

**Y PWYLLGOR ANSAWDD, DIOGELWCH A PHROFIAD  
QUALITY, SAFETY AND EXPERIENCE COMMITTEE**

<b>DYDDIAD Y CYFARFOD: DATE OF MEETING:</b>	09 October 2025
<b>TEITL YR ADRODDIAD: TITLE OF REPORT:</b>	Occupational Therapies Paediatric Improvement Plan
<b>CYFARWYDDWR ARWEINIOL: LEAD DIRECTOR:</b>	Andrew Carruthers, Chief Operating Officer
<b>SWYDDOG ADRODD: REPORTING OFFICER:</b>	Sara Quarrie, Clinical Care Group Service Director Allied Health and Health Sciences

**Pwrpas yr Adroddiad (dewiswch fel yn addas)  
Purpose of the Report (select as appropriate)**

Er Sicrwydd/For Assurance

**ADRODDIAD SCAA  
SBAR REPORT**

**Sefyllfa / Situation**

In April 2024, Quality, Safety and Experience Committee (QSEC) agreed that a targeted improvement plan was required to address the breaches in the 14-week referral to treatment performance for Paediatric Occupational Therapy.

**Cefndir / Background**

Throughout 2024 QSEC was updated on the improvement plan progress and the resulting impact on waiting times for children referred to Paediatrics Occupational Therapy. The improvement plan, which commenced in April 2024, has led to a well-established weekly clinical triage process, which continues to ensure that the most clinically urgent referrals are prioritised. Furthermore, efficient utilisation of clinic capacity has been achieved by implementation of Patient Initiated Follow- Up (PIFU). Further service efficiencies are being scoped within North Ceredigion. Patient experience and staff experience will be captured to ensure that benefits are realised, and to seek learning prior to consideration of further roll-out. Equitable access to the service has been addressed by targeted improvement work in relation to the need for consistent application of the Access Policy, aligning to the Was Not Brought Policy. This has resulted in a reduction in the variation in appointment management. The previous assurance report, presented in December 2024, showed a modest but sustained reduction in the number of patients waiting for Paediatric Occupational Therapy.

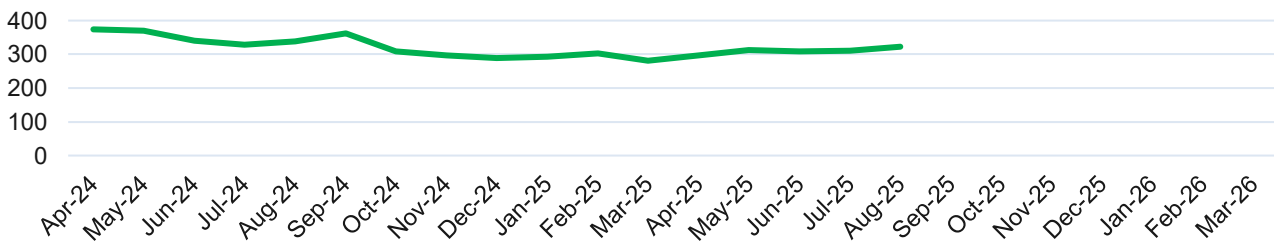


Figure 1 Occupational Therapy - Number of patients breaching 14-week wait per month (April 2024 - April 2025)

### Asesiad / Assessment

At the beginning of 2025 changes in service capacity (staffing reduction and an accommodation move) led to the rate of improvement in the number of children waiting more than 14 weeks to reduce. The net effect is a reduction of new appointments available since February 2025, and therefore an increase in the number of children waiting (and resulting breaches) as shown in Figure 1 above.

Since April 2025, the revised operating model sees Occupational Therapy services sitting within the Allied Health and Health Science Clinical Care Group, led by a newly appointed Service Director and Assistant Director of Quality, Safety and Experience.

The key risks related to patient waiting times are captured within the CCG risk register:

ID	Title	Initial Score	Current Score	Last Reviewed
736	Inability to achieve 14-week Referral To treatment (RTT) time for children referred to Occupational Therapy.	16	12	05.09.2025
2109	Risk that we are not able to provide safe and robust clinical leadership to the Paediatric Occupational Therapy Service	25	20	08.09.2025

The current mitigations and actions are summarised below:

- Address temporary reduction in clinical hours.
  - Extend staff additional working hours whilst implementing recruitment for retirements and maternity leaves, 31.05.2025- 31.11.2025
  - Ongoing recruitment to bank Occupational Therapy workforce, to provide additional workforce resilience
  - Review/risk assess if can temporarily move workforce from another team by 30.09.2025
- Clinical risk profile.
  - Continue to focus on clinical prioritisation of urgent and non-urgent cases, and continuation of weekly review of current capacity, identifying additional support to address any shortfalls
- Increase service capacity and efficiency via group interventions, reduction in staff travel time and process efficiencies
  - Increase the Service Lead hours to provide additional capacity to scope and implement additional service efficiencies, by 31.11.2025
  - Increase number of group sessions, including the introduction of sensory workshops by 31.11.2025

- Address co-dependencies such as infrastructure (clinic accommodation) and accessibility (venues sited closer to home) to increase in the number of clinics within community venues, by 31.11.2025
- Implement a pan-health board equipment prescription process, to maximise efficiency or pan county working, by 31.11.2025
- Continue work to ensure caseloads are within set limits (and throughput)

A programme of service evaluation which included a detailed demand and capacity analysis is underway and has recently identified (23.09.2025) an opportunity to increase productivity by 13 new patients per week across Paediatric Occupational Therapy service which has the potential to provide the required capacity to meet demand (given the low number of new patient numbers currently seen per clinic). Due to the recent identification of this action (and supporting data), it has not yet been reflected on the relevant risk register (but will be added in due course).

#### **Argymhelliad / Recommendation**

The Committee is asked to take assurance from the progress made to ensure that a future delivery model can bring sustained improvement and in time reduce waiting times for all children to below the 14 week target.

Amcanion: (rhaid cwblhau)	
Objectives: (must be completed)	
Committee ToR Reference: Cyfeirnod Cylch Gorchwyl y Pwyllgor:	3.8 - Provide assurance that all reasonable steps are taken to prevent, detect and rectify irregularities or deficiencies in the quality and safety of care provided, and that sources of internal assurance are reliable, there is the capacity and capability to deliver, and lessons are learned from patient safety incidents, complaints, and claims.  3.9 – Provide assurance to the Board that current and emerging clinical risks are identified, and robust management plans are in place and any learning from concerns is applied to these risks as part of this management.
Cyfeirnod Cofrestr Risg Datix a Sgôr Cyfredol: Datix Risk Register Reference and Score:	Risk ID: 736. Inability to achieve 14-week Referral to Treatment time for children referred to Occupational Therapy Risk score:12 Risk ID: 2109 Risk that we are not able to provide safe and robust clinical leadership to the Paediatric Occupational Therapy Service Risk score 20
Parthau Ansawdd: Domains of Quality <a href="#">Quality and Engagement Act (sharepoint.com)</a>	7. All apply
Galluogwyr Ansawdd: Enablers of Quality: <a href="#">Quality and Engagement Act (sharepoint.com)</a>	3. Data to knowledge 4. Learning, improvement and research 5. Whole systems perspective
Amcanion Strategol y BIP: UHB Strategic Objectives:	All Strategic Objectives are applicable
Amcanion Cynllunio	4 Planned care, diagnostics and cancer Recovery

Planning Objectives	7 Primary and community strategic plan
Amcanion Llesiant BIP: UHB Well-being Objectives: <a href="#">Hyperlink to HDdUHB Well-being Objectives Annual Report 2021-2022</a>	2. Develop a skilled and flexible workforce to meet the changing needs of the modern NHS

## Gwybodaeth Ychwanegol:

### Further Information:

Ar sail tystiolaeth: Evidence Base:	Nil to note
Rhestr Termau: Glossary of Terms:	Included within the report
Partion / Pwyllgorau â ymgynhorwyd ymlaen llaw y Pwyllgor Ansawdd, Diogelwch a Phrofiod: Parties / Committees consulted prior to Quality, Safety and Experience Committee:	IQFPDG was informed and updated on Occupational Therapy performance during the months of April and May 2025 in line with the new governance structure that commenced 1 <sup>st</sup> April 2025.

<b>Effaith: (rhaid cwblhau)</b>	
<b>Impact: (must be completed)</b>	
<b>Ariannol / Gwerth am Arian:</b> <b>Financial / Service:</b>	Nil to note
<b>Ansawdd / Gofal Claf:</b> <b>Quality / Patient Care:</b>	Quality impact via delays to OT input and interventions
<b>Gweithlu:</b> <b>Workforce:</b>	Workforce impact as stressors noted in workforce from impact of long waiting (complaints and staff moral injury in delaying intervention)
<b>Risg:</b> <b>Risk:</b>	Risk ID: 736.  Inability to achieve 14-week Referral to Treatment time for children referred to Occupational Therapy  Risk score:12  Risk ID: 2109  Risk that we are not able to provide safe and robust clinical leadership to the Paediatric Occupational Therapy Service  Risk score 20
<b>Cyfreithiol:</b> <b>Legal:</b>	Some potential re litigation from delayed interventions
<b>Enw Da:</b> <b>Reputational:</b>	Some reputation risk due to delays interventions
<b>Gyfrinachedd:</b> <b>Privacy:</b>	Nil to note
<b>Cydraddoldeb:</b> <b>Equality:</b>	Nil to note