 we had 17 service users die in our care from life limiting conditions. These children and young people will have accessed some form of support from Barnardo's during their life, not necessarily health care or support.

Specialist Reviews

There have been no specialist or external reviews in this 12 month period.

Clinical effectiveness

Our Mental Health Support Teams (MHSTs) in schools can work with children and young people, families and teachers helping to identify and support those struggling with their mental health as early as possible.

We currently deliver 12 MHSTs across England and have been involved in their delivery since the first wave of commissioning in 2018/2019

During 2022/2023 we worked successfully completed treatment with 2648 children and young people. 1805 or 81.2% reported an improvement in at least one measure.

Service user experience and feedback from stakeholders

"The difference in the children, and in their parents has been amazing. They work with the parents too, reduce the anxiety in the parents and it changes everything for the child."

Primary School Teacher

"I feel like someone is there always to listen to my opinions."

Child, Age 10 years

"The advisor was really warm and compassionate, she really listened, and the plan was collaborative. It is important when you are calling with a child who is unwell."

Boloh user

"[Therapist] has been working with [child] since last summer. He looks forward to sharing any news or worries he has, he enjoys her weekly visits and states "she is the best". The passion and commitment shown in supporting [child] is clear to see and is having a positive impact on [child's] wellbeing." *Foster Carer*

"In a digital world where negative and harmful views of body image can be difficult to avoid, Be Body Positive aims to carve out a nourishing and safe space. We hope young people will come to the site and learn how to feel at ease in their bodies."

Director of Children and Special Services, NHS Foundation Trust

“Not just good - brilliant! (Therapist) has done wonders. (Child) took out what she wanted & needed from it. (Therapist) was brilliant. She kept me updated with what she could & I could follow it through at home.” Foster Carer

“It’s friendly and supportive and plenty of time is given to talk through and answer questions. The team are very easy to talk to and very helpful in a non-judgemental way.”

User of Infant feeding service

“I have felt heard and understood by [therapist] and felt supported throughout my counselling sessions. I found being able to access the sessions in school really supportive. Thank you! 😊 “

Young Person, Age 15



Staff engagement

We conducted an all-colleague survey and received 2,800 responses from across the charity. We have shared the results openly and transparently with discussions at Leaders Live and locally in departments and teams across the charity. Feedback from teams is being analysed and used to inform decisions and drive change centrally and locally. Here are some of the results:

How satisfied are you with the balance between your work and home life? **73%** scored over 7 out of 10.

‘The work from anywhere policy allows me the flexibility to work from home or a number of offices near where I live.’

How free do you feel to be your true self at work? **84%** scored over 7 out of 10.

'I do not feel that I am micro managed, and I am entrusted with the autonomy required to fulfil my role effectively.'

How much do you enjoy working with your team? **92%** scored over 7 out of 10.

'I'm so proud of the team I work with, very supportive and caring.'

How satisfied are you with the amount of learning opportunities that are on offer?

'I have been given opportunities to develop and progress within my role and gain further qualifications.'

How clear are you on the requirements of your job? **86%** scored over 7 out of 10.

'The requirements of my job are clear, but changes to the service mean that requirements change a lot.'

To what extent do you have access to the resources you need to support you in your role? **73%** scored over 7 out of 10.

How able are you to manage your workload?

'I have resources and support systems available to me.'

How well does Barnardo's live the values it promotes? **65%** scored over 7 out of 10.

How often do you apply the values to your everyday work? **84%** scored over 7 out of 10.

'I feel that the values underpin the work we do every day and we use them to help structure our work.'

To what extent do you feel safe to openly share your feelings about equality, diversity, inclusion, and belonging in this organisation? **70%** scored 7 or over out of 10.

Overall, how happy are you at work and please tell us why? **68%** scored 7 or over out of 10.

'Very happy at work. Feel valued and work as part of a great team. I do feel that there is too much to do and not enough time at certain times.'

'I enjoy my job and the people I work with really contribute to that. The young people are at the heart of what I do and being able to work hands on with them as well as being a line manager and doing more managerial roles is ideal.'

'I feel really supported by my team and line manager with any concerns, I get on really well with my colleagues and we work well together. My opinions are heard and my input is valued. I have a good work life balance, feel challenged by my work but not too much so, and I know where to go for support.'

'I feel the role I have makes a difference to children and their families.'

'I have now worked for Barnardo's for 20yrs, I feel very privileged to have been able to work in the service I do with vulnerable young people who have a disability/ special need. My role has been diverse over the years, and I have enjoyed every moment. Barnardo's has had to change over the years, but I can say that all the volunteers, students & staff have been amazing. Thank you, Barnardo's, for giving me this opportunity.'

'My manager makes all the difference to my wellbeing in the workplace. I am happy when feedback is received from families who our team has helped to ease, alleviate the circumstances they are in. Although I

work as an administrator it is nice to know that they families appreciate the work that is being done to help them and their children.'

'I have been with Barnardo's for 4.5 years and since day one I've learned a huge number of skills. I have developed personally and professionally. I have supportive, caring and mentoring managers that have taken their time to ensure I was comfortable in my role and showed me the ropes along the way. We have also learned together when moving into new IT systems and work procedures. I have the opportunity to make a difference by helping children reach their potential and provide a safe and fun environment.'

Workforce EDI

Equality, diversity and inclusion are central to everything we do at Barnardo's, stemming from our core belief in the unique worth of every individual, and the specific commitments in our Strategy. We must ensure Barnardo's is a charity that celebrates difference, prioritises diversity, and is a place where everyone can thrive.

We have:

- Established clear leadership through our corporate Equality, Diversity and Inclusion Board, chaired by our Chief Executive.
- Invested in more capacity for our Equality, Diversity and Inclusion team.
- Published commitments to anti-racism and made strong progress to achieve them, including implementing anti-racist training and our License to Recruit training.
- Published our first ethnicity pay gap report.
- Established mentoring programmes, including reciprocal mentoring.
- Delivered communications campaigns to make clear that inclusion is everyone's responsibility.
- Worked with external partners to gain expert challenge and support in this area.



Staff Health & Wellbeing

We have a robust People and Culture Strategy, which demonstrates our commitment to investing in our colleagues and our volunteers. It has been developed by listening carefully to colleagues feedback.

Learning and Development

We are committed to becoming a learning organisation – we have developed the BU, Barnardo's corporate university to help us to facilitate this.

The BU offers a wide range of learning opportunities, we deliver an Emerging Leaders Programme and a Reciprocal Mentoring programme among others. This supports talented colleagues to develop their career within Barnardo's.

Pay, Reward & Recognition

We have reviewed our pay and conditions offer to ensure that it is fair and responsive to the external environment. We create regular opportunities to say thank you to those who go the extra mile.

Hybrid workplace offer

Our goal is to facilitate work/life balance, as well as making sure we can recruit colleagues from right across the country. We are committed to giving colleagues as much choice and flexibility about where they work as possible. We have opened a range of collaboration hubs across the country and developed support and guidance for hybrid working.

Health and Wellbeing

We have started a journey to become a truly trauma-responsive organisation, with a training programme rolled out. We have developed a wellbeing hub in response to the challenges faced by colleagues during the pandemic. We have begun work to explore our culture and co-produce behaviours that help ensure our environment drives positive mental health and wellbeing. We have engaged experts to facilitate bespoke opportunities for colleagues to address traumatic events in the external environment.

Leadership presence

Our leaders play an important role in driving our Strategy forward, sharing our vision, and supporting colleagues. It's important that our leaders are visible and accessible across the charity, to help us feel a shared connection as part of the Barnardo's family. Our Quality Conversation includes a section on managerial visibility and we have regular 'Leaders Live' events for colleagues to hear and ask questions of our corporate leadership team.

