NHS
South West
Surgery in Children
Operational Delivery Network

South West Surgery in Children Operational Delivery Network Work Plan

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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 achieve during the financial year 2025/26; 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.

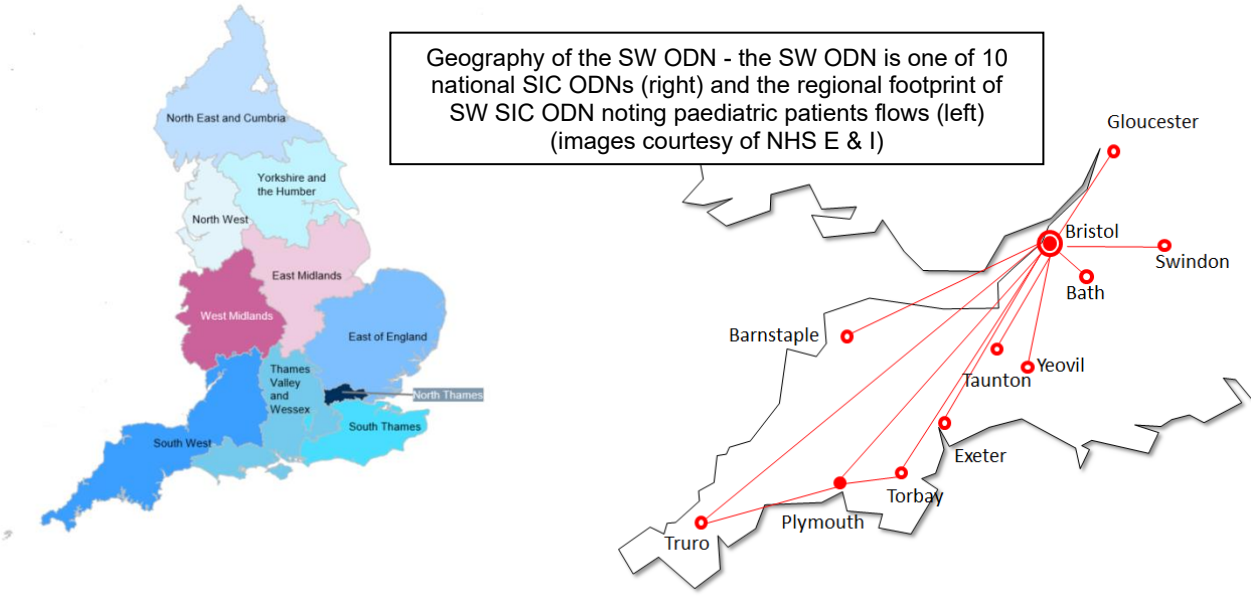
2. Introduction to the South West Surgery in Children Operational Delivery Network

The SW SIC ODN was formally commissioned at the end of the financial year 2019/20 and the core team was initially established 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 Project Manager (1.0 WTE) Support Manager (0.5WTE). Appointment of three clinical lead roles to support work in the three speciality specific working groups (ENT, General Surgery & Urology and Trauma & Orthopaedics) has enabled further engagement across the region with clinical colleagues and expansion of the breadth and depth of work the team can deliver.

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
- Royal Devon University Healthcare NHS Foundation Trust (with hospital sites in Barnstable and Exeter)
- Royal Cornwall Hospitals NHS Trust
- Royal United Hospitals Bath NHS Foundation Trust
- Somerset NHS Foundation Trust (with hospital sites in Taunton and Yeovil)
- Torbay & South Devon NHS Foundation Trust
- University Hospitals Plymouth NHS 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.



Geography of the SW ODN - the SW ODN is one of 10 national SIC ODNs (right) and the regional footprint of SW SIC ODN noting paediatric patients flows (left) (images courtesy of NHS E & I)

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 diverse resulting in a long list of potential workstreams, programmes of work and opportunities that the network team could pursue.

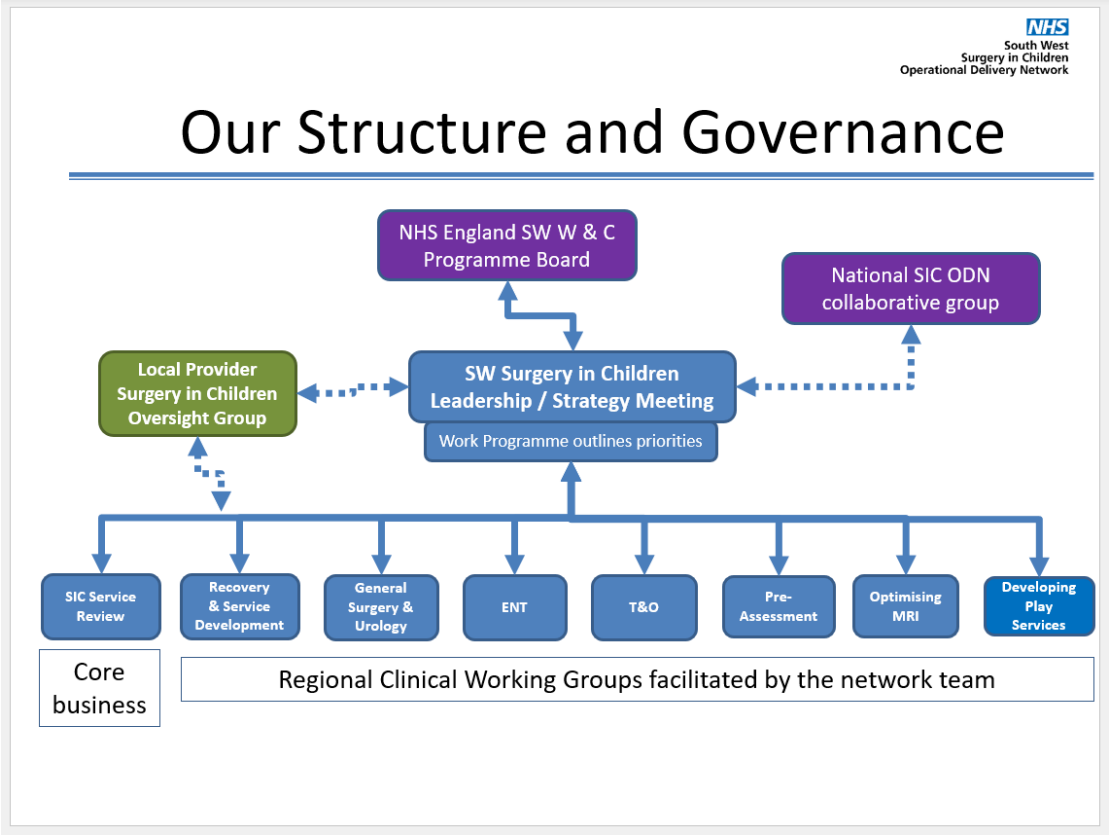
Prioritisation of network objectives: Activities and priorities being considered by the SW SIC ODN can largely be defined as either; core business, or a national or regional priority. Core business usually relates to the ongoing management, development and oversight of the operational delivery network and is required to maintain the networks core function. Other priorities are taken from national guidelines or reports such as the Getting It Right First Time reports or Model Hospital data sets which are then reviewed by stakeholders within the appropriate speciality at a regional level. A careful balance is required to ensure progression of core business activities is balanced alongside other 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 is 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 SW SIC ODN Leadership Group which met in March 2025 to discuss priorities for the next 12 months and beyond. The aim is this work will link into the local provider Surgery in Children meetings or similar infrastructure within each local centre. Regional network members that form part of the clinical working groups then define and agree priorities within the groups and these are then reviewed, actioned as appropriate 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 and where appropriate discussed with clinical working groups and prioritised for action. The SW SIC ODN reports into the NHS England SW W&C Programme Board.

The proposed Operational Structure for the SW SIC ODN builds on the structure developed in 2023/24 which saw the ongoing development of 6 clinically-focussed working groups three that were speciality specific; Ear, Nose and Throat (ENT); General Surgery & Urology and Trauma & Orthopaedics (T&O) and three were cross-cutting in nature and aimed at wider pathway working to consider restoration & service improvement, paediatric pre-assessment and MRI pathways. In addition to these groups the SIC ODN has also agreed to lead the establishment and facilitate the delivery of a group focused on developing play services for the SW which includes play staff from all the centres in the region, however is also open to other colleagues who wish to assist in building health play services. All clinical working groups are open to all network colleagues and met regularly agreeing priorities and striving to deliver them.

The operational structure proposed for the SW SIC ODN during 2025/26 is outlined as per the diagram below:



5. Workstreams within the work plan

The SW SIC ODN work plan itself is divided into five areas to describe different programmes of work the network is planning to undertake. Within these areas certain items are noted as core business, national requirement or regional priority as appropriate and drivers for these activities are noted as appropriate.

The high level areas identified that the SW SIC ODN will be focused on in 2025/26 includes three areas of business as usual (governance, engagement and service review) and the seven working groups that will undertake activities such as reviewing pathways, analysing data, undertaking audit and leading on service developments and improvements. Alongside these workstreams the network has also become involved in several other clinical areas 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 workstreams 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. Ear, Nose and Throat
    b. General Surgery & Urology
    c. Trauma & Orthopaedics
    d. Restoration & recovery
    e. Pre-assessment
    f. Optimising MRI pathways
    g. Clinical Nursing Forum
5. 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 2025/26 is to continue to build on our governance and operating framework 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:

Core Business – Governance & Operational Oversight			
Project	**Driver**	**Scope**	**Outcome**
Review Network Oversight & Leadership Strategy	Core business	Continue development of network oversight and leadership and consider opportunities to build on March 2025 leadership meeting	Appropriate oversight and escalation of SW SIC ODN activities through leaders within acute providers
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
Manage issues, risks, incidents and successes reporting process	Core business	Review process for management of issues, risks, incidents and successes ensuring appropriate escalated at local, regional and national level as appropriate	Ensure ongoing support to local providers for issues, risks and incidents and that network and regional colleagues are responding to local provider experience
Facilitate operational structure delivery	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

5.2 Communication and engagement

Communication and engagement are embedded within the business as usual and day to day operations of the SW SIC ODN; during 2025/26 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:

Business as Usual – Communication & Engagement			
Project	**Driver**	**Scope**	**Outcome**
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
Maintain and update website	Core business	Ongoing development of network website to include expansion of the website as a tool for sharing resources and experiences	Clear communication of network role and remit and opportunities to share practice in a straight forward and pragmatic manner
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
Ongoing development of NHS Futures Platform	Core business	SW SIC ODN team to maintain its NHS Futures Platform to facilitate sharing with wider stakeholders	Sharing of internal policies and documents to support best practice or pathway review
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
Lead 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

5.3 Service Review

During 2022 the core SW SIC ODN team undertook its initial regional service review and model of care programme of work which facilitated review of each of the providers against a set of standards drawn from national best practice and guidelines. This work resulted in local and regional action plans and a number of priorities at provider and regional level both within specialities and across specialities. As part of the strategy the ODN agreed to revisit and follow up on the reviews every 3 to 5 years. In 2025/26 the team will update the standards document to reflect the changes in national guidelines and then undertake review visits with all centres in the South West to discuss progress, ascertain any ongoing challenges and revisit priorities.

Business as Usual – Service Review			
Project	**Driver**	**Scope**	**Outcome**
Refresh of the service review strategy and peer review programme	National Service Specification	The network will review the standards developed for childrens surgical services and update the standard template to reflect national changes to guidelines and policies. A strategy will be developed to undertake a follow up review of services starting in financial year 25/26.	Strategy for reviewing surgical services in 2025/26 with updated standards and engagement of stakeholders to participate in the exercise.
Collate and distribute provider level data packs for review	Model of Care	ODN core team will develop provider reports outline activity and progress and share with providers	Review of activity per provider to compare with service review
Review actions and support local delivery by providers	Model of Care	Core team to visit each provider to discuss response to service review actions following service review assessment	Delivery of actions identify as part of review process and ensure ongoing development of childrens surgical services
Regional recommendations report	Model of Care	Core team will review responses to service reviews at a regional level and develop a regional strategy	Summary of regional actions to be incorporated into future planning

5.5 Clinical Working Groups

The SW SIC ODN has developed an operational model focussed on the establishment and facilitation of clinical working groups. 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 meetings have been feed into these groups. The following tables outline the current priorities for each of the clinical working groups.

5.5a Ear, Nose and Throat Clinical Working Group

The Ear, Nose and Throat Clinical Working Group meet three times per year and priorities have developed from the Getting it Right First Time report for ENT Surgery published in November 2019. The group developed a regional best practice pathway for tonsillectomies which services audited themselves against and a series of actions to support delivery of the agreed best practice are under-progress. Following the publication of an investigation of a paediatric difficult airways scenario the team will be focusing on this pathway for the next 12 months undertaking audit and providing training to support this pathway across the region.
The following priorities have been identified for the next 12 months:

ENT Working Group			
Project	**Driver**	**Scope**	**Outcome**
Tonsillectomy Pathways	GIRFT - ENT	Track day case rates and readmissions following a tonsillectomy to maintain good practice.	Improve patient experience; make cost savings by reducing overnight stays and unnecessary readmissions.
Emergency Airways Pathways	GIRFT	Deliver regional best practice pathway to manage emergency airways safely. Provide a regional training course.	Improve staff competence and improve the management of paediatric emergency airways, reducing risks, incidents and potential harm.
Management of Atypical TB	Local	Align practice across the region to regionally agreed best practice pathway.	Provide a clear pathway for patients and clinicians to potentially reduce surgical interventions and ensure antibiotic usage is standardised.
Button Battery Pathway	National	Ensure all centres have a locally approved policy to remove ingested button batteries.	Avoid serious incidents/harm to children if battery is not removed in timely manner.
Access to Hearing Aids / Grommets	National / NICE	Continue to review access to grommets and hearing aids with clinical teams.	Ensure access to hearing aids and/or grommets meets national standards to reduce potential risk or harm.
Nasoendoscopy	Local	Review provision of nasoendoscopy services through regional survey of practice.	Ensure services are delivered close to home and staff have appropriate training and equipment.

5.5b General Surgery & Urology Clinical Working Group

The group has attempted to base its prioritises on the Getting it Right First Time report for Paediatric General Surgery & Urology that was published in February 2021 and the follow up national best practice pathway for suspected appendicitis that was published June 2022. In 2024 GIRFT and NCEPOD published reports into pathways for testicular torsion and a further review of this regionally will be priorities in 2025/26. The group meet three times per year and review its ongoing programme of work during the meeting, the confirmed following priorities are as follows:

General Surgery & Urology Working Group			
Project	**Driver**	**Scope**	**Outcome**
Appendicectomy Audit of Practice	GIRFT Gen Surgery & Urology	Conduct patient level audit against the best practice to review negative appendix rates, access to imaging, and shared care services.	Ensure pathways are aligned to national and regional best practice recommendations. Aim to reduce negative appendix rate.
Circumcision Best Practice Guidelines	GIRFT Gen Surgery & Urology	Ensure regional activity is aligned to national and regional guidance to reduce variation in practice.	Ensure unnecessary procedures are not being undertaken.
Testicular Torsion Pathway Audit	GIRFT Gen Surgery & Urology / National	Progress audit actions to ensure equitable delivery of management of suspected testicular torsion.	Deliver equitable management to avoid unnecessary referrals, reduce risks and improve patient experience & safety.
Testicular Torsion Patient Audit	GIRFT Gen Surgery & Urology / National	Develop patient level audit to understand if wider challenges exist in supporting the delivery of the torsion pathway	Ensure torsion pathway is being delivered across region consistently and identify any opportunities for improvement
Surgical Video Library	Service Specification	Support Kate Bradshaw and UHBW Medical Illustration team in developing videos to train surgical trainees on key surgical procedures.	Provide support for surgical colleagues across region to ensure safe and high quality service.
Transition Pathways for Oesophageal Atresia	Service reviews / National	Support development of pathways for the transition of patients with oesophageal atresia from children to adult services.	Provide clear pathways to support delivery of patient care in an appropriate setting and as close to home as possible.
Parenteral Nutrition Pathway	Regional	Agree best practice recommendations for the use of parenteral nutrition post-surgery for patients across the region.	Align practice, reduce unnecessary prescription, and ensure appropriate regional access.
Endoscopy Service	Regional	Develop a survey to scope access to endoscopy services across the region.	Develop services and ensure access is equitable across the region.
Appendicectomy Audit of Practice	GIRFT Gen Surgery & Urology	Conduct patient level audit against the best practice to review negative appendix rates, access to imaging, and shared care services.	Ensure pathways are aligned to national and regional best practice recommendations. Aim to reduce negative appendix rate.

5.5c Trauma & Orthopaedic Clinical Working Group

Getting It Right First Time published its Paediatric Trauma & Orthopaedic Surgery report in April 2022 and the SW SIC ODN Clinical Working Group has collaborated with the network over the past 12 months to identify areas of service development that align to the report's recommendations. The group reviewed its activity against the GIRFT data that had recently been published in Model Hospital and agreed to focus on the following areas that align to national priorities and national areas where concensus is not currently agreed:

Trauma & Orthopaedic Working Group			
Project	**Driver**	**Scope**	**Outcome**
Forearm Fracture Pathway	GIRFT Paediatric T&O / National	Track and report data to quantify variation in practice in management of wrist & forearm fractures across the region.	Reduce variation in pathways with focus on ED manipulation and reducing the number children requiring a general anaesthetic.
Botulinum Toxin	GIRFT Paediatric T&O / National	Review regional variation in the delivery of administration of botulinum toxin.	Reduce variation in practice for spasticity management in children with cerebral palsy. Reduce unnecessary GA procedures.
Slipped Capital Femoral Epiphysis	GIRFT Paediatric T&O / National	Ongoing oversight of the delivery of best practice recommendations for the management of SCFE.	Ensure patients are managed as close to home as possible and complex patients managed at the tertiary centre.
Procedures for Cerebral Palsy	GIRFT / National	Review hip procedures being undertaken for children who have CP and associated coding / reporting.	Ensure pathways align to the national standards and data is being accurately reported.
Club Foot Pathway	GIRFT Paediatric T&O	Undertake pathway audit to ensure local centres are able to meet national consensus standards for the management of club foot.	Ensure pathways align to national standards and data meets national expectations.
Developmental Dysplasia of the Hip (DDH)	GIRFT Paediatric T&O	Consider regional pathways for DDH and alignment to national consensus.	Reduce variation of practice in regional pathways and ensure aligned to national standards
Transition Pathways for Complex Patients (CP)	Service reviews / National	Support development of pathways for the transition of children with complex requirements from children to adult services	Support delivery of care in a suitable setting and as close to home as possible. Ensure resources are appropriately utilised regionally.

5.5d Restoration & Service Development

Supporting restoration of surgical services for children across the region became the highest priority for the SW SIC ODN following the global pandemic and there is continued emphasis on restoration of services. The network has seen a move in this group towards supported shared learning regarding theatre efficiencies, productivity and sharing of other areas of cross-cutting good practice. The network has a number of workstreams that it will both facilitate and report through this group over the next 12 months and these include:

Restoration & Service Improvement Group			
Project	**Driver**	**Scope**	**Outcome**
Reduce Waiting Lists for Elective Procedures	Elective Recovery	Provide regional meetings to facilitate the development of pathways to improve elective recovery.	Support reduction in waiting lists for elective procedures.
Theatre Utilisation and Productivity	Elective Recovery	Share learning and use of national tools to identify opportunities to improve theatre utilisation and productivity.	Increase in theatre through-put and efficiencies. Reduce waiting lists and improve delivery of services.
Dental Pathways	GIRFT- dental & Recovery	Undertake a survey to review pathways for children undergoing dental procedures under GA to ensure quality and safe levels of care.	Potential to improve pathways, oversight, governance, and efficiencies of practice.
Recovery Package	National standard	Roll out of training to support recovery staff.	Improve patient safety and experience through ensuring staff align to national competencies for recovery.
Greener Theatres	NHSE	Sharing resources and initiatives promoting greener theatres.	Developing greener theatres through reducing waste and highlighting opportunities
Prioritisation of CYP Waiting Lists	National / Regional	Support centres to roll out prioritisation tool as per regional / national recommendations.	Ensure health inequalities are considered and waiting lists are reviewed across region.
Overarching Transition Pathways	NCEPOD / NICE	Develop and agree regional best practice principles for transition to adult services.	Improve patient experience and ensure smooth transition to adult services
Patient Experience	Service Specification	Work with the Little Journey team to capture patient experience through the app.	An improved method for reviewing patients' experience of surgical services.

5.5e Pre-assessment Clinical Working Group

In Spring 2022 the Association of Paediatric Anaesthetists of Great Britain and Ireland published the document "Best Practice Guidance: Preassessment Services for Children undergoing Surgery or Procedures". The SW SIC ODN Pre-assessment Clinical Working Group has been established in collaboration with colleagues from the Thames Valley and Wessex SIC ODN and the aim of the group is to address variation in practice with regards pre-assessment for children undergoing surgical procedures across the region and support delivery of these national guidelines. Leading the annual pre-assessment practitioner course is undertaken through this group and its key areas of activity for this group are:

Pre-assessment Working Group			
Project	**Driver**	**Scope**	**Outcome**
Pre-assessment Practitioner Course	National APAGBI guidelines	Deliver paediatric pre-assessment course to ensure practitioners around the SW are appropriate trained to deliver pre-assessment a	Ensure equitable access to paediatric pre-assessment services that are delivered by appropriate trained staff
Pre-operative Assessment for all Children	National APAGBI guidelines	Audit against standards to review progress of services across region, deliver regional Paediatric Pre-Assessment Course and support roll out to all SIC ODNs across England, repeat the User Survey annually.	Ensure equitable access to paediatric pre-assessment services to improve safety and patient experience, reduce risks and incidents, improve efficiencies, and reduce cancellations.
Fasting Guidance	Regional / National	Develop and agree regional pre-operative fasting guidance.	Ensure children are appropriately prepared prior to surgery.
Weekend Activity	Regional	Undertake a review of weekend activity.	Ensure elective procedures undertaken at the weekend are appropriately supported.

5.5f Optimising Paediatric MRI Pathways Clinical Working Group

This Clinical Working Group met for the first time in October 2022 – the group has been established in collaboration with colleagues from the Thames Valley & Wessex Paediatric Groups and is aimed at addressing variation in practice with regards pathways for children undergoing an MRI procedure, with particular reference to reviewing when children will require a general anaesthetic (GA) in order to receive an MRI and when the utilisation of play and supporting tools can support delivery of the MRI without the need for a GA or sedation. Key areas of activity for this group are:

Optimising MRI Pathways Group			
Project	**Driver**	**Scope**	**Outcome**
Audit of MRI Patient Pathways (SWAM)	GIRFT - Radiology	Undertake a patient-level audit to understand pathways and identify cohorts of patients undergoing MRI scans awake / with sedation / under GA.	Increase the number of children having an MRI scan awake to improve patient experience and reduce the risks and costs associated with a GA.
Sedation for MRI Scans	GIRFT - Radiology	Carry out a survey to understand sedation pathways across the region for children having an MRI scan.	Reduce variation in approach to sedation used for MRI pathways.

5.5g Developing Play Services Forum

The Developing Play Service Forum was established at the end of 2023 with an over-arching aim to bring together play staff and those wishing to support the development of play services across the South West region. The group has started to open dialogue around practice, pathways and challenges and it is working together to support improvements in access to hospital-based play staff. Once the national standards for play are published which are anticipated in early 2025 the group will support benchmarking and review against these standards as its primary priority.

Developing Play Services Group			
Project	**Driver**	**Scope**	**Outcome**
Regional Play Provision	National / Service Review	Undertake a review of play services across the SW to ensure it is aligned to national standards, and consider opportunities to support training & education for Play Teams.	Ensure equitable access to play across the region to reduce cancellations, reduce anxiety, improve outcomes, and improve patient experience.

6. 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:

Additional Identified Clinical Priorities			
Project	**Driver**	**Scope**	**Outcome**
Cleft Services	Cleft Recovery Group	Ongoing work with the cleft service and recovery group to support the recovery of cleft services.	Ensure ongoing improvements to services and to ensure the service delivers national standards.
Psychology Access	SW Paediatric Mental Health Network	Undertake a review of practice to identify current access to psychology services for patients who have undergone surgery.	Explore access to psychology services for surgical patients and identify opportunities for improvements.
Eye Surgery	Region	Review activity and pathways related to eye surgery to explore potential variation.	Identify if opportunity to support improvements in practice through networked approach.

7. 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 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 for work to be delivered.

For each workstream identified (outside of business as usual) the network team will also attempt to calculate the impact this work has on the region. The core team will look to demonstrate the value of the network's activity in terms of potential cost savings or financial benefits and / or increased productivity and efficiency alongside the core principles of delivering improvements in safety, benefits in terms of child/parent experience and ensuring reductions in unwarranted variation in practice.

In order to deliver this work programme as outlined the co-Clinical Chair roles are fundamental to underpin wider stakeholder support and deliver workstreams through the Clinical Working Groups. The core team feel a full review of the scope and expectations from the SIC ODN should be undertaken to ensure the resources allocated more closely align to the national service specification and expectations. The core team will look to ensure they continue to demonstrate the value of regional and national networking sharing and facilitating collaboration as part of routine practice.

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 2025 to March 2026, 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.

If you wish to discuss this work programme or any other aspects of the work of the South West Surgery in Children Operational Delivery Network please contact us: swsicodn@uhbw.nhs.uk

Alternatively for more information please visit our website:
www.southwestsicodn.nhs.uk

or NHS staff can request access to our NHS Futures Platform:
https://future.nhs.uk/SWChildrenSurgeryODN/groupHome