

<b>Report Title</b>	Overview of Children's Services at SWB		
<b>Sponsoring Executive</b>	Toby Lewis, Chief Executive		
<b>Report Author</b>	Dr Nick Makwana, Group Director, Amanda Geary, Group Director of Operations and Cheryl Newton, Group Director of Nursing, Women's & Children's		
<b>Meeting</b>	Public Trust Board	<b>Date</b>	4 <sup>th</sup> July 2019

### 1. Suggested discussion points *[two or three issues you consider the Trust Board should focus on]*

To discuss the breadth of services for children and young people within SWB

To discuss the current SWOT analysis of the services for Children and Young People contained within the Trust Portfolio

Note the developmental work ongoing over the next 24 months to improve the service to children and young people.

### 2. Alignment to 2020 Vision *[indicate with an 'X' which Plan this paper supports]*

Safety Plan	<input checked="" type="checkbox"/>	Public Health Plan	<input checked="" type="checkbox"/>	People Plan & Education Plan	<input checked="" type="checkbox"/>
Quality Plan	<input checked="" type="checkbox"/>	Research and Development	<input checked="" type="checkbox"/>	Estates Plan	<input checked="" type="checkbox"/>
Financial Plan	<input checked="" type="checkbox"/>	Digital Plan	<input checked="" type="checkbox"/>	Other <i>[specify in the paper]</i>	

### 3. Previous consideration *[where has this paper been previously discussed?]*

n/a

### 4. Recommendation(s)

The Trust Board is asked to:

- RECOGNISE** the current breadth of services provided for children and young people by the Trust
- Provide **SUPPORT** for proposed developments over the next 24 months to improve services for children and young people

### 5. Impact *[indicate with an 'X' which governance initiatives this matter relates to and where shown elaborate]*

Trust Risk Register						
Board Assurance Framework						
Equality Impact Assessment	Is this required?	Y	<input type="checkbox"/>	N	<input checked="" type="checkbox"/>	If 'Y' date completed
Quality Impact Assessment	Is this required?	Y	<input type="checkbox"/>	N	<input checked="" type="checkbox"/>	If 'Y' date completed

# SANDWELL AND WEST BIRMINGHAM HOSPITALS NHS TRUST

## Report to the Public Trust Board: 4<sup>th</sup> July 2019

### Overview of Children's Services at SWB

#### 1.0 Introduction

1.1 The children's services within the Trust are unique in that we have always been an integrated service. This means that both acute and community services for the Sandwell Borough are managed and governed by the same team and processes. For the West Birmingham Children, we offer partnership working with Birmingham Community Healthcare Foundation Trust to ensure effective clinical care across acute and community paediatrics.

#### 1.2 Objectives of the Service

1.3 To deliver integrated hospital and community services that meet the needs of children, young people and their parents, and provide effective and safe care, through appropriately trained and skilled staff working in suitable, child-friendly, and safe environments.

#### 1.4 Overview of the Service

1.5 Our acute service delivers care to sick children from both Trust sites through two assessment units, an inpatient ward, adolescent unit, HDU capability, outpatient and day case services across site delivering general paediatric care and encompassing 17 sub-specialities as well as a regional tertiary paediatric service. The Trust also provides community paediatric services for the Sandwell Borough, encompassing the community children's nursing team, therapies team, health visiting, best start practice, school health nurses and paediatric nursing in special schools. Within this there is a palliative care team, as well as an acute community team to help expedite discharge from hospital when possible.

Operating Capacity		
	Summer	Winter
L1 (Inpatient ward plus HDU)	16	22
PAU / Adolescents	14	17
D19	8	11
<b>SWB TOTAL</b>	<b>38</b>	<b>50</b>

From an activity aspect the paediatric team admit circa 7000 emergency admissions and deliver 18000 outpatient appointments per year.

#### 1.6 The Sandwell Paediatric Unit

##### **Priory Ground**

Surgical day cases

Medical day cases

Outpatient activity

**Lyndon 1**

High dependency care

Emergency medical and surgical admissions

Children with chronic or life limiting conditions who are acutely ill.

**Lyndon Ground**

Paediatric Assessment facilities

Care of adolescents

Side room facilities for flexible winter capacity

1.7 The City Paediatric Unit

**D19**

Paediatric Assessment facilities

Surgical care for patients requiring an overnight stay

**D6**

Surgical day care provision for surgical specialities

**Birmingham Treatment Centre**

Medical Day cases

Outpatient activity

1.8 The Sandwell Paediatric Community Team

Acute community care for paediatrics in Sandwell and West Birmingham

Palliative care

Continuing care needs

Care of children with chronic / complex conditions

Children attending Sandwell special schools

1.9 Outpatient Specialties

The Trust currently has 15 consultants delivering acute and community paediatric care.

Areas of specialist interest include:

Epilepsy

Nephrology

Diabetes

Endocrinology

Haematology

Child safeguarding

Respiratory

Cardiology

Neurodisability

High Dependency Care

Coeliac Disease

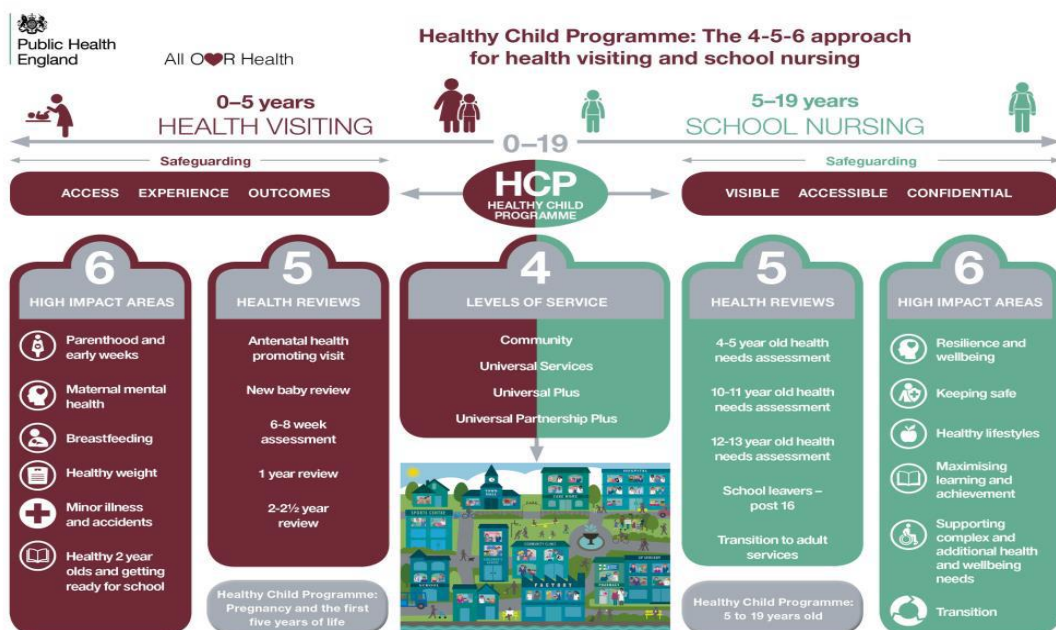
1.10 Services Referred to

BCH - Paediatric Intensive Care  
 BCH Specialist Services – Hepatology, Oncology, Gastroenterology, Neonatal Surgery  
 Child and Adolescent Mental Health Services

2.0 Allied Health Services Managed by the Women and Child Health Group

2.1 There are 12 Health visiting teams across Sandwell that deliver services geographically across Sandwell. The teams consist of Administrative staff, Nursery nurses, Health Visitors, Team Leaders, Practice Teachers, Supervision Leads and the Clinical Lead. In partnership with additional agencies, disciplines and organisations, health visitors lead the Healthy Child Programme (2018) to achieve the best outcomes for children and families. The service also includes the Best Start Team who offer an intensive home visiting programme to support some of Sandwell’s most vulnerable children and families.

2.2 Sandwell School Health Nurses deliver services to the population of Sandwell 5-19 regardless of educational provision. This includes the delivery of school nursing services to all young people across the authority identified as attending a Community School or registered alternative provision, electively home educated, not in education or training, traveling families and those that are new to the country and out of school. This service works with the Youth Offending team and addresses any identified health needs of young offenders. The service works in partnership to deliver universal, universal plus and partnership plus services to the C&YP, their families and the community in Sandwell.



### 3.0 Service Analysis

There are significant opportunities over the next 5 years for the paediatric department, but also challenges. Disappointingly the CQC last year found leadership within the Directorate as an issue at City Hospital but not at Sandwell. Our children's community services were rated as outstanding. We were noted to be good for caring throughout the clinical services we provide.

#### Strengths

- Integrated care
  - Children with developmental or complex needs are managed within the same service so there are no boundaries to delivering their care requirements.
  - Integrated team work by staff working to common protocols and guidelines across site.
- Tertiary services which receive referrals from outside area (Paediatric Allergy)
- Co-operative Working board
  - Partnership working with the local authority which incorporates health visiting and Best Start Practice.
  - Legal framework to allow an increase in contractual length of services commissioned, which supports the development of innovative practice to improve the public health outcomes of children in the Borough.
- Early Years Transformation Academy – National programme to look at jointly commissioning children's services to stop overlap and improve the health outcomes of children. This is led by the Local authority and involves work from Maternity & Paediatrics. Aim is improving system wide outcomes over a 12 month period. The local authority bid for this programme and was successful as 1 of 5 in the country. Inaugural board meeting was on 27 June 2019 and the expected output is to collectively discuss rationalise the commissioning opportunities, focus on outcomes and Joint Strategic Needs Assessment rather than inputs. Initial area of focus is mental health
- Dedicated and passionate workforce
- Best Practice Tariff Diabetes Service
- Low mortality rates
- Dedicated High Dependency and adolescent facilities
- Advice and guidance service / C&B electronic triage
- Multi-agency assessment for autism
- Transition arrangements for specific specialities

#### Weaknesses

- Developmental programme for nursing staff
- Retention and recruitment of nursing staff
- Perceived culture at 2 separate CQC visits' of an autocratic style of leadership
- Difficulty in recruitment of community paediatricians
- Hard to fill posts in Health Visiting and School Health Nursing

- Unmanaged Looked After Children demand within the Borough
- We have vacant posts, or new-to-post, senior leaders in the directorate
- Reduced breast-feeding rates after discharge
- Cross site working
- Currently not meeting the RCPCH 'Facing the Future Standards'

## Opportunities

- Change in paediatric leadership at Group, Directorate and Service Level
- Broadway / Summerfield GP practice integration into the Trust - Intended that Summerfield practice will be managed by the W&CH Group.
  - Access and analysis of patient data to determine focus service provision
  - Outreach clinics with GPs
  - Marketing of services through events with GPs, commissioners and training days
- Potential relocation of BCH
- ED/D19 reconfiguration at CITY to facilitate integrated work flows and streamlining of pathways
- Innovative nursing recruitment – looking at rotational working, hybrid posts, new roles
- Programme for development for nurses
- Working with the School Health Nursing Service to improve health of children in the community – we now have ownership of 0-19 pathway
- Development of older children's CPAP (continuous positive airways pressure ventilation service)
- Move to single acute site at Midland Metropolitan Hospital
- UNITY – improve and safety quality and, monitoring and improvement of outcomes
- Working with Children's services to improve early intervention for vulnerable children
- Innovative solutions for medical workforce gaps – Nurse Consultant / ANP
- Development of the new leadership team to allow support and development of staff and the service
- CQC report findings as enablers of change
- Development of Research and Development Programme
- Smoke free and promoting smoking cessation – 'making every contact count'
- Increase breast feeding continuation – Infant feeding team has good rates for initiation
- Greater patient and public involvement with pathway re-designs
- Development of transition models in all areas that require this mode of clinical care

## Threats

- Birmingham Children's Hospital – specialised work leading to staff attrition to work in specialities we do not have – e.g. PICU

- Delay in Midland Metropolitan leading to dispersal of staff across two sites and requirement to maintain services across two sites for prolonged period and inefficient use of resources
- Children's service – rated again as 'Requires Improvement'
- Lack of Tier 4 beds regionally
- Lack of tertiary bed availability
- Expansion of BCH general paediatrics capacity
- Lack of adequate IT facilities in community venues to support electronic patient records
- Reduced availability of paediatric radiologists

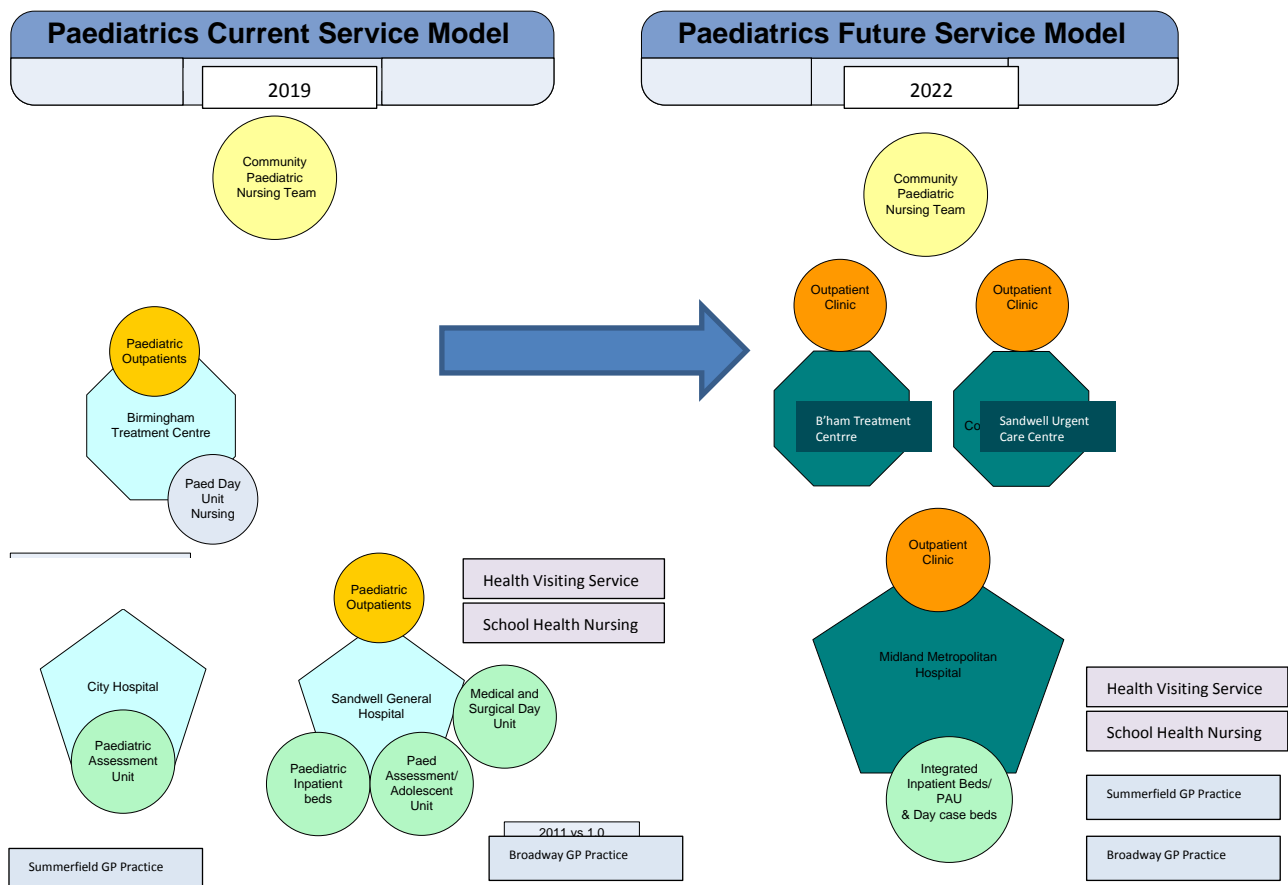
#### **4.0 Proposed Clinical Developments / Changes over next 2 years**

- Development of an integrated Children's Urgent Care Unit (CUCU) at City Hospital
- Bespoke HDU facilities and ability to deliver CPAP for older children
- Enhanced Epilepsy Service
- Enhanced Phlebotomy service for children
- Compliance with RCPCH standards in 'Facing the Future' with respect to increased out of hours consultant presence
- Implementation of UNITY

#### **5.0 Links / Impact of Children and Young Peoples Service on other Clinical Services**

- Paediatrics is closely intertwined with the provision of neonatal care and there is review of patients transferred for ongoing care when awaiting local authority placements
- Paediatric specialty has strong links to surgical areas with the highest proportion of paediatric cases in ophthalmology and ENT
- SWB works closely with BCH as the provider of secondary and tertiary services
- The directorate works in partnership with other services such as CAMHS and community services
- Imaging development of General Anaesthetic MRI for paediatric patients / transfer to SWB of outsourced activity if we can develop the paediatric radiology service

#### **6.0 Future Service Model**



## 7.0 Summary / Conclusions

There is a breadth of services available for Children and Young People within the Trust. The recent CQC inspection gave cause for re-evaluation of the current service we provide, and how we may improve the leadership to the Directorate and further develop the governance and audit processes to enable a well led, proactive service that shapes future models of care for children, young people and their families, with children, young people and their families.

## 8.0 Recommendations

The Trust Board is asked to:

- RECOGNISE** the current breadth of services provided for children and young people by the Trust
- Provide **SUPPORT** for proposed developments over the next 24 months to improve services for children and young people



**Dr Nick Makwana MD**

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Deputy Head of Academy, Lead for 3rd Year Medical Student Undergraduate Teaching, SWBH

MChB Paediatric Curriculum Lead, University of Birmingham

In collaboration with

Ms Amanda Geary, Group Director of Operations, W&CH

Ms Cheryl Newton, Group Director of Nursing, W&CH

27 June 2019