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# South West Surgery in Children Operational Delivery Network Work Plan

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## Contents

1. Introduction to this document .....	3
2. Introduction to the South West Surgery in Children Operational Delivery Network .....	3
3. Objectives for the South West Surgery in Children ODN .....	4
4. Operational Model .....	5
5. Workstreams within the work plan.....	6
5.1 Governance and operational infrastructure .....	7
5.2 Communication and engagement .....	8
5.3 Service Review .....	9
5.4 Clinical Working Groups .....	10
5.4a Restoration & Service Development .....	10
5.4b Ear, Nose and Throat Clinical Working Group .....	11
5.4c General Surgery & Urology Clinical Working Group .....	12
5.4d Trauma & Orthopaedic Clinical Working Group .....	13
5.4e Clinical Nursing Forum .....	14
5.4f Pre-assessment Clinical Working Group .....	14
5.5 Workforce development .....	15
5.6 Parent and child experience .....	15
5.7 Additional Clinical Priorities.....	16
6. Summary .....	17
Appendix 1 – Provisional meeting timetable .....	17

## 1. Introduction to this document

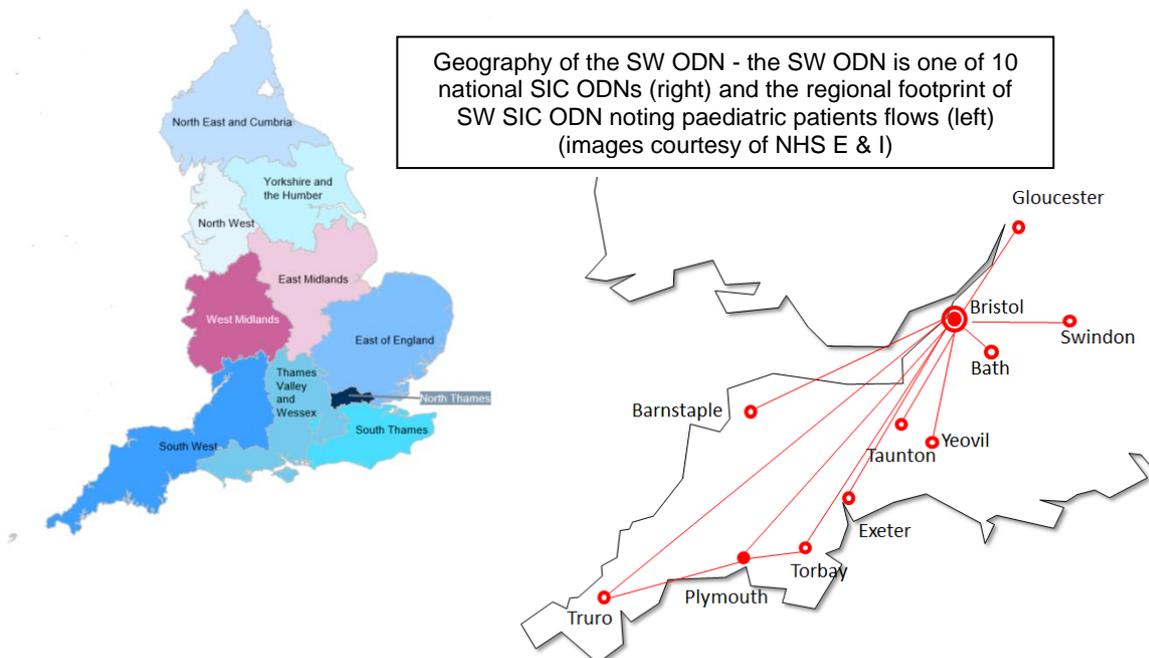
The purpose of this document is to outline the proposed work programme for the South West Surgery in Children Operational Delivery Network (SW SIC ODN). It aims to outline the priorities and workstreams that the ODN will aim to achieve during the financial year 2022/23; this document is aimed as a high-level summary of the proposed network workstreams and is supported by a detailed delivery plan that is updated regularly and managed by the core network team.

## 2. Introduction to the South West Surgery in Children Operational Delivery Network

The SW SIC ODN was formally commissioned at the end of the financial year 2019/20 and the first post holders for the core team were appointed in this period. The core team was expanded in 2021 and comprises of a Clinical Director (2 pas), Lead Nurse (0.6WTE) and Network Manager (0.8 WTE) underpinned with project and administrative support from a Support Manager (0.5WTE). The network itself is comprised of a range of key stakeholders from across the South West region and importantly formed from the collaboration between the following provider organisations which span the region:

- University Hospitals Bristol and Weston NHS Foundation Trust (who acts as the ODN's host organisation)
- Gloucestershire Hospitals NHS Foundation Trust
- Great Western Hospitals NHS Foundation Trust
- North Bristol NHS Trust
- North Devon Healthcare NHS Trust
- Royal Cornwall Hospitals NHS Trust
- Royal Devon & Exeter NHS Foundation Trust
- Royal United Hospitals Bath NHS Foundation Trust
- Somerset NHS Foundation Trust
- Torbay & South Devon NHS Foundation Trust
- University Hospitals Plymouth NHS Trust
- Yeovil District Hospital NHS Foundation Trust

The South West Surgery in Children Operational Delivery Network is one of 10 Operational Delivery Networks across England. The diagram below outlines the footprint for the South West Operational Delivery Network both in terms of the national footprint and also demonstrating the flow of paediatric patients across the region.



### 3. Objectives for the South West Surgery in Children ODN

**Overview of Objectives:** The objectives for the Surgery in Children Operational Delivery Networks were outlined as part of the review of paediatric services delivered by NHS England; these highlighted the objectives for paediatric networks as:

- Improve quality of care
  - Concentrate work appropriately
  - Improve equitable access to services
  - Ensure appropriate services available
- Reduce Variation in care
  - Network driven standards
  - Network driven clinical pathways
- Increase safe staffing
  - Consolidate skills and expertise
  - Sustainable work force
- Deliver best value for the NHS
  - Sustainable Model of service
  - Reduce unnecessary surgery in specialist centre
  - Optimise existing resources
- Reduce gaps and duplication in provision

The objectives as outlined by the review are extremely broad and the breadth of specialities and topics covered by the Surgery in Children network is extremely diverse resulting in a long list of potential workstreams, programmes of work and opportunities that the network team could pursue.

**Prioritisation of network objectives:** Activities and priorities being considered by the SW SIC ODN can largely be defined as either; core business (business as usual), or a national or regional priority. Core business usually relates to the ongoing management, development and oversight of the operational delivery network and is required to maintain the networks core function. The service review that is being undertaken by the networks, the first phase of this is due to be completed in 2022/23, is seen as core business for the network however some of the proposed actions raised by this work will be fed back into the clinical working groups for support, prioritisation, and delivery. A careful balance is required to ensure progression of core business activities is balanced alongside other priorities. In order to ascertain further priorities, the SW SIC ODN core team developed an operational structure to ensure engagement with key clinical and managerial stakeholders at a network and speciality level and this operational structure has been used for prioritising activities.

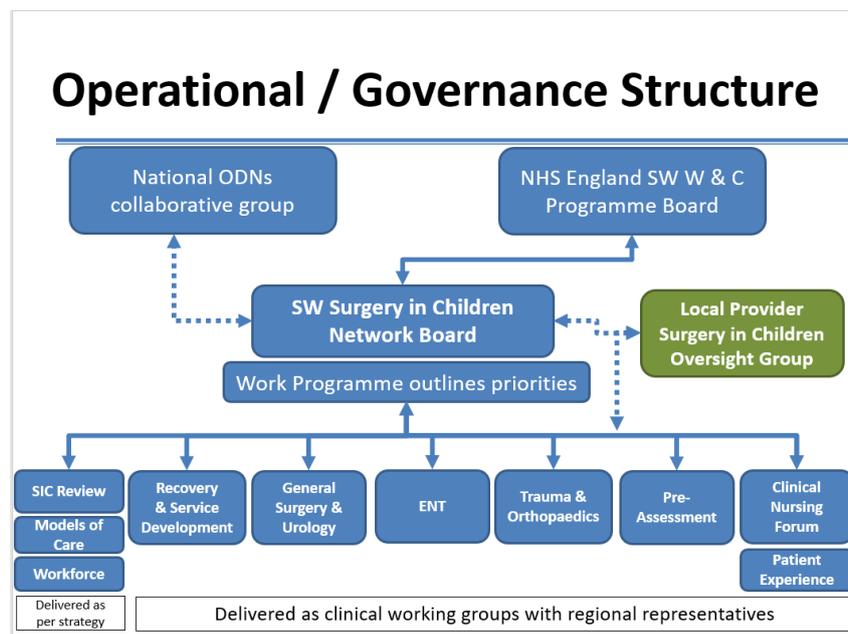
## 4. Operational Model

An operational model for the SW SIC ODN was agreed focussed on clinical working groups which aim to support the review of regional priorities alongside national objectives. These groups feed into the Network Board and the aim is they will link into the local provider Surgery in Children meetings or similar infrastructure. The Network Board holds the overarching responsibility for defining the operational structure of the network and ensuring appropriate engagement across the region by ensuring regional representation with the agreed clinical working groups. Regional network members that form part of the clinical working groups then define and agree priorities within the groups and these are then reviewed appropriately actioned and delivered. The network core team regularly receive requests for support with targeted activities and all requests for support are considered through the core team, noted in the proposed work plan and were appropriate discussed with clinical working groups and prioritised for action.

The proposed Operational Structure for the SW SIC ODN builds on the structure developed in 2021/22 which originally outlined 5 focussed workstreams; model of care, workforce planning and three clinical working groups focussed on Ear, Nose and Throat (ENT); General Surgery & Urology and Trauma & Orthopaedics (T&O). The model of care and workforce planning workstreams have been combined into an agreed service review process which is described in detail in an agreed strategy document; key aspects of this work are to be delivered in 2022/23 and are described later in this document. Due to the challenges presented by the global pandemic a multidisciplinary group focussed on restoration and recovery has also been established over the past 12 months. This group was open to all network colleagues and has met regularly over the past 18 months; following consultation with members it was agreed this group will continue in 2022/23, meeting quarterly and with a focus on restoration and providing an additional opportunity for ongoing cross-speciality collaboration.

With the appointment of the Lead Nurse, Gael Rolls, the SW SIC ODN have also been able to establish a Clinical Nursing Forum building on a cross region nursing group that had existed previously. The Clinical Nursing Forum identified a key priority related to delivery of pre-assessment services and it was agreed that the network would establish a cross speciality working group to expedite this work over the next 12 months. This pre-assessment group was established in collaboration with colleagues across Thames Valley and Wessex Operational Delivery Network.

The operational structure proposed for the SW SIC ODN during 2022/23 is outlined as per the diagram below:



## 5. Workstreams within the work plan

The SW SIC ODN work plan itself is divided into seven workstreams to describe different aspects of the work the network is planning to undertake. Within these workstream certain items are noted as core business, national requirement or regional priority as appropriate.

The high level workstreams identified that the SW SIC ODN will be focused on in 2022/23 includes three areas of business as usual (governance, engagement and service review) and six clinical working groups that will focus on analysing clinical data, reviewing pathways and providing speciality level quality assurance. In addition, workforce development and planning and parent and child experience will be key areas of activity and further consideration will be made regarding these workstreams once the service reviews are completed in early summer. Alongside these workstreams the network has also become involved in several other clinical areas of activity which are summarised as a separate workstream but represents a large volume of potential activity that the network may support over the next 12 months.

High level summary of workstream can be summarised as:

1. Governance & operational infrastructure
2. Engagement & communications
3. Service Reviews (to include provider level quality assurance, clinical data analysis, models of care and workforce analysis)
4. Clinical Working Groups (to include regional level quality assurance, clinical data analysis, models of care and pathway reviews)
  - a. Restoration
  - b. Ear, Nose and Throat
  - c. General Surgery & Urology
  - d. Trauma & Orthopaedics
  - e. Clinical Nursing Forum
  - f. Pre-assessment
5. Workforce Planning
6. Parent and child experience
7. Additional Clinical Priorities

Within each of these workstreams there are priority objectives that will be delivered, and additional proposals or projects will continue to be considered and prioritised as the year develops. The following section of the Work Programme expands on these areas in more details below.

## 5.1 Governance and operational infrastructure

A priority for the SW SIC ODN during 2022/23 will be to ensure an appropriate governance and operating framework is maintained so all stakeholders are able to engage and contribute to the work and development of the network. Actions associated with this workstream are outlined in further detail below:

Activity	Type	Scope/Proposed Activity	Anticipated outcome	By
Consolidate Network Board	Core business	Continue development of network board, review membership, terms of reference for SW SIC ODN board and Chair	Appropriate escalation and sign off of SW SIC ODN activities through a clear and robust mechanism	Ongoing
Establish surgery in children specific meetings at Trusts	Core business	Agree format and structure for local meetings per organisation where surgery in children is discussed	Enable appropriate and equitable engagement across all provider organisations	Ongoing
Establish issues, risks, incidents and successes reporting process	Core business	Agree clinical governance framework to include reporting and escalation of issues, risks, incidents and successes	Ensure network is sighted of and able to respond to regional issues, risks, incidents and successes	June 22
Facilitate operational structure delivery by oversight of agreed working group structure	Core business	Facilitate activity of agreed working groups to progress priorities and localise workstream plans. Ensure regional representation at working groups	Collaborative regional working groups meetings are facilitated which allow delivery of specific priorities and service developments	Ongoing

## 5.2 Communication and engagement

Communication and engagement is embedded within the business as usual and day to day operations of the SW SIC ODN; however, during 2022/23 the core team will ensure it has a communication and engagement plan that aims to ensure equitable engagement from around the region and encourages contribute to the work and development of the network. Actions associated with this workstream are outlined in further detail below:

Activity	Type	Scope/Proposed Activity	Anticipated Outcomes	By
Maintain contacts database	Core business	Ongoing maintenance and expansion of a SW SIC ODN contacts database to support the management of regional contacts	Improve communications with key stakeholders across the SW SIC ODN footprint	Ongoing
Maintain and update website	Core business	Ongoing discussions with identified contacts for each organisation and a strategy for managing regional communications	Clear communication pathways to include dissemination and escalation plans	Ongoing
Delivery of quarterly newsletter across network	Core business	Develop and disseminate a quarterly newsletter to provide updates on national and regional information in accessible format	Improved collaboration and standardisation of information across the regional footprint	1 per quarter
Ensure cross ODN development within SW footprint	Core business	Ensure areas of shared purpose and development are considered across ODN colleagues in the SW and identify areas for cross ODN collaboration	Identify cross-cutting workstreams that will benefit from cross-ODN working and deliver as appropriate	Ongoing
Establish communication across national SIC ODNs	Core business	Support ongoing development and delivery of national SIC ODNs network meetings	Ensure a national approach to strategic developments	Ongoing

### 5.3 Service Review

During 2021/22 the core SW SIC ODN team developed and commenced delivery of its service review implementation according to a strategy that was developed and adapted based on feedback from regional engagement. The service review process involves detailed discussion with each provider in the region to identify their compliance with key national standards and follows an agree self-assessment process. The review and standards cover the following areas:

- The Network Approach
- Organisation, governance and audit
- Facilities
- Staffing and Skills
- Training and education
- Communication with patients
- Pre-assessment
- Paediatric Surgical Standards
- Day Case Surgery
- Pain Assessment
- Imaging

Following the review process regional and provider priorities may need to be adapted as findings from the review are discussed and actions agreed. The table below outlines the high-level actions associated with this workstream (further detail can be found in the strategy and standards):

Activity	Type	Scope/Proposed Activity	Anticipated Outcomes	By
Collate and distribute provider level data packs for review	Core business	ODN core team to share data with providers	Review of activity per provider for review at service review meetings	May 2022
Conduct service reviews with all providers	Core business	Core team to visit each provider, discuss service review assessment and agree provider level actions	All providers identify areas of good practice and areas for development of childrens surgical services and actions to be agreed	June 2022
Provider level report on all service reviews	Core business	Core team to produce provider level reports for all service reviews identifying actions	All providers to have clear action plan to support service developments with network support clearly identified	June 2022
Regional recommendations report produced	Core business	Core team to collate findings from provider level service review reports into regional recommendations and actions	Network recommendations report to identify regional level service developments to support improvements in childrens surgical services	June /July 2022

## 5.4 Clinical Working Groups

The SW SIC ODN has developed an operational model focussed on the establishment and facilitation of clinical working groups. During 2021/22 the SW SIC ODN established a number of clinical working groups to ensure clinical data analysis, service development, pathway reviews and quality assurance is taken forward with input from key stakeholders across the region. These multi-professional groups meet to review, contribute to and support the delivery of national standards. The groups themselves set their priorities based around national recommendations or regional variation in practice and actions arising from the service review meeting will feed into these groups as appropriate over the next 12 months. The following tables outline the current priorities for each of the clinical working groups.

### 5.4a Restoration & Service Development

An unforeseen priority when the SW SIC ODN was first commissioned was the requirement for the ODN to support the region with restoration of children's surgical services as rapidly and as safely as possible during the COVID-19 pandemic. Supporting restoration of surgical services for children across the region became the highest priority for the SW SIC ODN and continues to be an important area of activity alongside work to understand and support plans to manage the growing number of patients waiting procedures across the region. The core team will need to continue to work with local teams to facilitate planning for children's surgical services that supports both capacity and demand management at a regional level and also looks to reduce waiting lists over the coming months and potentially years. In order to support this activity the cross-regional multi-disciplinary working group will meet quarterly over the next year. It is anticipated this group's core activities and outcomes are as noted below:

Activity	Type	Scope	Anticipated outcome	By
Support development of local pathways for elective procedures post pandemic	Core business	Provide regional meetings to facilitate network support for challenges to restoring elective pathways for paediatric patients	Return of elective procedures across South West in a safe and expedited manner	Ongoing
Overview of waiting list of patients awaiting procedures	National	Facilitate the sharing of data related to patient waiting lists and regional capacity	Ensure oversight of regional waiting lists and support regional and national planning to minimise future risks related to increased waiting lists	Ongoing
Support national discussions and guideline development	National	Escalate issues around restoration pathways to national teams and support national dialogue around managing response to restoration and pandemic	Ensure swift escalation and dissemination of issues and challenges and supporting documentation	Ongoing
Support projects and initiatives aimed at reducing patient waiting list across the region	Regional & National	A number of initiatives may need to be established over the next 12 months to reduce patient waiting lists and the SW SIC ODN team will support this as appropriate	Each initiative will need to demonstrate a positive impact in terms of reduction of waiting lists or backlog for children surgery	Ongoing

## 5.4b Ear, Nose and Throat Clinical Working Group

The Ear, Nose and Throat Clinical Working Group has been active over the past 12 months and based on priorities from the Getting it Right First Time report for ENT group has focussed on agreeing a best practice pathway for tonsillectomies that it is hoped will help address regional variation in day case rates. The establishment of this pathway has identified several follow up workstreams targeted to this pathway development and these will be prioritised alongside an increased scope to review other related pathways. The group met in January 2022 and the following priorities were noted:

Activity	Type	Scope	Anticipated outcome	By
Tonsillectomy audit follow up - Review support for access to coblation technique across the region	National/ regional	Support business cases and delivery of training course for coblation in region to ensure technique is accessible across the region	Ensure regional variation is addressed with all centres who wish to offer coblation being able to provide this (potential for improved patient experience and increase in day case)	Sep-22
Tonsillectomy audit follow up - Review of readmission data and audit reasons	National/ Regional	Review variation in readmission data for tonsillectomy procedures – significant variation currently identified across region	Support understanding and lead to reduction in readmissions	Mar-23
Tonsillectomy audit follow up - Review of post-operative analgesia practice	National/ Regional	Review variation in post operative analgesia practice across the region	Share and ideally standardise approach to post operative analgesia to support improved patient experience and potential for wider pathway implications	Mar-23
Tonsillectomy audit follow up - Review patient information leaflets provided	National/ Regional	Share and review patient information provided during pathway for tonsillectomy procedures to support best practice	Share and ideally standardise approach to post operative analgesia to support improved patient experience and potential for wider pathway implications	Mar-23
Review of pathways for airway procedures	National/ regional	Understand current pathways for elective and non-elective procedures, review low volume practice in-line with national guidelines as they develop	Ensure local pathways are clear, safe and aligned to national guidance	TBC - Mar-23

### 5.4c General Surgery & Urology Clinical Working Group

The Group has been active over the past 12 months and based on priorities from the Getting it Right First Time report for General Surgery has focussed on agreeing a best practice pathway for suspected appendicitis that it is hoped will help address regional variation in practice. The establishment of this pathway has identified several follow up workstreams targeted to this pathway. Alongside this work the group also identified a cross-regional training requirement for the group and an education event was co-ordinated in January 2022 reviewing surgical feeding tubes – this work will also be taken forward over the next 12 months alongside other activities noted below:

Activity	Type	Scope	Anticipated outcome	By
Regional best practice recommendations for appendicectomy pathway - reviewed against national pathway	National	Ensure regional best practice pathway aligns to national guidance	Ensure regional pathways deliver as per national expectations – identify and deliver pathway improvements	Sep-22
Regional best practice recommendations for appendicectomy - audit of local compliance	National/ Regional	Complete audit of regional suspected appendicitis pathways to identify potential pathway variation	Ensure regional pathways are aligned to national and regional best practice recommendations	Sep -23
Appendicectomy pathway - Review negative appendix rates for 2021/22 year	National	Ensure regional practice is delivering to national expectations and standards	Identify any areas for service review of improvement	Mar - 23
Surgical feeding tubes - promote education and agreed follow up actions	Regional	Support regional education on surgical feeding tubes	Ensure local teams can support patients as close to their home as possible	Mar-23
Surgical feeding tubes - complete audit and agree next steps to standardise	Regional	Support regional education on surgical feeding tubes	Ensure local teams can support patients as close to their home as possible	Mar-23
Testicular torsion pathway - consider next steps regarding potential audit or regional review of torsion pathways	National	Conduct review of testicular torsions	Ensure regional pathways meet national standards and avoid unnecessary referrals across region	TBC - Mar-23
Circumcision - review variable practice across region through working group	National/ regional	Review regional circumcision practice to highlight regional variation	Understand and ensure equitable approach to provision of circumcision procedures across the region	TBC - Mar-23

#### 5.4d Trauma & Orthopaedic Clinical Working Group

This Clinical Working Group has collaborated with the network over the past 12 months to identify areas of service development. The group is aware of that the national Getting it Right First Time report in T&O practice is to be published imminently and this will support areas of targeted development; currently the identified priorities are noted below although other areas for consideration have been highlighted by group members and will be reviewed on a rolling basis:

Activity	Type	Scope	Anticipated outcome	By
Gait analysis - Ensure funding is confirmed	Regional	Ensure regional funding for gait analysis is delivered to support appropriate local pathways	Ensure pathways for children across the South West are aligned to national best practice	Sep-22
Slipped Capital Femoral Epiphysis - Develop best practice recommendations guidance for management	Regional	Agreed and support delivery of best practice recommendations for the management of SCFE	Ensure that 'simple' surgical procedures are safely managed locally with an emphasis on recommending complex cases are referred to the tertiary centre	Sep -23
Forearm fracture pathway - review regional data through GIRFT	National	Review regional data and activity related to the management of forearm fractures	Support the move towards increased manipulation of forearm fractures in an ED environment and an improved ED pathway potentially reducing the need for GA in children	Mar - 23
Forearm fracture pathway - consider review of optimal pathways	National	Review opportunity for national sharing of forearm fracture management through national SIC network	Support the move towards increased manipulation of forearm fractures in an ED environment and an improved ED pathway potentially reducing the need for GA in children	Mar-23
Forearm fracture pathway - consider development of regional best practice recommendations	National	Consider opportunity to develop regional best practice recommendations to support forearm manipulation in ED	Support the move towards increased manipulation of forearm fractures in an ED environment and an improved ED pathway potentially reducing the need for GA in children	Mar-23
Botox pathways - review practice of GA versus non GA pathways	Regional	Review regional variation in delivery of GAs for administering botulinum toxin	Support development of agreed pathway for delivery of botulinum toxin outside of GA setting	Mar-23

## 5.4e Clinical Nursing Forum

The Clinical Nursing Forum was established at the end of 2021 with an over-arching aim to bring together nursing leads from across the South West region. The group has started to open dialogue around practice, pathways and service-related challenges and initially identified that pre-assessment as a priority which it was agreed should be supported as part of a wider multi-disciplinary group (see below). It is anticipated further targeted workstreams may be identified as part of this working group over the next 12 months.

Activity	Type	Scope	Anticipated outcome	By
Establish regional clinical nursing forum	Core business	Progress the establishment of a SW SIC ODN Clinical Nursing Forum	Forum for collaboration and sharing of best practice through nursing leads	Jun-22
Ensuring regional coverage and nursing engagement	Core business	Progress the establishment of a SW SIC ODN Clinical Nursing Forum	Forum for collaboration and sharing of best practice through nursing leads	Sep-22
Scoping of training provision and requirements	Regional	Undertake a survey of current practice and support in terms of nursing training and education	Identify good practice and gaps in education and training of nursing staff with regards to childrens surgical services	Sep-22

## 5.4f Pre-assessment Clinical Working Group

This Clinical Working Group met for the first time at the end of 2021 – the group has been established in collaboration with colleagues from the Thames Valley and Wessex SIC ODN and is a ‘task and finish’ clinical working group to address variation in practice with regards pre-assessment for children undergoing surgical procedures across the region. Key areas of activity for this group are:

Activity	Type	Scope	Anticipated outcome	By
Review of child/parent experience of pre-operative assessment	Regional	Conduct a survey of children across the region who have undergone pre-assessment	Identify current experience to support improvement to pathway as appropriate	Jun-22
Development of pre-operative assessment training package for nurses	National/Regional	Develop a training package to ensure safe and efficient pre-assessment services	Pre-assessment services across the South West will be delivered by appropriately supported staff and ensure safe and efficient surgical pathways	Dec-22
Develop best practice recommendations guidance for pre-operative assessment & conduct regional audit	Regional	Develop best practice recommendations to outline key factors for pre-assessment & consider auditing	Confirm anticipated best practice to be delivered and move towards equitable services across the region	Mar -23

## 5.5 Workforce development

Following the service review meetings; further consideration will be made regarding targeted workstreams to support workforce development requirements. It is anticipated this will be further discussed in Q2 2022/23 and activities will be adapted. Targeted education and development is already being delivered inline with workstream priorities of the identified clinical working groups.

Activity	Type	Scope	Anticipated outcome	By
Scoping of requirements for further service training needs analysis	Regional	Review potential gaps in understanding with regards to training needs following service review and scope as appropriate	Identify gaps in training or education that the network may need to escalate or support being addressed	Sep-22
Scoping of existing training provision	Regional	Following service review identify scoping requirements to clarify gaps in training provision	Identify gaps in training or education that the network may need to escalate or support being addressed	Sep-22
Provision of ODP training in paediatrics	Regional	ODP training identified in the service review process and to be reviewed post review to clarify gaps and requirement	Ensure ODP workforce are competent and confident in supporting childrens surgical services	TBC Mar -23

## 5.6 Parent and child experience

Following the service review meetings; further consideration will be made regarding targeted workstreams to support parent and child experience. It is anticipated this will be further discussed in Q2 2022/23 and activities will be adapted based on outputs from the service reviews.

Activity	Type	Scope	Anticipated outcome	By
Scoping of existing patient experience practice	Regional	Review of existing practice across the region with regards patient experience of surgical services	Identify current patient experience initiatives across the region to support sharing of best practice. Ensuring patient experience is embedded in surgical services and their developments	Sep-22
Establishing working group to gain consensus on patient experience practice across region	Regional	Support regional approach to patient experience by bringing together regional colleagues to develop network approach to collating feedback	Support standardised and regional approach to collating patient experience and embedding in service review and development	Dec-22
Scoping opportunities for wider engagement in ODN operational practice	Regional	Consider how to develop the parent and child voice within the SIC ODN	Identify opportunities to embed the patient voice in the operational function of the ODN	Mar -23

## 5.7 Additional Clinical Priorities

The SW SIC ODN has a wide-reaching remit to support all children's surgical services and as such other priorities have been identified in areas outside of the core clinical working groups that the network team will consider or assist with over the next 12 months. These are summarised below:

Activity	Type	Scope/Proposed Activity	Anticipated Outcomes	By when
MRI pathways GA versus non-GA	Regional	Develop a 'share & learn' event to look at best practice for supporting MRI pathways with GA or without	Support development of pathways for children to undergo MRI with reduced need for GA	Mar-23
Supra-regional childrens surgical services developments	National	Understand and support discussion and process around supra-regional services as identified through GIRFT	Ensure regional support to any national implementation of supra-regional centres	TBC
Interventional Radiology	National/ regional	Ensure access to IR in South West aligned to national guidelines	Ensure South West delivers IR in line with national expectations	TBC
Dental waiting lists	Regional	Align data collection plans with waiting list data collection as part of MCN & dental commissioners	Increased oversight of dental waiting lists for childrens GA to ensure appropriate planning is progressed	Sep-22
Oral and dental pathways review	Regional	Engage with MCN on pathway development work	Support review of dental pathways to reduce waiting lists as appropriate	TBC – Mar-23
Cleft waiting lists	Regional	Support progress on addressing issues around cleft pathway and waiting lists	Try to bring waiting lists for cleft in step with national position	Mar-23
Cleft access to speech therapy	Regional	Understand the issues related to delivery of speech therapy	Review model of care for delivery of speech & language therapy across SW	Mar-23
Surgical line service	Regional	Review pathways and practice to be consider improvements	Potential for children to be managed closer to home and ensure equity	Mar-23
Endoscopy services	Regional	Area escalated as potential regional area for consideration	TBC	TBC
Obesity pathway	National	Support review of national obesity pathways as appropriate	TBC	TBC

## 6. Summary

In order to manage such a diverse and high-volume work programme the core network team will be looking to network members across the region to engage with and support delivery of key areas. The core network team will often need to act in a facilitative role to support activities and in certain areas such as education, training and audit the core team will need full support from key stakeholders in order for work to be delivered.

This work programme is based on the current establishment of the core team and any changes to the team structure will significantly impact the team's ability to deliver certain aspects.

The priorities as listed by this work programme serve to outline the current activities and noted proposed workstreams for the SW SIC ODN from April 2022 to March 2023, however it should be noted that the network operates in a dynamic way and if additional priorities are identified by local, regional or national stakeholders then the core team will review the scope and scale of the request and re-prioritise its activities wherever possible.

It should also be noted this work programme is supported by a more detailed planning document which is a 'live document' used by the core team to manage priorities and review progress.

## Appendix 1 – Provisional meeting timetable

# Timeframe for Meetings

Meeting/group	Month	Apr	May	Jun	Jul	Aug	Sep	Oct	Nov	Dec	Jan	Feb	Mar
Board				X			X			X			X
Service review visits		X	X	X									
(1) Restoration				X			X			X			X
(2) ENT		X				X				X			
(3) Gen/ <u>Uro</u>				X				X				X	
(4) T&O			X				X				X		
(5) Nursing		X			X			X			X		
(6) Pre-assessment		X	X	X	X	X	X	X	X	X	X	X	X

\*Group members have been asked regarding length and frequency of meetings and adaptations to the timetable are being made based on this feedback.