



**South Thames
Paediatric Network**

Transforming Healthcare for
Children and Young People

South Thames Paediatric Network



2022/23 Annual Report

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Introduction: Reflections on 2022/23

This year STPN has focused on strengthening our **connections** across the network



Meeting colleagues in person :
All Trust sites visited by STPN

Listening to colleagues:
Monthly network calls
Nursing & Practice Development forums

Listening to patients
Quality of Life >180 surveys completed
Interviews with Parent-Carer forums

Strategic collaboration:
Supporting local commissioning
Presentations at National Getting it Right First Time (GIRFT) meetings
Revised Memorandum of Understanding (MOU) agreed by partner organisations

Implementing an education strategy with the acronym EFFECT

Excellence in education delivery

Feedback comments included 'excellent session', 'very informative' & 'tailored the session to our needs'

Fosters professional development

Multi-professional Long Term Ventilation (LTV) education delivered at several sites across the region

Future-proofing care delivery

Variety of educational resources developed for professionals and parents with QR codes for easy access

Equity and affordable access

Online webinars for emergency care, leadership, rehabilitation and more

Collaborative network delivery

Central Vascular Access Device (CVAD) Train the Trainer course developed and delivered in collaboration with Cancer ODN

Transformative Care for CYP

QI Transformation monthly webinar series delivered in collaboration with the Burdett Trust

Comprehensive data collection to facilitate transformation, improve governance and standardise care

GIRFT review of surgery in children
ODN review completed & > 100 attendees at STPN-hosted event

100% epilepsy surveys collated : analysis in progress

Network and per-ICB POPEL score developed

Self-service tool available for each DGH with bespoke demand & capacity reports used to develop 'case for change' for Level 2 PCC

Audit of STOPP tool utilisation by Tertiary centres completed and prepared for presentation at BAPS conference

Meet the team



Harriet Ward
Network Manager



Marilyn McDougall
Clinical Director



Sally Watts
Network Manager



Joanne Arenas
Senior Project
Manager



Mary Aklog
Project Coordinator



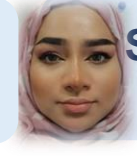
David Taylor
Data Analyst



Sarah Fleet
Clinical Educator



Rosie White
Project Coordinator



Sara Mahjabin
Project Manager

Surgery in Children



**Feilim
Murphy**
Clinical Lead



**Laura
Snow**
Lead Nurse

Paediatric Critical Care



**Jatinder
Singh
Jheeta**
Clinical
Lead



**Nick
Prince**
Clinical
Lead



**Sarah
Levitt**
Lead Nurse

Epilepsy



Chinwe Ude
Secondary Care
Clinical Lead



Elaine Hughes
Tertiary Care
Clinical Lead



**Florence
Kennard**
CNS
Clinical Lead

Gastroenterology



**Mohamed
Mutalib**
Clinical Lead



**Sarmad
Kalamchi**
Clinical Lead

Long Term Ventilation



**Richard
Chavasse**
Clinical Lead



**Emma
Whitcombe**
LTV Clinical
Educator

The Tony Hudgell Rehabilitation Research Programme

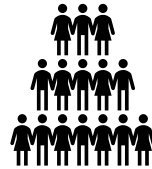


**Sammy
Randall**
AHP Clinical
Lead

Adolescent Health and Transition

Key achievements

Launch of Transition workstream with 'Getting Started with Transition' webinar in June 2022 with approximately 70 attendees. Well-received and evaluated.



Adolescent Health Steering Group formed in September 2022. Identified a collaborative opportunity to align with the Burdett Trust Transition Quality Improvement Programme.

December 2022-May 2023 Burdett Trust and STPN Collaborative QI Programme delivered via six sessions held monthly. Wide variety of attendees trained and supported to follow a staged QI process.



QI Session webinars available via STPN website for those unable to attend the live sessions.

Key challenges

Securing consistent engagement to ensure attendance and participation in the QI programme from start to end.



Loss of expertise and support as Burdett Trust Regional Lead posts disbanded from end May 2023.

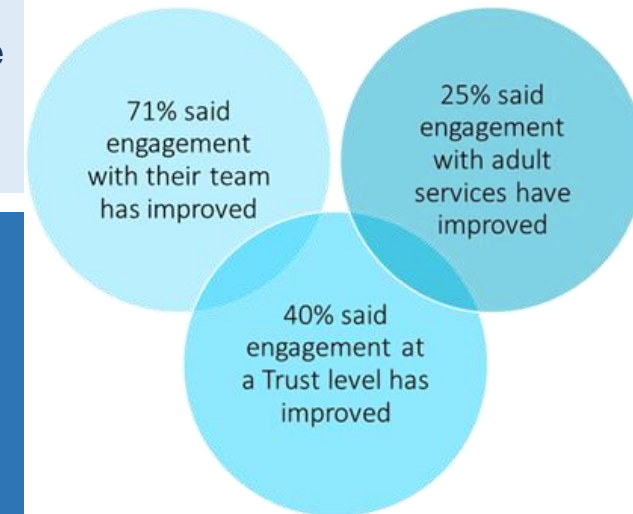


Lack of engagement within adult services and poor participation in joint service development.

Need new national guidelines before further work can be planned and implemented.

Next Steps 2023/24

- Complete QI programme, evaluate and plan next steps to support services, Trusts and ICBs
- Clarify and prioritise the needs of the region. Develop consolidated approaches to achieve maximum benefit
- Follow on from QI programme by developing a "Transition Network" which will be a monthly forum to help share case studies, best practice examples, toolkits, improve pathways etc.
- Look at further education or training opportunities for Transition Services
- Gap analysis of provision of health service provision for 16-18 year old to reduce variation and identify areas of need



Education

Key achievements

Education Strategy EFFECT
 Excellence in education delivery
 Fosters professional development and innovation
 Future proofing care delivery
 Equity in access and affordable
 Collaborative network delivery
 Transformative for the care of children and young people



Regional PDN Forums created to provide support networks for PDNS

Collaborative course implementation

Surgery was added to the paediatric critical care level 1&2 course meeting the learning needs of surgical nurses caring for critically unwell surgical patients



Affordable courses developed collaboratively with trusts across the network to meet Nurse educational needs for the network and beyond



Education delivery expanded across all workstreams, using the Always Learning Together Platform



Collaborating with South Thames CTYA Cancer ODN to facilitate paediatric oncology education between PTC and network POSCUs



Key challenges



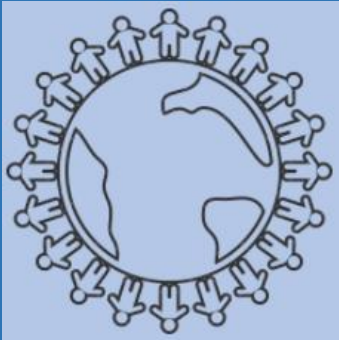
Collaborative MDT specialised education

Advertising of education delivery to all the workforce

Participation in creation of resources

Delivery of critical care MDT & Medical education

Goals for 2023/24



- Interprofessional Education days for Critical Care
- Working with STRS to develop streamlined education delivery to support the stabilisation and management of critically unwell children
- Regular Gastroenterology education evenings
- Working with epilepsy workstream to develop education resources
- Working collaboratively with other networks to deliver Surgery in Children education

New Team

Recruiting two deputy clinical educators to support LTV and Critical Care Level 2 education across the network

Gastroenterology ODN

Key achievements

Gastroenterology Pathways Task & Finish Group review completed and approved by STPN Board. Pathways agreed to ensure they are based on geography and patients clinical needs.



Blueprint for **constipation pathways** drafted – engagement with ICSs re implementation



Ongoing Patient participation: Quality of Life (QoL) data for constipation patients with 183 surveys completed.



Quarterly **education and training events** hosted by network partners



Key challenges

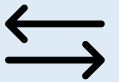
Securing consistent **engagement** from across the wider network with busy clinical teams



Securing inclusion of Constipation recommendations on ICS agendas



Resistance to change in practice



Goals 2023/24

Implementation of the new referral pathways to Designated and Specialist centres- based on services and resources offered.
Establishment of SLAs

Completion of Constipation QoL control survey enabling data analysis



Development of blueprint for constipation care pathways to strengthen relationships between primary and secondary care. Work in collaboration with ICSs to standardise management of constipation in CYP



Ongoing engagement with ERIC charity and CYP and their families

Ongoing Education and training to support and develop a sustainable workforce



Long Term Ventilation (LTV)

Key achievements

- **June 2022 Appointment of Health Education England-funded LTV Implementation Lead**
- Enabling provision of MDT education and training across 9 provider sites so far, including community, DGH, Level 2 PCC and Tertiary hospitals
- **Pan-Network LTV Educator Forum** development of universal education bundle 
- Working in collaboration with North Thames, Thames Valley & Wessex & East of England ODNs, to develop the **LTV Clinical Guideline & LTV education slide bundle**
- Pan London development of the **Ethical Framework and consent form** to support healthcare professionals and families in decision making on starting LTV or transition to palliative care. Publishing of an information booklet for patients and families. Work presented at RCPCH Conference
- Reviewed and updated the **Respiratory Action Plan** as a step towards creating a standardised pan-Thames document
- Development of the **LTV chapters within the PIC Society level 1/2 Competency Document**: these chapters are currently being trialled across the STPN region.
- Endorsement by RCN of **The Well Child Discharge pack**
- Showcasing above work and contributing to current **GIRFT LTV review** 



- Working collaboratively across organisational boundaries to implement the **Hospital Admission Protocol** and **networked model of equipment procurement** to improve CYP and family experience, reduce inequalities and improve system-wide financial efficiency

Key Challenges

Continued lack of a national code(s) for LTV hindering data capture and analysis



Shortage of workforce and resources across the whole system, e.g. continuing care workforce and housing, resulting in delayed discharge

Implementation of new models of care, e.g. HAP, enabling carers to continue to provide care package in hospital (multi organisational boundaries)

Consolidation of multiple procurement pathways to reduce delays in discharge, improve family experience and financial savings

Awaiting confirmation of NHS England funding to re-establish a Pan-Thames LTV Network to support all Network hospitals with LTV CYP

Goals for 2023/24

Implementation of guidelines and recommendations created in 2022/23. Agree evaluation metrics



Development of an LTV eLearning module to support the delivery and evaluation of sustainable education to upskill MDT teams across the STPN



Providing support for the Model of care for Level 2 PCC for LTV patients across the region

Evaluation and development of pathways for NIV CYP patients (high volume)



Continue to identify areas for collaborative working with ICSs to introduce pilot projects



Ongoing review of STPN patient experience questionnaires & working with WellChild to ensure resources for families are fit for purpose



Develop the centralised procurement of LTV equipment and consumables across the network, working with ICSs

Neurosciences ODN: Epilepsy

Key achievements

Appointment of 3 Clinical Leads representing Tertiary and Secondary Care Hospitals and Clinical Nurse Specialists



Network-wide survey of service provision with 100% response rate. Data analysis completed and being used to inform work plan.



Good engagement with multiple stakeholders via clinical and ICB forums



Participation in national discussions regarding the new national bundles of care enabling alignment of workplan



Development of a comprehensive action and delivery plan based on the 4 National Pillars



Securing continued NHS England funding for project management and clinical lead posts

Key challenges

Implementation of the STPN survey and national recommendations at provider level due to their high workload demands

Expanding understanding of community, SEND, educational and adult service provision for CYP with Epilepsy to ensure a comprehensive, continuous pathway of care can be provided

Need to increase **workforce** provision for Epilepsy services

Transition from Paediatric to Adult Services

Continuity of care during the Transition process

Mental Health

Mental Health provision within epilepsy clinics



Tertiary Services

Pathway to epilepsy surgery & specialty neurological care

Variations in Care

Access to Epilepsy Specialist Nurses

Next steps 2023/2024

Reporting of survey results to providers, ICBs and NHSE and identification of deliverables and KPIs. Continued cross boundary engagement

Prioritisation of action plan to begin implementation of bundles of care recommendations

Delivery of MDT educational webinars including launch of CESS referral pathway in June 2023



Work in collaboration with Surrey Heartlands, following securing of national funding to develop the Mental Health support for CYP with Epilepsy



Host nationally funded Band 8a Epilepsy Nurse Specialist post enabling additional support at provider level to deliver recommendations



Work cross networks to ensure equity of access to high standard of care using shared learning to develop a sustainable model of care

Prioritisation of action plan to begin implementation of bundles of care recommendations e.g. Improve usage of a formal Mental Health Screening questionnaire from current rate of 35% providers to 100%; access to CESS pathway from 78% to 100%

Paediatric Critical Care (PCC) ODN

Key Achievements: Developing PCC across the network

Secured c.£1m funding to support the opening of 6 new Level 2/3 PICU beds and 4 new Level 2 beds in a DGH: making a difference to patients and families, more efficient use of specialist resources and improving flow.

- Evaluation data shows:
- Reduction in cancelled surgery rates
 - Fewer refused admissions
 - More efficient use of Level 3 beds
 - Shorter waits in ED
 - Fewer patients transferred to PICU
 - Improved patient and family experience:

“This hospital is nearer my house so we can easily get my toys from home”
DGH patient

Network dashboard including POPEL for PICU and DGHs to measure workforce pressure aligned with patient acuity. Individualised reports created and circulated monthly.

STPN Network POPEL				
Amber				
Per-ICB DGH POPEL				
Surrey	Kent	London	Sussex	
Green	Amber	Amber	-	
Providers reported	3/3	5/5	5/6	0/2
Providers without data			0/1	CONG (Royal Free)

PICU POPEL	Combined 3 Unit Acuity	Total Patients	Expected Discharges Yesterday that Did Not Occur	Bed Availability (declared)
Red	100%	42	4	2

Education programme including Consultant course, Level 2 HDU course, Winter surge support. Regional Education Forum in place and support to establish PDN forums in each ICS.



Guidelines and resources developed to support standardisation of care, including Emergency Airway Management and Procedural Sedation.



Key Challenges: Pressurised system

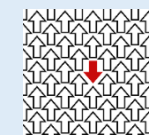
Insufficient funding available to support all the vital development work required



Meeting standards of care, when workforce is depleted and demand is high



Compromised flow, due to workforce and demand challenges across the network



Elective recovery: delays leading to increased pressure



Goals for 2023/24: Further development of the PCC model of care

Further Level 2 beds to be opened in DGHs

Implementation of Level 2 model of care

Further capacity and flow improvements in PICU


Roll-out of medical education model

PIC Nursing workforce project phase 2


Support wider MDT in caring for PCC patients

South Thames CTYA Cancer Operational Delivery Network update


Key achievements

Launch of network with fully recruited clinical leads, Terms of Reference, Joint Memorandum of Understanding with STPN 

Develop a suite of key products such as principles, benchmarking and website to support and expand transition services across South Thames


Education programme now established across the whole of South Thames in Paediatric Oncology in collaboration with STPN 


Improved relationships and communication with all stakeholders such as clinical teams, charities, local cancer alliances and commissioners.

Better joined up working with STPN and other ODNs especially with North Thames ODN 

Key challenges



Managing complex and significant organisational changes with PTC, POSCU and HDU transformation

Slow progress in effecting change that has blurred or complex organisational landscapes such as 16-17 years old gap issue, fertility, genomics and clinical trials 

Lack of consistent network of patient/parent participation to support transformation 

Delay of the launch of new national TYA Specification has impacted on engagement with TYA leads and development of TYA work programme

Next Steps 2023/24

- Develop PPI panel for TYA to provide advice and guidance for TYA projects 
- Develop new services for long term follow up of paediatric patients
- Continue to support POSCU transformation in implementing the new specification
- Develop an education strategy for South Thames CTYA Oncology Services
- Identify solutions of improvement to reduce variation of service provision for 16-17 years old
- Benchmark and identify solutions for improvement in genomics and clinical trial 
- Develop plans in anticipation of the TYA specification release

STPN Data Collection & Analysis

Key achievements

- DGH providers now complete their daily STPN dashboard data with much improved frequency...
- ...allowing the scope of daily capacity reporting to be expanded from PICU / STRS to include whole-network and per-ICB POPEL scores
- Successful leveraging of recorded PICU and network data to positively influence NHS-E resource allocation over the Winter surge and in to the future
- Creation of a self-service tool to allow DGHs to analyse their own dashboard data, further encouraging completion
- Ongoing creation of toolkits, dashboards and data analyses to review network activity and influence direction of work



Key challenges

Ensuring ongoing daily completion by some providers



Access to data we haven't collected ourselves remains difficult. Despite the move towards delivery networks, the NHS is not currently configured for cross-provider information sharing

As our scope increases, ensuring our host trust provides the IT resources this requires

Cost of hosting the Beautiful Information data collection platform for regional use



Next steps

Continued functionality improvement e.g. self-service tools, automated reporting, collecting audit data



Network-focused views are now available on some platforms, but not all. Continue to advocate for a network-centric approach to IT and IG policy in the wider NHS.



Diversify funding of the data collection platform and explore lower cost alternatives

Ongoing consultation with network providers to support evolving operational requirements

Surgery in Children (SiC) ODN

Key Achievements

Successfully delivered the Surgery in Children GIRFT ODN Data Review presentation, with over 130 attendees joining from across the Network. We also shared bespoke data packs to Trusts with positive feedback.



Providing governance of Inter-Hospital transfers within the Network, including surgery specific guidance. **Available on our website <https://stpn.uk/>**



ENT – SiC ODN raised the profile of ENT waiting lists and continue to drive change through the use of technology and ensuring ENT teams work towards reaching targets.

Supporting Preassessment Service development across the network.



Secured funding to recruit 3 additional clinical leads for the Trauma and Orthopaedics, Anaesthetics and ENT working groups.



Orthopaedics – SiC ODN focused on fracture education and gained consistent interest from clinicians.



Learning taken from the Appendicetomy and Testicular Torsion audit.



Key Challenges

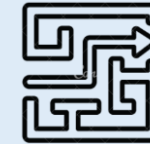
ENGAGEMENT

Securing consistent engagement from our working group clinicians. More collaboration and engagement needed from across the network to contribute towards SiC pathways improvement work.



ELECTIVE RECOVERY

Establishing our role within the Elective Recovery (ER) agenda, ensuring that children are not left behind and how we can utilise the Network to best support ER.



FINANCE

Progress on elective recovery is a challenge due to the ongoing financial constraints and the lack of direct investment into CYP recovery.

Goals for 2023/24



Develop the **education programme for 23/24** to support, upskill and develop a sustainable workforce.



Understand **health inequalities** in paediatric surgical care and waiting lists. Provide oversight to the elective recovery process to ensure equity of access.



Review **Pain Service provision** across the Network.



Identify themes from **patients and families' experience** of interacting with paediatric surgical services across the Network.



Identify, measure & improve key **clinical outcomes** for each surgical specialty.



Repeat **appendicectomy and torsion audit** for 2023/24. Work to commence in May 2023.



Support implementation of the STPN agreed **Getting It Right First Time (GIRFT)** recommendations across the Network.

Key achievements (18 month charity funded project hosted by STPN – start date July 2022)

Establishment of project team, advisory and steering groups

Key terminology for Rehabilitation/Habilitation defined and agreed



Consultation with local parents and CYP advisory groups to inform priorities and key line of enquiry.

Two pilot deep dive areas identified – Lewisham and East Kent



Local health profiles, inequalities & Indices of Multiple Deprivations analysed for pilot sites to identify areas of strength and need.



Children's therapy services have been mapped across the region including Allied Health Professionals, Social Care and Wheelchair services.



Key challenges

Lack of input from children and young people themselves as majority of feedback from parents and carers via forums



Securing ongoing engagement from both 'deep dive' areas to obtain data and interviews with health professionals



Dependency on external stakeholders and processes takes time, and challenges the tight timescale for delivery of the project

Goals 2023/24 (project end December 2023)

To conduct interviews with service providers in Kent and Lewisham child development centres including head of therapy and professional leads for insight around provision and access to children's therapy services



Have discussions with ICS leads to gain their perspective on aspirations for the future of the project

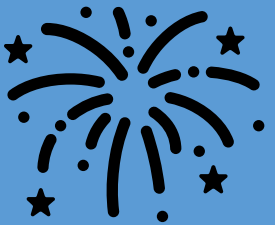


Production of final report recommendations and a proposed model of practice to be shared with CYP transformation teams and commissioners as part of service evaluation, which includes exemplars of good practice

Key celebrations of 2022/23

As you will have read throughout this report, 2022/23 has been a busy and productive year. Here are some of our **key celebrations and successes**, which we could not have delivered without the support of our network hospitals:

- Following our recommendation, **the first new Level 2 Paediatric Critical Care Unit (outside a tertiary centre) was opened** at Queen Elizabeth (QEH) Woolwich in November 2022 with funding from the NHS England Service Development Funding. There have been between 2 and 4 beds open since November 2022 with very positive feedback received from patients and families, an reduction in transfers to PICU, reduced wait times in ED and significant education and training delivered to the team. Additional Level 2 and Level 3 beds were also opened at Evelina London, King's and St George's PICUs. Our Level 2 model will be expanded across the network within 2023/24.
- The **STPN workforce has expanded** with the inclusion of the new Epilepsy Team (Elaine Hughes, Chinwe Ude and Florence Kennard), two new Project Co-ordinators (Mary Aklog and Rosie White), a new Project Manager (Joanne Arenas), a new group of Clinical Leads for the Paediatric Critical Care ODN (Nick Prince, Jatinder Jheeta and Sarah Levitt), a new Nurse Lead for Surgery in Children (Laura Snow), a new LTV Implementation Lead (Emma Whitcombe) and Sammy Randall as the Allied Health Professional Lead for the Tony Hudgell Rehabilitation Project. We are delighted to have such an experienced, enthusiastic and supportive group of colleagues. We also said **“goodbye and thank you”** to team members Miriam Cabib, Stacey Bedford, Teresa Davey and Sachin Patil.
- We have held **monthly calls with all STPN hospitals** in attendance where we've been able to showcase exceptional and innovative care delivered across the network, and sent out 7 **newsletters** that each went to more than 550 people.
- We have further developed our website with our resources and have had nearly 23,000 page views.
 - We ran **more than 40 webinars attended by more than 1,000 people**.
 - We held more than **40 working group meetings** each attended by a range of network hospitals.
 - We sent out 13 **certificates of appreciation** to network members who have contributed to our work.



Working in the STPN team

We are proud that the STPN team used the following words when asked how it feels to work in our team:



We advertise all our roles via the NHS Jobs website as well as on Twitter and at our monthly calls. Do look out for opportunities coming up to join our team in 2023/24.

Keep in touch



Email england.stpn@nhs.net to join the mailing list for our monthly newsletter and hear about all our upcoming events first.

Alternatively you can contact us via social media using the resources below:



<https://stpn.uk/>



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South Thames Paediatric Network