

# Complex Neonatal and Paediatric Surgery and Associated Critical Care

Update to Harrow Overview and  
Scrutiny Committee

Harrow  
Primary Care Trust



# What is the project about?

- This initiative is part of a larger piece of work to review Paediatric Services within North West London (NWL) in line with the Children's National Service Framework.
- The work stream relating to specialist paediatric services, and in particular complex neonatal and paediatric surgery, was identified as an urgent clinical priority by clinicians in NWL in 2007-8.

# Background

- The literature on specialist paediatric surgery and critical care makes a strong clinical and organisational case for the development of a Lead Centre for specialist, in-patient Paediatrics, which would be the 'hub' for a paediatric network, within a given geographical area.
- Such an approach is known to reduce mortality and morbidity due to the concentration and co-location of facilities, skills and expertise.
- Changes in medical education and the effect of the European Working Time Directive (EWTD) will also dilute expertise in District General Hospitals (DGHs). This makes it even more critical that specialist paediatric care is concentrated in a 'hub' with more routine care being provided in the 'spokes' with support being provided from the 'hub' as required.

# Background cont.

- No formal review of paediatric services within NWL has been undertaken in the last 10 years and as a result:
  - Specialist paediatric services (surgery and medicine) are fragmented
  - There is no clearly designated Lead Centre for Paediatrics
  - Paediatric Intensive Care (PIC) beds are on 2 sites and the site undertaking the majority of complex surgery does not have a Paediatric Intensive Care Unit (PICU). Some specialist complex in-patient paediatric surgery is also carried out in the DGHs without on-site PICU support.
  - PIC and Neonatal Intensive Care (NIC) services are arranged in networks but are still fragmented
  - There are clear standards for the provision of PIC, NIC and Paediatric surgery. At present there is little evidence to demonstrate that these are being complied with.
  - Information to demonstrate the effectiveness and quality of care is poor.

# Alignment with Healthcare for London (HFL)

- The HFL Children's Pathway Report (March 2008) supports the NWL approach

## *Key Messages*

- *There are currently multiple points of access to services for urgent care needs which may lead to inappropriate choices by parents*
- *There are skill shortages in key areas*
- *Secondary care services are often inappropriately overloaded*
- *Current configuration of inpatient services is not safely sustainable*
- *Alternative models will promote greater integration at the primary-secondary care interface and potentially provide a more effective service*
- *There is an urgent need to establish managed clinical networks for the ill child in accordance with the children's NSF*
- *Addressing paediatric surgical services is an urgent issue because of workforce shortages*
- *The current fragmented provision of tertiary services for children is not sustainable*
- *Neonatal level 3 capacity needs to be increased*
- *Specialist services are vulnerable in their current configuration*

# Process

- The NWL Strategy Board agreed in February 2008 that there was a strong imperative for Commissioners to undertake a rapid and comprehensive review of Paediatric services across NWL.
- The first step in the process should be to resolve the current fragmentation of complex in-patient surgery by rationalising the number of centres that provide a service and aligning paediatric and neonatal critical care with that centre.
- The three Trusts in NWL who currently undertake the majority of complex neonatal and paediatric surgery were asked if they could come up with a joint proposal to resolve the fragmentation of services.
- A joint solution to the problem of fragmentation of services was not forthcoming.
- NWL Strategy Board agreed that a project group should be established to scope and specify the service required, following which, Trusts in London would be asked for expressions of interest in providing the service.

# Vision and Aim

## Vision

- By 2014, children residing within NWL will receive high quality, seamless health and social care provided locally where possible and centralised where necessary. Such care will be co-ordinated through the development of a **managed clinical network**.
- The specific vision for this project is that by 2009, children who require complex neonatal or paediatric surgery receive their in-patient care in an institution which can provide them with the full range of direct and support services on a 24/7 basis and can continue to support their ongoing care, if necessary, in conjunction with a hospital closer to home once they no longer require specialised in-patient care.

## Aim

- The aim of this project is to determine a model of care for complex neonatal and specialised paediatric surgery and associated critical care which allows PCT Commissioners within NWL to commission services that ensure the safe and sustainable provision of paediatric care in line with national standards.
- To ensure that the recommended model of care is implemented within NWL during 2009.

# Engagement process

- A stakeholder engagement plan has been developed for this project
- This plan ensures that service users, carers and providers of services will be actively involved in shaping the service specification and the evaluation criteria.
- Service users and carers will also be involved in the evaluation of bids to provide the service.